

Table of Contents

Section One: Institutional Purpose and Organization.....	3
I. Faculty Membership at Kennesaw State University	5
II. Institutional Mission.....	5
III. University System of Georgia	6
IV. Kennesaw State University's Administrative Officers & Organization	7
V. Descriptions of Organizational Divisions, Colleges, and Departments	9
Section Two: Advising and Registration.....	33
I. Policy Statement on Advising	35
II. Advising Program	35
III. Suggestions for Effective Advising	37
IV. Advising	38
V. Registration	39
VI. Declaration of Program of Study (Major)	39
VII. Course Substitution in Program of Study	39
VIII. Regents' Test	40
IX. Advanced Standing by Examination	40
X. College Level Examination Program (CLEP)	41
XI. Advanced Placement Examinations	42
XII. Other Institutional Tests	42
XIII. Petition for Graduation	43
XIV. Awarding of Posthumous Degrees	43
XV. Declaration/Change of Degree Program or Concentration	44
XVI. Graduate College Forms	44
XVII. Student Request Forms	45
XVIII. Request for Transcript of Record	45
XIX. University Center Cross-Registration Program	45
Section Three: Shared Governance and Committees of KSU.....	47
I. Constituencies Involved in Shared Governance	49
II. Senate and University Council Structure	49
III. General Faculty Meeting	63
IV. University System Committees	63
V. Departmental Bylaws and Department Faculty Council	64
VI. College Bylaws and College Faculty Councils	66
VII. Undergraduate and Graduate Curriculum Review and Approval Process	68
Section Four: Workload and Institutional Expectations.....	73
I. Academic Freedom and Responsibility	75
II. Workload Model for Teaching Faculty	76
III. Teaching Overloads	78
IV. Faculty Performance and Assessment	78
V. Assessment of Teaching, Supervising, and Mentoring Effectiveness	81
VI. Course Scheduling Expectations	82
VII. Course Instructional Materials	82
VIII. Class Rolls	83

Table of Contents

IX. Grading	83
X. Final Examination Policy	86
XI. Student Attendance Policy	87
XII. Faculty Absences	87
XIII. Policy Concerning Research with Human Participants	87
XIV. Faculty Policies and Procedures with Legal Implications	88

Section Five: Review and Evaluation of Faculty Performance.....91

I. Introduction	93
II. Overview of Faculty Responsibilities	94
III. Basic Categories of Faculty Performance	95
IV. Evaluation of the Quality and Significance of Faculty Scholarly Accomplishments	98
V. General Expectations for Tenure, Promotion, and Post-Tenure Review	100
VI. General Expectations for Faculty Performance in Different Ranks	107
VII. Faculty Review Process	115
VIII. Multi-Year Review Schedules	122
IX. References	124

Section Six: Services and Facilities.....125

I. Library	127
II. Center for Excellence in Teaching and Learning (CETL)	130
III. Distance Learning Center (DLC)	131
IV. Educational Technology Center (ETC)	131
V. Audio Visual Technology Services (AVTS)	131
VI. Department of University College	132
VII. Teacher Resource and Activity Center	133
VIII. Writing Center	133
IX. Student Success Services	133
X. Career Services	134
XI. Information Technology Services (ITS)	135
XII. Card Services	137
XIII. Auxiliary Services	138
XIV. Postal Services	141
XV. Telephone and Fax Usage Policies	141
XVI. Print & Copy Services	142
XVII. Offices and Labs	142
XVIII. Computer Labs	142
XIX. Check Cashing and Cash Advances	143
XX. Indoor and Outdoor Campus Facilities	144
XXI. Food Services	145
XXII. University Events	145
XXIII. Student Development	145
XXIV. Department of Student Conduct and Academic Integrity-SCAI	149
XXV. Student Financial Aid	150
XXVI. Department of Student Life	150
XXVII. Center for Student Leadership (CSL)	153
XXVIII. Center for Health Promotion and Wellness	153
XXIX. Emergency and After-hours Assistance	154

Section Seven: Personnel, Fiscal, & Institutional Policies.....	149
I. Faculty Appointments	151
II. Graduate Faculty Status	152
III. Guidelines for Joint Appointments*	155
IV. Evaluation of Appointee	156
V. Additional Information	157
VI. Tenure Track Faculty	157
VII. Changes in Appointment	157
VIII. Nonrenewal of Employment Contracts for Individuals with Faculty Status	163
IX. Removal of a Faculty Member for Cause	163
X. Visiting Faculty Appointments	164
XI. Temporary Faculty Appointments	164
XII. Part-time Teaching Faculty Appointments	165
XIII. Conversion from Tenure-Track to Non-Tenure-Track Faculty Status	167
XIV. Salary Conversion for Fiscal and Academic Year Appointments	167
XV. Adjunct Faculty Appointments	168
XVI. Visas for Non-U.S. Citizens	168
XVII. Employment of Relatives	169
XVIII. State Restrictions on Kennesaw Faculty Employment Elsewhere in the University System	169
XIX. Reaffirmation of Equal Employment Opportunity Affirmative Action Policies.....	169
XX. Processing Out at the End of Employment	171
XXI. Academic Year Pay Procedures	171
XXII. Summer Employment and Compensation	171
XXIII. Faculty Compensation and Benefits while Teaching or Doing Research Abroad.....	171
XXIV. Overload Compensation Guidelines	172
XXV. KSU Employee Benefits	173
XXVI. Employee Benefits	173
XXVII. Teacher's Retirement System	179
XXVIII. Regents' Optional Retirement Plan (ORP)	180
XXIX. Leaves of Absence	181
XXX. Travel Regulations and Travel Forms	182
XXXI. Intellectual Diversity and Interpersonal Relations	182
XXXII. Open Records Act	183
XXXIII. Outside Employment Policy	183
XXXIV. Kennesaw State University Intellectual Property Policy	186
XXXV. KSU Policies and Procedures for Responding to Allegations of Scholarly Misconduct	191
XXXVI. Americans with Disabilities Act (ADA)	198
XXXVII. Kennesaw State University Diversity Vision Statement	199
XXXVIII. KSU Position Statement on Environmental Awareness	199
XXXIX. KSU Mission Statement on Occupational Health and Safety	199
XL. Georgia Public Employees Hazardous Chemical Protection and Right to Know Act of 1988.....	199
XLI. Human Immunodeficiency Virus (HIV)	200
XLII. KSU Drug and Alcohol Policy	201
XLIII. Smoking Policy	204
XLIV. Policy Statement on Sexual Harassment	205
XLV. Visits by Children	208
XLVI. KSU Parking and Traffic Regulations	209
XLVII. Release of Student Information	210
XLVIII. Student Activity Request Form	210
XLIX. Grants and Contracts	211

Table of Contents

L. Office of University Relations	211
LI. Office of Development — Development and Fund-Raising Guidelines	212
LII. Handling Disruptive Students at KSU	214
LIII. Procedures for Handling Student Complaints Against Faculty Members	218
LIV. KSU Faculty Conflict Resolution Procedures	219
LV. Whistleblower Protection Statute	229
LVI. Appeals	229

Section One

Institutional Purpose and Organization

I. Faculty Membership at Kennesaw State University

The faculty consists of the corps of instruction and the administrative officers. Full-time professors, associate professors, assistant professors, instructors, senior lecturers, lecturers, clinical professors, clinical associate professors, clinical assistant professors and teaching personnel with such other titles as may be approved by the President, shall be the Corps of Instruction. Full-time research and extension personnel and duly certified librarians will be included in the Corps of Instruction on the basis of comparable training. A faculty member who has academic rank and rights of tenure in the Corps of Instruction and who accepts an appointment to an administrative office shall retain his/her academic rank and rights of tenure as an ex-officio member of the Corps of Instruction but shall have no rights of tenure in the administrative office. An administrative officer having faculty status shall have all the responsibilities and privileges of faculty membership.

The term “teaching faculty” is used at KSU in reference to those members of the Corps of Instruction who hold rank and typically serve on an academic-year (9-month) contract. Lecturers and senior lecturers are non-tenure track with renewable contracts as indicated in the BOR Policy Manual (Sections 8.3.8.1 and 8.3.8.2). Non-tenure-track status may be granted to administrative faculty with rank, faculty in the University College, and research faculty with approval of the president.

II. Institutional Mission

During the 2006-07 academic year, Kennesaw State prepared a new strategic plan to guide the university through 2012. As part of that process, an updated vision and mission statement was developed, as outlined below:

Kennesaw State University Vision

Kennesaw State University is among the best learning-centered comprehensive universities in the country and is expanding its programs of distinction to meet state and national needs. KSU provides excellent and accessible education, promotes research and scholarship, fosters community engagement, supports intellectual inquiry, and contributes to economic development. KSU alumni are well educated in the liberal arts, leaders in their chosen professions, and engaged citizens whose global awareness and lifelong learning make them visionary leaders for Georgia, the nation, and the world.

Kennesaw State University Mission

Kennesaw State University is a comprehensive public university that serves primarily northwest Georgia and Atlanta. With nationally recognized liberal arts, professional, and continuing education programs, KSU offers exemplary disciplinary and interdisciplinary education at the baccalaureate, master’s, specialist, and professional doctoral levels. KSU’s students prosper in a supportive environment with faculty, staff, and administrators who are vitally engaged in student life. KSU’s academic programs are collaborative and creative, emphasizing both the development and application of knowledge. The KSU community values and promotes integrity, global awareness, technological literacy, diversity, and lifelong learning.

Kennesaw State University Goals

KSU’s 2007-2012 Strategic Plan identifies the following as the University’s six leading goals:

- Goal 1:** To enhance and expand academic programs and delivery.
- Goal 2:** To improve retention, progression, and graduation rates while maintaining high quality.
- Goal 3:** To expand campus resources and enhance campus infrastructure.
- Goal 4:** To enhance student life activities and prepare students to be leaders.

Institutional Purpose and Organization

Goal 5: To improve service, strengthen accountability, and establish a stronger sense of community.

Goal 6: To promote an inclusive campus environment through the adoption of policies, procedures, and curricula that are guided by the principles of diversity, equity, transparency, and shared governance.

III. University System of Georgia

The University System of Georgia includes four research universities, two regional universities, thirteen state universities, twelve state colleges, and four two-year colleges.

Research Universities

Georgia Health Sciences University
Georgia Institute of Technology
Georgia State University
University of Georgia
Skidaway Institute of Oceanography

Regional Universities

Georgia Southern University
Valdosta State University

State Universities

Albany State University
Armstrong Atlantic State University
Augusta State University
Clayton College & State University
Columbus State University
Fort Valley State University
Georgia College and State University
Georgia Southwestern State University
Kennesaw State University
North Georgia College & State University
Savannah State University
Southern Polytechnic State University
University of West Georgia

State Colleges

Abraham Agricultural College
Atlanta Metropolitan College
College of Coastal Georgia
Dalton State College
Darton College
Gainesville State College
Georgia Gwinnett College
Georgia Highlands College
Georgia Perimeter College
Gordon College
Macon State College
Middle Georgia College

Two-Year Colleges

Bainsbridge College
East Georgia College
South Georgia College
Waycross College

The Board of Regents

The eighteen-member constitutional Board of Regents governs the system, which has been in operation since the early 1930s. Appointments for seven-year terms of five board members from the state-at-large and one board member from each of the state's thirteen congressional districts are made by the Governor, subject to confirmation by the State Senate. The Board of Regents is responsible for all aspects of the operation and development of the University System and its institutions. Among the principal powers of the board are the establishment and organization of institutions of higher education; the employment of personnel for the institutions; the consolidation, suspension, or discontinuance of institutions; the merger of departments; and the addition or discontinuance of degree programs.

Institutional Purpose and Organization

The board anticipates the state's needs in higher education and provides the institutions in the University System with the facilities and other resources required to meet these needs. The board makes annual requests to the General Assembly and the Governor, through the Office of Planning and Budget, for sufficient funds for the operation of the entire University System. State appropriations for the system are made to the board, which then allocates the money annually to the institutions.

The allocations by the board to the institutions are made approximately four months prior to the beginning of each fiscal year on July 1. Prior to the allocation of funds, the institutions submit their requests through the Chancellor to the board. These proposed expenditures are carefully analyzed by the members of the board and their staff. After receiving allocations, institutions prepare detailed annual budgets, which are submitted to the board for action prior to the beginning of the fiscal year.

Chancellor

The Chancellor, as chief executive officer of the Board of Regents and chief administrative officer of the University System, executes the resolutions, policies, rules, and regulations adopted by the board for the governing of the system. In addition, the chancellor is empowered to execute board-approved documents. The Chancellor is the medium through which all matters are presented to the board, including recommendations, reports, and suggestions from institutions, their faculty members, employees, and students. It is the Chancellor's responsibility to make recommendations on matters presented to the board from institutions. The Chancellor is a member of all faculties and other academic bodies having legislative authority within the system and is a non-voting ex-officio member of all committees of the board. Based on conferring with presidents of the institutions, the Chancellor prepares and submits to the board suggested annual allocations of state appropriations to the institutions.

Operation of the Board

Regular meetings of the Board of Regents are held monthly, usually at the board's official central office in Atlanta but occasionally on campuses of institutions of the University System. Regular meetings are held on the second Wednesday of each month. The business of the University System is handled through the central office by full-time staff members. Staff members are assigned by the Chancellor's office or by the senior vice chancellor to handle responsibilities, including liaison work with the institutions, in each of the areas of the overall operations of the system.

The University System Advisory Council

An important adjunct to the Board of Regents in the policy-making procedure is the University System Advisory Council. Voting membership on the council includes the Chancellor, the Executive Vice Chancellor, and the presidents of all institutions in the University System. To facilitate the work of the Advisory Council, an extensive committee structure is operational, involving both academic and administrative areas. See "Governance & Committees" for a listing of the University System Level Committees.

Board of Regents website: <http://www.usg.edu/regents/>

IV. Kennesaw State University's Administrative Officers & Organization

President

The president is the chief executive officer of the university and in that capacity is responsible for all aspects of the institution's operations and affairs. Appointed annually by the Board of Regents, the president reports to the Executive Vice Chancellor/Chief Academic Officer of the University System of Georgia and recommends to the

Institutional Purpose and Organization

Board of Regents, through the Chancellor's Office, all institutional matters requiring Regents' approval. The website address for the President's Office is <http://www.kennesaw.edu/president/>.

President's Cabinet

The president's cabinet meets regularly to review and discuss matters of institutional planning and operations, coordination and priority, and serves as the principal advisory body to the president. The cabinet membership is as follows:

The Provost and Vice President for Academic Affairs, who serves as the chief academic officer of the university, represents the president when called upon and performs other duties as assigned by the president. In the absence of the President, the Provost and Vice President for Academic Affairs acts as chief executive officer of the university.

The Vice President for Operations oversees the fiscal, business, human relations, technology, and campus safety functions of the university.

The Vice President for Division of Student Success is the chief student services officer and is responsible for a variety of programs, services, and activities that enhance student success, including student life and development, residential life, career services, sports and recreation, and counseling and psychological services.

The Vice President for Advancement is the university's chief advancement and fund-raising officer and is responsible for managing, coordinating, and integrating the university's fundraising and capital development projects with the Kennesaw State University Foundation.

The Special Assistant to the President for Legal Affairs is responsible for providing legal counsel and advice to the president, the leadership team, and the campus community, and for assuring that equal employment opportunities exist and are understood throughout the campus community.

The Vice President for University Relations and External Affairs is responsible for coordinating, directing, and implementing the university's community relations, government relations, public relations, and marketing programs.

The Faculty Executive Assistant to the President provides executive support to the president by acting as a key presidential liaison to a wide variety of constituents both within and outside the university, by providing feedback and advice to the president on a wide variety of issues, and by undertaking special projects as assigned by the president.

The Chief Diversity Officer coordinates diversity-oriented programs and initiatives, including the development and implementation of a specific strategic plan aligned with the university's strategic plan.

The Executive Assistant to the President manages and coordinates the administrative affairs of the office of the president.

Other Reports to the President

Three other administrative units in addition to those represented on the cabinet report directly to the president.

Intercollegiate Athletics

The director of athletics is responsible for the development and implementation of the university's intercollegiate athletics program.

Institutional Purpose and Organization

Internal Auditor

The internal auditor is responsible for performing internal audits of financial and operational practices of the university.

NCAA Athletics Compliance Officer

The compliance officer is responsible for ensuring that Kennesaw State's athletics programs meet all NCAA compliance requirements.

Administrative Divisions

In addition to the Office of the President, there are four major administrative divisions of the university; 1) the academic division, 2) the operations division, including business services and information technology, 3) the student success division and 4) the advancement division.

The Academic Division, headed by the Provost and Vice President for Academic Affairs, is the largest and most complex of the university's divisions. Over two-thirds of the university's annual operating budget is committed to the teaching, research, public service, enrollment services, and academic support functions of this division. Because of its large size and complexity, the Provost and Vice President for Academic Affairs is aided by an Associate Provost, three associate Vice Presidents, a Vice Provost for Global Engagement and Strategic Initiatives, and a Faculty Executive Assistant to the Provost. The academic departments and offices are divided into colleges and academic support divisions, each of which is headed by an academic dean, aided by one or more associate deans and/or assistant deans. Each academic department is headed by an academic department chair and may be aided by an assistant department chair.

The Associate Provost, associate Vice Presidents, the Faculty Executive Assistant to the Provost, and the academic deans meet regularly with the Provost and Vice President for Academic Affairs as the council of deans for the purpose of facilitating the planning, coordination, organizational development, and continuous improvement of the academic division. Several times a year all academic department heads and deans may gather for a deans and chairs meeting. The agendas for those meetings focus on campus-wide academic concerns. The deans in turn meet regularly with their department heads to facilitate the operation and advancement of their colleges. Instructional department chairs hold departmental faculty meetings on a regular basis to facilitate departmental administration, communication, and coordination.

The remaining administrative departments and offices are divided among the other three Vice Presidents and the President, forming the other major administrative divisions of the university. Like the Provost and Vice President for Academic Affairs, the other three Vice Presidents have regular meetings with their department heads to facilitate planning, coordination, organizational development, and continuous improvement.

V. Descriptions of Organizational Divisions, Colleges, and Departments

Academic Affairs Office

The academic affairs office is a general term used to describe the administrative unit that oversees the university's entire academic affairs division. This office is centrally involved in university-wide academic administration. It is headed by the Provost and Vice President for Academic Affairs and is assisted by the Associate Provost, Associate Vice President for Faculty Affairs and Curriculum, Associate Vice President for Advising, Retention, and Graduation Initiatives and Dean of the University College, the Associate Vice President for Enrollment Services and University Registrar, the Vice President for Research and Dean of the Graduate College, the Faculty Executive Assistant to the Provost, and the Vice Provost for Global Engagement and Strategic Initiatives.

Institutional Purpose and Organization

As the chief academic officer of the university, the Provost and Vice President for Academic Affairs is the university's principal academic administrator and liaison with the President and the university system's staff in matters involving the university's a) curriculum and degree program approvals; b) enrollment services, including student admissions, registration, and financial; c) faculty appointments and contracts; d) promotion and tenure recommendations; e) capital improvement proposals for the academic division; f) academic budget allocation and redirection, and g) follow up on strategic priorities and academic policy directives set at the levels of the university system and/or KSU. Working with the teaching faculty and other academic administrators, the Provost and Vice President for Academic Affairs is expected to provide leadership, direction, and support for the planning, operation, evaluation, and advancement of the university's academic programs, services, and research. The Provost and Vice President for Academic Affairs is a member of the president's administrative team, providing support and assistance to the president and the other vice presidents as necessary.

The Senior Vice Provost serves as the provost's second in command and as a key member of the provost's administrative team for academic affairs. The Senior Vice Provost assists the provost with a wide range of tasks including: campus-wide leadership in achieving the academic goals and objectives of KSU.

In addition, the Senior Vice Provost oversees the work of the Burruss Institute for Public Service and Research, Center for Excellence in Teaching and Learning, Distance Learning Center, Office of Equal Employment Opportunity Programs, the Siegel Institute for Leadership, Ethics, and Character, and the KSU Press. The heads of these academic units report to the Senior Vice Provost. The Senior Vice Provost represents the provost when called upon and performs other duties as assigned.

The Associate Vice President for Curriculum works with the Undergraduate Policies and Curriculum Committee (UPCC), the Graduate Policies and Curriculum Committee (GPCC), the General Education Council, and the BOR on KSU's new degree program proposals.

The Associate Vice President for Faculty is primarily responsible for overseeing faculty searches, supporting and facilitating the success of KSU's teaching faculty and department chairs, providing leadership in supporting and strengthening the KSU faculty by developing and implementing sound policies, practices, and programs regarding faculty recruitment, appointments/hiring, performance reviews (e.g., tenure, promotion, post-tenure review, 3rd and 6th year reviews, etc.), leaves, and terminations, and overseeing the work of the Director of Faculty and Academic Services.

The Assistant Vice President of Technology Enhanced Learning and Executive Director of the Distance Learning Center is responsible for formulating and executing university level distance learning strategy, oversight of all Distance Learning related compliance, maintaining KSU's position as a Distance Learning leader in the USG, managing Distance Learning Center day to day operations and communication, and operationalizing improvements to the online course quality program and oversee its functionality.

The website address for the Academic Affairs office is <http://web.kennesaw.edu/academicaffairs/>.

ACADEMIC DIVISION

The Provost and Vice President for Academic Affairs and the Office of Academic Affairs oversees all operations of the academic division, providing administrative oversight, academic leadership, and external representation. The following units are included in the Academic Affairs division.

Enrollment Services

The Associate Vice President for Enrollment Services and University Registrar oversees enrollment services. The Enrollment services division is a collaborative unit composing the offices of undergraduate and international admissions, the registrar, and student financial aid. The website address for Enrollment Services is <http://www.kennesaw.edu/enrollmentservices/>.

Institutional Purpose and Organization

Admissions

The Office of Admissions is primarily responsible for the supervision and management of undergraduate recruitment and admission procedures. The office consists of four basic functions: counseling, recruitment, data entry and telecounseling. In cooperation with other campus departments, this office provides enrollment services for new traditional, nontraditional, and readmit students. The website address for the admissions office is <http://www.kennesaw.edu/admissions/>.

Registrar's Office

This is the central administrative office responsible for registering students, maintaining permanent academic records, administering the Regents Test, performing degree audits, enforcing the academic policies of the University and generally ensuring that students' academic issues are handled accurately and professionally. The registrar's staff also handles transfer evaluations and veterans' benefits. Requests for data from the computerized student records system are approved by this office. The website address for the registrar's office is <http://www.kennesaw.edu/registrar/>.

Student Financial Aid

The Office of Student Financial Aid ensures University adherence to the primary purpose of the financial aid program, i.e. providing financial assistance to enrolled students. The financial aid office handles applications for scholarships, grants, loans, and the Emergency Loan Fund. See section 6 (Services and Facilities - Student Financial Aid) for specific services offered. The website address for student financial aid is http://www.kennesaw.edu/financial_aid/.

Office of the Dean of University College

The Associate Vice President for Advising, Retention, and Graduation Initiatives and Dean of University College provides university-wide administrative support and direction in matters involving student advisement, retention, progression, and graduation initiatives and support to the academic Vice President in a variety of university-wide curricular concerns and administrative activities. The undergraduate dean provides leadership in undergraduate policies and processes, appeals from college deans' decisions for undergraduate academic programs, decisions on transfer credit, decisions regarding substitutions for the general education curriculum, and decisions regarding advanced placement.

This office plays a key role in advancing interdisciplinary programs on campus, such as the University PALS program connecting under served public school students with the university, the Council on Undergraduate Academic Advising, and special programs, such as the American Democracy Initiative and the Political Engagement Project. The dean provides oversight and operations for University-wide programs housed in the Departments of First Year Programs and University Studies (e.g., Honors Program, KSU 1101, KSU 1102, Sophomore Year Experience, Senior Year Experience, English as a Second Language, Interdisciplinary Programs, and Learning Support Programs). In addition, the dean heads the graduate and undergraduate scholarship committee for university-wide scholarships. See section 6.7 (Services and Facilities - University College) for specific programs and services offered. The website address for the University College is <http://www.kennesaw.edu/universitycollege/>.

Office of the Vice President for Research and Dean of Graduate College

This office provides university-wide administrative support and direction in matters involving graduate programs and graduate students, as well as assistance and support to the Provost and Vice President for Academic Affairs in a variety of university-wide curricular concerns and administrative activities. The Vice President for research and dean of the graduate college provides leadership in sustaining and enhancing graduate program quality, and in the advancement of graduate faculty identity and graduate student success. The office of the Vice President for research and dean of the graduate college oversees graduate program policies and processes, production of the graduate catalog and publications, makes decisions on appeals of college deans' decisions for graduate academic

Institutional Purpose and Organization

programs and graduate students, approves and awards graduate research assistantships (GRAs), facilitates the development of new graduate programs, and awards graduate faculty status to qualified faculty.

The office plays a key role in the promotion and support of scholarship on campus and in this role provides support for and is supported by the Kennesaw State University Research and Service Foundation and the Office of Grants and Contracts. The Vice President for research and dean of the graduate college has oversight responsibility for KSU's Institutional Review Board (IRB), the Graduate Policies and Curriculum Committee (GPCC), and the Graduate Council (comprised of all Graduate Program Directors). The website address for the Office of the Vice President for Research and Dean of the Graduate College is <http://www.kennesaw.edu/graduate/>.

Special Units

The Office of Grants and Contracts (OGC) functions as the primary service office for faculty seeking external support for research, education, training, service and professional development activities. The Office of Grants and Contracts maintains a reference library on federal, corporate, and private funding sources; maintains liaison with agency program officers; assists faculty with identification of potential sponsors; offers technical proposal development assistance; reviews proposals for compliance with agency, Regents', and KSU policies; and facilitates the internal administrative review process. The website address for the Office of Grants and Contracts is <http://www.kennesaw.edu/graduate/admissions/contact.shtml/>.

The Office of Graduate Admissions is responsible for receiving and processing applications and supporting documents for those students seeking admission to a graduate program. This includes data entry and image scanning of these documents. This office also works with the various program offices to market and recruit graduate students and is available to prospective students to answer questions about our various graduate degree programs. The website address for graduate admissions is <http://www.kennesaw.edu/graduate/admissions/contact.html>.

Academic Deans

Each of the degree granting colleges, as well as the College of Continuing and Professional Education, is headed by an academic dean. The dean provides administrative oversight and academic leadership for all aspects in the operation of their area. The deans are centrally involved in the planning, resource acquisition, program operational administration, personnel decisions, and external relations of their college/division/office. The academic deans are members of the Provost and Vice President for Academic Affairs' administrative team. A college's/division's/office's administrative team typically includes associate and/or assistant deans, department chairs and directors, led by the dean.

Department Chairs, Directors, and Coordinators

The head of a degree credit instructional department carries the title Department Chair. The administrative head of other departments and units is typically titled Director or Coordinator. All of these administrative faculty are responsible for managing the personnel and operations of their departments and serving on the administrative team of the Provost and Vice President for Academic Affairs, Vice President for Research and Graduate Dean, or Dean to whom they report organizationally. Department Chairs are centrally involved in program oversight and development, class scheduling, student advisement and appeals, faculty recruitment and staffing, personnel performance review and salary recommendations, tenure, promotion and retention recommendations, and departmental budget management. A Department Chair's "administrative team" typically consists of the full-time teaching faculty in the department, and may include an Assistant Department Chair, who often share administrative responsibilities as assigned by the chair.

College of the Arts

The College of the Arts maintains an exceptional faculty whose accomplishments are recognized locally, regionally, nationally and internationally. Students command high professional regard. The disciplines that make up the

Institutional Purpose and Organization

College of the Arts place the teaching of students as their central mission. The College of the Arts provides a professional environment conducive to artistic growth that prepares students for the aesthetic and professional challenges facing musicians, artists, designers, historians, and teachers in the 21st century. The College recognizes and embraces important influences on the arts that cross international borders.

The College of the Arts provides the region with a stimulating community of students, artists, scholars and teachers who apply aesthetic and intellectual vision to the expression of complex ideas; who value both artistic tradition and experimentation in the search for creative solutions; who connect global perspectives to professional education; who integrate technical skills with theoretical understandings; and who care about the impact of their work on people and the community.

The College of the Arts annually hosts a number of guest artists who provide students with rich professional training experiences. These artists appear as part of major exhibitions in the Fine Arts Gallery, the Sturgis Library Gallery, and performances in the Premiere Series, the Musical Arts Series, and productions in the Studio Theater and on the Mainstage. The College of the Arts offers the Starlight Summer Series at the Legacy Gazebo Amphitheater featuring local and international jazz and pops artists. These unique experiences provide exceptional opportunities for the college's talented students.

The College of the Arts offers both academic and professional programs of study that prepare students for careers in the visual and performing arts. Undergraduate programs are built upon a strong common liberal arts component. Through its departments, the College offers the Bachelor of Arts degree in Dance, Music and in Theatre and Performance Studies, the Bachelor of Fine Arts degree in Art, the Bachelor of Music degree in Music Education, and in Performance, and the Bachelor of Science degree in Art Education. The website address for the College of the Arts is <http://www.kennesaw.edu/arts>.

Special Units:

The Dance Studio - equipped with a double-sprung floor for dance classes and rehearsals, the studio also offers seating capacity for 100.

The Stillwell Theater - theatrical, musical, and other university events are held in the University's Stillwell Theater.

The Music Library - this library serves the curricular needs of students and faculty in the School of Music. The library houses musical scores, sound recordings, video recordings, reference materials, music/historical collections, and other musicological materials.

Performance Libraries - the libraries housing the performance materials of the orchestra, wind ensembles, and choirs are housed in the School of Music.

Technology Labs - the arts labs provide faculty and staff with state-of-the-art computer labs for artistic creation in music, theatre, and graphic arts.

Art Galleries - the Department of Visual Arts maintains three visual art galleries.

Bailey Performance Center - the Bailey Center houses a 600-seat acoustically stellar performance hall for music, the Brooker Rehearsal Hall and the Clayton Gallery.

Institutional Purpose and Organization

Michael J. Coles College of Business

The Michael J. Coles College of Business offer academic programs that respond to the needs of our rapidly changing global, business environment. It is a major asset to the growth and economic development of metropolitan Atlanta and the region. The unique, innovative spirit of the Coles College of Business arises from an emphasis on building partnerships with the corporate world, the community, business leaders, other academic institutions, government, and nonprofit enterprises. These alliances enable the College to achieve its goals of continuous improvement and targeted program development.

The Coles College of Business and its exceptional faculty enjoy national recognition in a number of areas. Undergraduate and graduate business and accounting programs in the College are fully accredited by AACSB, the Association to Advance Collegiate Schools of Business, the internationally recognized accrediting agency for business schools. The 2008 edition of the Princeton Review named the Coles College as one of the best business schools in the nation.

The Coles College of Business grants over 35% of all the degrees awarded at Kennesaw State University. An undergraduate major in International Business has recently been added, and the College supports a variety of study abroad programs and courses. There are numerous business student organizations in the Coles College of Business, including chapters of the international academic honoraries, Beta Gamma Sigma and Beta Alpha Psi.

The Instructional Departments of the College include:

Economics & Finance, Information Systems, Management & Entrepreneurship, Marketing & Professional Sales, and the School of Accountancy. The Coles College also houses the Business Undergraduate Advising Center and the Bank of America Career Resource Center. The website address for the Coles College of Business is **<http://coles.kennesaw.edu>**.

Special Units:

Center for Business Innovation and Creativity

The Center for Business Innovation and Creativity provides organizations with facilitated applications, courses, workshops, research and advice on how organizations can strengthen employees' skills of innovation and creative problem solving. The center was founded in 2006 and its website address is **<http://coles.kennesaw.edu/centers/innovation-creativity/>**.

The Center for Information Security Education and Awareness seeks to increase the level of information security awareness in the Kennesaw State University community and to serve as a clearinghouse for information on security education, training and security awareness programs. The Center supports applied research in the area of information systems security. The website address for the Center for Information Security Education and Awareness is **<http://infosec.kennesaw.edu>**.

The Edge Connection - Microenterprise Center

The Edge Connection is an entrepreneurial center within the Coles College of Business that provides intense business development training, technical assistance, and access to capital and new markets. Services are targeted for low to moderate income women, minorities, and people living with disabilities. Services are also provided to grow and sustain microenterprise ventures in the business incubator located at the center. The business incubator provides residential and virtual office services to businesses on a growth trajectory. The Edge Connection is a certified SBA Women's Business Center, one of 91 centers in the United States. The website address for the Edge Connection - Microenterprise Center is **<http://www.theedgeconnection.com/>**.

Institutional Purpose and Organization

Cox Family Enterprise Center

The Cox Family Enterprise Center offers the finest family business expertise available. Our programs promote effective family business management and secure the growth of healthy family relationships. Research reports focusing on topics as diverse as estate taxes and succession issues are distributed globally. Cox Family Enterprise Center faculty edit the leading journal in the field, *Family Business Review*. The website address for the Cox Family Enterprise Center is <http://www.kennesaw.edu/fec/>.

Econometric Center

The Econometric Center is a business and economic research arm of the Coles College. Its monthly Business Conditions Survey parallels the Institute of Supply Chain Management National Survey and aggregates data from purchasing professionals in metropolitan Atlanta and northwest Georgia. The Econometric Center also conducts a quarterly Consumer Confidence Index for metropolitan Atlanta in conjunction with the Greater Atlanta Home Builders Association. The website address for the Econometric Center is <http://www.econometric-center.org/main/>.

Center for Professional Selling

The mission of the Center for Professional Selling is to enhance the practice and professionalism of selling and sales management careers by: a) educating future sales professionals, b) forging university/business community partnerships to strengthen the skills of existing salespeople and sales executives, and c) researching selling and sales management topics. With its state-of-the-art facilities and a world-class sales laboratory, the Center is recognized nationally as a leader in sales and sales management education. Center programs include the National Collegiate Sales Competition held each spring on the KSU campus. The website address for the Center for Professional Selling is <http://coles.kennesaw.edu/centers/professional-selling/>.

Small Business Development Center (SBDC)

The Small Business Development Center offers free management assistance to existing and pre-venture businesses. Areas of assistance include start-up information, developing business plans, financial planning, record keeping and accounting, marketing and market research, government procurement, organization analysis and change, legal issues and other areas of need. The SBDC also conducts seminars presenting essential knowledge and skills to existing and prospective small business owners. The website address for the Small Business Development Center is <http://sbdc.kennesaw.edu>.

The Coles International Center

The Coles International Center advances the role, image, and presence of Coles College of Business in the global business community by collaborating and networking with academic and nonacademic organizations to serve the needs of the stakeholders of the Coles College of Business. The four primary goals of the Center are to: [1] to serve as a central contact point for and data resource of international interests and activities at the Coles College of Business; [2] to serve as an advocate, link, and liaison for the Coles College of Business to the international business academic and marketplace communities; [3] to identify, initiate, communicate, and facilitate potential international business and academic relationships and activities that will benefit the Coles College of Business and its stakeholders, and [4] to develop and implement non-degree academic and nonacademic activities and programs. The website address for the Coles International Center is <http://coles.kennesaw.edu/centers/international/index.htm>.

Corporate Governance Center

Founded in 1995, the Corporate Governance Center in the Coles College of Business is internationally recognized as a leading provider of governance information to directors, CEOs and other senior executives, researchers, professors and students, advisors, and other interested parties. Through research, teaching, and advising, Center faculty and fellows work to improve the governance of public, private and nonprofit

Institutional Purpose and Organization

enterprises, with particular emphasis on audit committees, diversity in the boardroom, and entrepreneurial companies. Collectively, these professors have published more than 1000 articles and books on a variety of management and boardroom issues, and their opinions have appeared in more than 500 publications and on national and local television and radio. The website address for the Corporate Governance Center is <http://www.kennesaw.edu/cgc/>.

Internal Audit Center

The Center for Internal Audit's mission is to provide applied research, educational conferences, and symposia dealing with internal audit issues. The center's website address is <http://coles.kennesaw.edu/centers/internal-audit/index.htm>.

The International Center for Innovation in Technologies (ICIT) develops and builds relationships with global organizations around the theme of creating, using, and applying innovative technologies. This research center will create and maintain strong links with organizations and institutions investing in and using technologies. The Center provides a locus of opportunity for institutions wanting to interact with researchers, students, and faculty in the College of Science and Mathematics at KSU. In addition to working within the regional community, ICIT intends to develop a number of international partner institutional alliances. These alliances will enable industrial collaboration on an international scale and may include large multinational corporations and startups. The goal of ICIT is to generate intellectual property with partnering organizations, but maintain separate intellectual property rights when it is advantageous to multiple participating parties. The website address for the International Center for Innovation in Technologies is <http://icit.kennesaw.edu/>.

The Leland and Clarice Bagwell College of Education

The Leland and Clarice Bagwell College of Education offers nationally accredited undergraduate and graduate programs. Students preparing to be teachers and leaders through one of Kennesaw State University's teacher education programs are assured experiences which help them develop a deep understanding of the subject matter they will teach and be skilled in practices that lead most effectively to the improvement of student learning. The Professional Teacher Education Unit (PTEU) was created so that faculty with an interest or teaching responsibility in teacher education could collaborate with like faculty across disciplines on significant matters related to Kennesaw State University's preparation of teachers. Since its creation, the PTEU has enabled faculty through its organizational structure to work effectively across disciplines and benefit from different perspectives on matters common to all programs. The PTEU is an autonomous body that values the diversity of its members and insights of individuals outside the member's home department. It was through collaboration that the conceptual framework Collaborative Development of Expertise in Teaching, Learning and Leadership, which underlies all Kennesaw State University's teacher education programs, was developed. The collaborative model is the mechanism for both change and ensuring compliance with our core framework and beliefs. The Teacher Education Council (TEC) was established by the Kennesaw State University Senate to serve in lieu of the college-level curriculum committees in all matters pertaining to teacher education courses, programs, requirements and policies. This single university-wide curriculum committee for teacher education, with members representing all teacher preparation programs, key support services, and professionals in the field, represent the PTEU faculty in matters of curricular review, policies, program administration, and faculty governance.

Instructional departments in the Bagwell College of Education include: Educational Leadership; Elementary and Early Childhood Education; Instructional Technology; Secondary and Middle Grades Education; and Inclusive Education. The website address for the Bagwell College of Education is <http://www.kennesaw.edu/education/>.

Special Support Units:

Teacher Resource and Activity Center (TRAC)

The Teacher Resource and Activity Center (TRAC) offers area teachers as well as Kennesaw State students and staff, assistance with instructional material development, a curriculum center, and a varied program of workshops on topics of interest to teachers. Also available in TRAC are computers that are Internet accessible, laminators, badge makers, binding machines, poster makers, and TV's with VCR's for previewing videos. See Section 6 (Services and Facilities- Teacher Resource and Activity Center) for specific services offered. The website address for the Teacher Resource and Activity Center is <http://www.kennesaw.edu/education/trac>.

Center for Education Placements and Partnerships

The Office of Field Experiences arranges placements in nine partnership school districts to accommodate student teachers, TOSS students, and students taking EDUC 2110, 2120, 2130, INED 3304, ECE 3320 and 3340. The Office of Field Experiences builds collaborative relationships with collaborating teachers, local school administrators, school districts and the community. The website address for the Office of Field Experiences is <http://www.kennesaw.edu/education/ofe/>.

Center for Literacy and Learning

The recently formed Center for Literacy and Learning promotes the acquisition and use of literacy strategies. The Center supports the preparation, development, and research efforts of faculty, teacher, candidates, and practicing teachers while offering developmentally appropriate literacy experiences for P-12 learners.

Center for Service, Outreach and Partnerships (S.O.A.P.)

The Center for Service, Outreach, and Partnerships promotes the development of schools to meet the needs of all learners through teaching induction programs, conferences, professional learning opportunities, research and service to KSU partnership schools and districts. The website address for the Center for Service, Outreach, and Partnerships is <http://www.kennesaw.edu/education/soap/>.

Cobb Education Consortium (CEC)

Cobb Education Consortium consists of a network of public education services including P-12, technical institutes and senior colleges and universities. The six institutions that form the membership of the CEC are: Chattahoochee Technical Institute; Cobb County Public Schools; Kennesaw State University; Marietta City Schools; and Southern Polytechnic State University. The exemplary Cobb educational culture insists that learners can transfer credits between institutions as they explore, upgrade, and retool their knowledge and skills throughout their careers. Each of the Cobb institutions complements the others and is noted for its excellence.

The website for Cobb Education Consortium (CEC): <http://www.cobb-ed-consortium.org/>

Educational Technology Center (ETC)

The KSU Educational Technology Center (ETC) is a collaborative partnership between the Bagwell College of Education and the Georgia Department of Education. The ETC is one of the largest DOE Educational Technology Centers in the state. The mission of the ETC is to provide high quality service, consulting, and professional learning for Georgia educators and to advance the effective use of technology for teaching, learning, and leading. ETC provides comprehensive instructional, administrative and technical technology training for educators in order to enhance teaching and learning in Georgia's classrooms. ETC's service area consists of 11 school systems within metro Atlanta and North Georgia. See section 6 (Services and Facilities-Educational Technology Center) for specific services offered. The website address for the Educational Technology Center is <http://edtech.kennesaw.edu/>.

Institutional Purpose and Organization

William D. Impey Teacher Education Advisement Center (TEAC)

The William D. Impey Teacher Education Advisement Center has been established to guide education majors as they complete program requirements for full admission to the teacher education programs. The Center provides advisement services to freshmen, sophomores, transfer students, and second baccalaureate students who are preparing to meet the prerequisites for admission to teacher education programs. Advising responsibility for each student begins in the Dr. William D. Impey Advisement Center. Upon admission to each education, the student is assigned to a faculty member in the student's teacher preparation program area. The website address for the Impey Teacher Education Advisement Center is <http://www.kennesaw.edu/education/teac>.

Students in the following undergraduate teacher preparation programs receive advisement from the William D. Impey Teacher Education Advisement Center:

- Early Childhood Education (P-5 Program)
- Middle Grades Education (4-8 Program)
- History Education (6-12 Program)

Students in the following undergraduate teacher preparation majors receive advisement directly from their program areas or departments from the beginning of their studies at KSU:

- Secondary Teacher Certification Program
- Bachelor of Science in Biology Education
- Bachelor of Science in English Education
- Bachelor of Science in Mathematics Education
- Bachelor of Science in Chemistry (Chemistry Education Track)
- P-12 Teacher Education Certification Program
- Bachelor of Science in Art Education
- Bachelor of Science in Health and Physical Education
- Bachelor of Music in Music Education
- Bachelor of Arts in Modern Language and Culture (Teacher Certification in Foreign Language Education Concentration)

Graduate Programs Office (GPO)

The Bagwell College of Education and PTEU partners offer a variety of graduate degrees including the Master of Arts in Teaching (MAT), Master of Education (MEd), Educational Specialist (EdS) and the Doctor of Education (EdD). Graduate students in all degree programs receive initial advisement through the Graduate Programs Office (GPO) located in the Bagwell College of Education. Upon admission, graduate students are advised by the program coordinator and/or advisor in their respective departments. The website address for the graduate program office for the Bagwell College of Education is <http://www.kennesaw.edu/education/grad/>.

WellStar College of Health and Human Services

The WellStar College of Health and Human Services is a dynamic academic unit that consists of the Department of Social Work and Human Services, the Department of Health Promotion and Physical Education, the Department of Exercise Science and Sport Management, and the School of Nursing. Additionally, the college includes the campus-wide Wellness Center and Student Health Clinic.

The WellStar College of Health and Human Services prepares graduates through the WellStar School of Nursing and the Department of Social Work and Human Services to seek employment in a wide variety of health/human service fields, as registered nurses, social workers, or as generalist practitioners in a variety of private, nonprofit, or governmental human service organizations. The WellStar Primary Care Nurse Practitioner Program is housed in the WellStar School of Nursing and prepares graduates as primary care nurse practitioners. Ad-

Institutional Purpose and Organization

ditionally, the graduate nursing division offers a degree program in Advanced Care Management and Leadership including tracks in Clinical Leadership and Leadership in Nursing Education. The WellStar College of Health and Human Services offers the undergraduate degree in Human Services and a master's degree in Social Work in the Department of Social Work and Human Services. The WellStar College also offers three separate major programs through the Department of Health Promotion and Physical Education and the Department of Exercise Science and Sport Management: 1) Exercise and Health Science prepares students in the area of health promotion or as exercise specialists; 2) Health and Physical Education prepares students for licensure in grades P-12 to teach health and physical education; and 3) Sport Management prepares students in either fitness management, sport communications, sport marketing, or recreation management.

Members of each of the college units are actively engaged in the pursuit of excellence in undergraduate and graduate education. The website address for the WellStar College of Health and Human Services is http://www.kennesaw.edu/col_hhs/.

In addition to the academic departments the WellStar College of Health and Human Services, provides service to the students, faculty and staff through support of:

Special Units:

Center for Health Promotion and Wellness

The Center for Health Promotion and Wellness promotes wellness and encourages students, faculty and staff to assume more responsibility for their health through a variety of education and prevention programs and services. In addition, the Center supervises a fitness center for faculty and staff. See section 6.22 (Services and Facilities–Center for Health Promotion and Wellness) for specific programs and services offered. The website address for the Center for Health Promotion and Wellness is http://www.kennesaw.edu/col_hhs/wellness/.

Walk-In Health Clinic

The University Health Clinic serves as a fee-for service clinic for all students, faculty, and staff. It is staffed with nurse practitioner faculty, physicians, and nursing students. Services include immunizations, illness care, women's health, and physical examinations. The website address for the Walk In Health Clinic is http://www.kennesaw.edu/col_hhs/hc/.

Global Center for Social Change

The Global Center for Social Change serves to create meaningful social change in order to positively impact the lives of oppressed, underserved, and/or economically deprived persons worldwide.

The Global Center's four divisions serve to fulfill its business model which provides training and consulting, business and policy development, cultural exchange and education programs:

International Academy for Disability Rights – Promoting international human rights for people with disabilities through partnership with the United Nations.

International Academy for Women's Leadership & Health – Creating opportunities and development of women leaders in the Middle East, Africa and Central Asia.

Sport for Health, Development & Peace – Encouraging health and fitness, cultural exchange, human rights, peace, and economic development through an 'Academy' structure in select African countries.

Institutional Purpose and Organization

Community Partnerships – Supporting the welfare and rights of children through strategic partnerships via the Center for Excellence in Children's Advocacy.

College of Humanities and Social Sciences

The College of Humanities and Social Sciences has eight academic departments, two endowed chairs, two centers, and an institute.

The academic departments offer programs of study leading to baccalaureate degrees, master's degrees, a doctor of philosophy degree, and certificates. The programs, which include traditional and interdisciplinary fields of study, provide students with learning opportunities that:

- cultivate an appreciation of the richness of human experience.
- encourage individual achievement and a sense of social responsibility.
- emphasize critical thinking, problem solving, effective communication, and lifelong learning.
- promote the development of knowledge, skills, and intercultural awareness that lead to personal and professional success in an ever-changing, global society.
- foster engaged citizenship.

The endowed chairs conduct research, organize public programs, and conduct other outreach efforts that support the overall mission of the college.

The college's departments, centers, and the institute serve Kennesaw State University and the community with research services and outreach programs (examples include the Kennesaw Mountain Writing Project and the Georgia Geographic Alliance). The College serves the university-at-large by providing many of the courses in the general education curriculum. The website address for the College of Humanities and Social Sciences is <http://hss.kennesaw.edu/>.

Academic Departments

Communication	Interdisciplinary Studies
English	Political Science and International Affairs
Foreign Languages	Psychology
Geography and Anthropology	Sociology and Criminal Justice
History and Philosophy	

Academic Programs (leading to a Baccalaureate Degree)

African and African Diaspora Studies	History and History Education
Anthropology	International Affairs
Communication	Modern Language and Culture
Criminal Justice	Political Science
English and English Education	Psychology
Geography Information Science	Sociology
Geography	

Programs leading to a Master's Degree

American Studies	International Policy Management
Conflict Management	Professional Writing

Institutional Purpose and Organization

Criminal Justice
Integrated Global Communication

Public Administration
Teaching in Foreign Language

Programs leading to a Doctor of Philosophy Degree

International Conflict Management

Programs with an Interdisciplinary Focus
African and African Diaspora Studies
American Studies

Gender/Women's Studies
Public History

Programs leading to a Certificate - Undergraduate

Alternative Dispute Resolution
European Union Studies
Geographic Information Systems

Professional Politics
Public History

Programs leading to a Certificate - Graduate
Creative Writing

Professional Writing for International Audiences

In addition, the College offers:

- an array of minor programs of study
- courses in the following languages: Chinese, French, German, Italian, Latin, and Spanish
- courses in the following critical languages: Arabic, Japanese, Korean, Portuguese, Russian, and Swahili.

Endowed Chairs

Shaw Industries Distinguished Chair in Southern Economic History

The chair's mission is to investigate and illuminate the economic and business history of the South for both a scholarly audience and the general public through traditional research, public programs, and community outreach.

Robert D. Fowler Distinguished Chair of Communication

The focus of the chair is to advance the scholarship, teaching, and practice of public journalism

Centers

Center for Regional History & Culture

The Center for Regional History & Culture was established in 1998 and is housed in the Department of History and Philosophy. Its mission is to promote a deeper understanding of the Northwest Georgia region among area residents. The Center conducts and encourages research on the history and culture of Northwest Georgia, gathers oral histories, and provides programs open to the public. The website address for the Center for Regional History and Culture is <http://www.kennesaw.edu/research/crhc/>.

Intensive English Program Center

The Intensive English Program Center houses the Intensive English Program. The Intensive English Program offers beginning through advanced courses in English to prepare students for university study at institutions in the United States. The website address for the Intensive English Program Center is <http://www.kennesaw.edu/iep/home.php>.

Institutional Purpose and Organization

Center for Conflict Management

Established in 1998, the Center for Conflict Management works closely with the Master of Science in Conflict Management (MSCM) graduate program and the ADR Certificate program for undergraduates. The Center works collaboratively with other units on campus and throughout the University System to promote and provide conflict management skills training and consultation. The Center also provides consultative services, research, and training to private and public institutions and works collaboratively with both domestic and international partners. A library of relevant resources for conflict theory, research, and practice is available in the Center. The website address for the Center for Conflict Management is **<http://www.kennesaw.edu/conflict/>**.

Writing Center

The Writing Center is a free service available to all members of the university community. It is a place where anyone who writes -- those who love it, those who struggle with it, and everyone in between -- can come for help in becoming a better writer. The goal of the Writing Center is to produce better writers. The website address for the Writing Center is **<http://www.kennesaw.edu/english/WritingCenter/>**.

Center for the Study of the Civil War Era

Established in 2006, the Center for the Study of the Civil War Era provides research materials and public programs that further the exploration of the role of Georgia and the South in the Civil War. The website address for the Center for the Study of the Civil War Era is **<http://www.kennesaw.edu/civilwarera/>**.

Center for Sustainable Journalism

The Center for Sustainable Journalism discovers ways to produce financially sustainable, high quality and ethically sound journalism. The Center engages in applied research and collaborates to advance journalism projects--regionally and around the country. The website address for the Center for Sustainable Journalism is **<http://sustainablejournalism.org/>**.

College of Science and Mathematics

The College of Science and Mathematics is staffed by faculty with exceptional teaching skills and varied research interests. The college offers contemporary degrees that have gained nationwide recognition for the success of their faculty and graduates. The programs offer curricula that are relevant and challenging. Opportunities abound for students to develop a strong identity with their respective departments through student organizations and mentoring relations with the faculty.

The college offers baccalaureate degree programs in biology, biology education, biochemistry, biotechnology, chemistry, (chemistry education track), computer science, mathematics and mathematics education. The college also offers master's degrees in applied computer science, and applied statistics and MATs (Master of Arts in Teaching) in both science education and mathematics education. Close, collaborative relationships exist between the departments and the other colleges within the university, particularly, the Bagwell College of Education. These collaborations are reflected in the strong content areas in Biology, Chemistry and Mathematics teacher preparation programs. Biology, chemistry and mathematics education graduates receive the same in-depth course work in the disciplines of science and mathematics, as do students majoring in these fields. Students in chemistry education receive a B.S. degree in Chemistry.

Students with career interests in the sciences, mathematics, or computer science will find degree programs in these areas in the College of Science and Mathematics that prepare them for graduate school, professional schools or careers in industry. Student advising is also a valued service provided to all students. Furthermore, students have numerous opportunities to gain practical experience in their field through co-ops and internships

Institutional Purpose and Organization

as well as by working one-on-one with faculty on research projects. Faculty working with students can apply for support from the College of Science & Mathematics Mentor-Protégé Program.

The Science Complex includes the Science Building that houses the lab and research areas and the Clendenin Computer Science Building that contains state-of-the-art technology designed to enhance student learning. High-speed wireless Internet access is available throughout the Science Complex.

The academic departments are: Biology and Physics, Chemistry and Biochemistry, Computer Science, and Mathematics and Statistics.

Special Units:

The Center for Statistics and Analytical Services was established in 2011. The Center provides analytical support to both the University community and the larger business and government communities of Metropolitan Atlanta and North Georgia. Services provided by the Center, specifically to meet the needs of the University community, include analytical support and experimental design for scholarship, research and grants, tutoring and workshops and software training. For the larger business and government communities, the Center provides workshops, training and ad hoc analytical project support including sampling, research design, multivariate modeling and testing.

The Center for Election Systems is a joint initiative between the Georgia Office of the Secretary of State and Kennesaw State University. The Center provides services for Georgia election officials and poll workers to assist them with the maintenance and use of voting technologies. The core functions of the Center include outreach, education, training, consultation, and technical support. The website address for the Center for Election Systems is <http://elections.kennesaw.edu>.

Academic Division Institutes, Centers, and the College of Continuing and Professional Education

The Institute for Global Initiatives

The Institute for Global Initiatives (IGI) promotes and collaboratively leads global learning and regional studies among KSU's faculty, students, staff and the community through academic services and programs, research and scholarship, and partnerships. The IGI supports and promotes KSU's mission of global learning by collaborating with divisions, colleges, schools, departments, and other units to ensure the infusion of international dimensions into teaching, scholarship, and community service. The website address for the Institute for Global Initiatives is <http://www.kennesaw.edu/globalinstitute/>.

Special Units:

Center for African and African Diaspora Studies

The Center for African and African Diaspora Studies (CAADS) is dedicated to promoting research, scholarly exchanges, programs, and collaborative projects which foster an understanding of the complex relations of Black peoples around the world. The Center also coordinates the interdisciplinary major in African and African Diaspora Studies and the minor in African and African-American Studies in collaboration with the College of Humanities and Social Sciences. The website address for the Center for African and African Diaspora Studies is <http://www.kennesaw.edu/caads/>.

Center for Latin American and Iberian Studies

The Center for Latin American and Iberian Studies at Kennesaw State University fosters social cohesion in a democratic context by producing and disseminating information, developed with the highest standards of

Institutional Purpose and Organization

research, mainly, but not exclusively, for the larger community in Georgia and the Southeast of the United States on social, cultural, educational, and technological matters that promote the understanding and advancement of people of Latin American, Spain, and Portugal as legitimate and productive members of Society. The website address for the Center for Latin American and Iberian Studies is <http://www.kennesaw.edu/chs/>.

Office of Education Abroad

The Office of Education Abroad (EAO) promotes international and cross-cultural understanding, both on the KSU campus and in the communities we serve. Kennesaw State University believes such international understanding is vital to student and community success in an increasingly global marketplace. The EAO enhances international education by working collaboratively with a wide range of academic departments, student groups, and community organizations. Through its activities, the EAO expands teaching and learning on international subjects at the university. EAO mobilizes the university's resources to internationalize the community, and it facilitates greater involvement of skilled community groups and individuals in building a model international educational program at Kennesaw State University. The website address for the Office of Education Abroad is <http://www.kennesaw.edu/studyabroad/index.html>.

The Confucius Institute at KSU

The Confucius Institute at KSU (CIKSU) promotes the teaching and understanding of Chinese language and culture among educators, business, and the general community in the metropolitan Atlanta and North Georgia. It organizes workshops and training programs on a variety of topics, collaborates with various KSU academic units to deliver cutting edge workshops for entrepreneurs interested in doing business in China, and administers the Chinese proficiency test. The CIKSU partners with Yangzhou University, China. The website address for the Confucius Institute is <http://www.kennesaw.edu/confuciusinstitute/>.

Chinese Proficiency Testing Center

The Chinese Proficiency Testing Center, also known as HSK, is China's national standardized test designed to assess the Chinese language proficiency of speakers whose first language is not Chinese. The Center was established at KSU in 2003 and serves all of the southeastern U.S. It was housed in the College of Education until 2008 when it was moved to the Department of Foreign Languages. From its present "home," the HSK and the Confucius Institute will work together to organize tests and other activities.

International Training Programs in Continuing Education

A prominent part of Continuing Education at KSU is its international training. Concentrating so far on China, the mission of ITP is to support and facilitate international program development across campus by best utilizing resources and outstanding services. ITP designs programs and provides Chinese officials with a variety of short-term training opportunities in the U.S. It organizes visits by U.S. executives to China to study Chinese business, society, and culture. It is the goal of the ITP to extend this model of international training into other countries. The ITP won the 2007 Governor's Award for excellence in International Education programming.

College of Continuing and Professional Education

The College of Continuing and Professional Education at Kennesaw State University is one of the largest continuing education programs in the country. Offering more than 2,700 non-degree professional development and personal enrichment classes and serving more than 22,000 registrants annually, the program offers a unique opportunity to acquire new skills or enhance existing ones in a multitude of different areas.

Certificate programs are available in diverse disciplines including management, technology, healthcare, paralegal, human resources, hospitality, and event and meeting planning. A robust Languages Program features training in seven different foreign languages as well as English as a Second Language (ESL) classes in six levels of expertise.

Institutional Purpose and Organization

Training may also be customized to meet the needs of business and industry, and may be taught at the KSU Center or on site. All customized training is designed to provide immediate, practical, and long-term application of new knowledge and techniques that increase productivity and job satisfaction. For those who enjoy the flexibility of online learning, more than 120 classes are offered in either start-anytime formats, or with specific begin and end dates.

For those interested in developing recreational interests and talents, a wide variety of personal enrichment courses in art and music, fitness and recreation, home and garden, culinary arts are available. In addition, Continuing and Professional Education conducts more than 30 educational summer classes for kids and teens as part of its Summer University program.

Classes and activities tailored specifically for older adults (ages 50+) are conducted by the Osher Lifelong Learning Institute (OLLI) every quarter. In addition to over 40 classes in a wide assortment of subjects, OLLI sponsors three evening socials each year as well as day trips to local music, theater and museum events, and bridge tournaments. OLLI also has a member's only Club Room located in the KSU Center.

Continuing Education Units (CEUs) are assigned to all professional development programs with one CEU awarded for 10 contact hours of participation. Many courses also award PLUs for teacher recertification. Transcripts of earned CEUs are available upon request. Continuing and Professional Education at Kennesaw State University has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), the international standard for excellence for training. KSU employees may attend Continuing and Professional Education programs at a discounted cost on a space available basis (with some exceptions). The website address for Continuing Education is <http://ccpe.kennesaw.edu>

Center for Excellence in Teaching and Learning (CETL)

The Center for Excellence in Teaching and Learning provides leadership, support, and advocacy for initiatives designed to enhance learning through teaching and scholarship. It cultivates a culture of ongoing professional development for faculty effectiveness. See section 6.5 (Services and Facilities-Center for Excellence in Teaching and Learning) for specific programs and services offered. The website address for the Center for Excellence in Teaching and Learning is <http://www.kennesaw.edu/cetl/>.

Distance Learning Center

The KSU Distance Learning Center (DLC) provides administrative and technological support to faculty and students in the creation, delivery, and enhancement of academic classes and programs delivered through technology-enhanced mediums (online, hybrid/blended, and synchronous video). DLC engages in the following activities: 1) supports faculty who are tasked with teaching online and other distance learning courses; 2) identifies, disseminates, and integrates new technologies to support distance learning; 3) provides student support services to enable high performance in distance learning settings; and 4) coordinates its efforts closely with other KSU units that touch distance learning. The website address for the Distance Learning Center is <http://www.kennesaw.edu/distancelearning.shtml>.

KSU Press

The KSU Press acts as the publishing arm of Kennesaw State University. The press is dedicated to visionary publishing by producing works that engage and challenge a diverse audience. The press is interested in works that address issues of diversity, internationalization, ethical leadership, the scholarship of teaching, and much more. The website address for the KSU Press is <http://www.kennesaw.edu/ksupress/about.shtml>.

Siegel Institute for Leadership, Ethics, and Character

The following describes the vision, mission, and goals of the Siegel Institute for Ethics, Leadership, and Character. The website address for the Siegel Institute for Leadership, Ethics, and Character is <http://www.kennesaw.edu/siegelinstitute>.

Institutional Purpose and Organization

Vision

The Siegel Institute for Leadership, Ethics & Character seeks to inspire, enable and promote ethical conduct, decision making and leadership for the common good.

Mission

The Siegel Institute for Leadership, Ethics & Character exists to develop and promote ethical leadership among individuals and organizations through education, service and applied research.

Goals

Continue to support current partnerships while seeking out and creating new partnerships that will enable the Siegel Institute to work with departments, colleges, business, non-profits and other organizations committed to the goal of valuing diversity and enhancing ethical conduct and leadership.

Burruss Institute of Public Service and Research

With a dedicated, professional staff and faculty, The Burruss Institute is known for creating and maintaining large, high-quality datasets, and providing a wide range of technical assistance in a broad range of policy areas to nonprofit organizations and governmental entities at various levels. The Institute maintains a core of faculty, administrative faculty and staff. Additional Institute staff members serve in a variety of positions funded by grants and contracts from federal, state, and local governments as well as nonprofit agencies. The Telephone Survey Lab maintains a professional staff of telephone interviewers and supervisors who serve on a part-time basis. In order to address the various research needs of clients, the Institute often draws on faculty expertise. Faculty members are contracted to work on individual projects, or provide technical and administrative support services to complete their research. Institute staff members have experience in research design, survey construction, methodology, technical and statistical analyses, and teaching and training. The website address for the Burruss Institute is **http://www.kennesaw.edu/burruss_inst/**.

University Operations Division

The Vice President for operations and chief information officer/chief business officer provides leadership for the non-academic operations of the University. The website address for the Office of the Vice President for Operations is **<http://www.kennesaw.edu/ovpo/>**.

The university's operations division includes the following offices.

Strategic Security and Safety

The Office of Strategic Security and Safety was created to evaluate campus security, safety, and emergency response practices; identify areas needing improvement, and implement a multi-layered system of emergency mitigation processes to include notification and response measures. This office is responsible for the management, provisioning, and training of KSU's volunteer Crisis Management Team; coordinating regularly-scheduled, comprehensive emergency drills, and facilitating emergency-preparedness collaboration between campus, local, and state law enforcement agencies. The website address for the Office of Strategic Security Safety is **<http://www.kennesaw.edu/sss/>**.

Enterprise Information Management (EIM)

The office of Enterprise Information Management facilitates the continuous improvement of KSU's enterprise-wide data management, quality, warehousing, analytics, and access for decision-making support, strategic planning, organizational effectiveness, and information reporting at the institutional and unit levels. SACS accreditation liaison and reporting functions are also part of the mission of Enterprise Information Management. The website address for Enterprise Information Management is **<http://vic.kennesaw.edu/EIMWebApps/vic/home/>**.

Institutional Purpose and Organization

Enterprise Systems and Services (ESS)

The office of Enterprise Systems and Support provides computer-related services that support the functions of the administrative and academic departments on campus. These services include software development, implementation, revision, training and troubleshooting. The services also cover the purchase, implementation and maintenance of the necessary server hardware required for the software to function in a timely, responsive manner. The website address for Enterprise Systems and Services is **<http://www.kennesaw.edu/ess/>**.

Information Systems

Information Technology Services is responsible for the infrastructure of all computing and telecommunication resources on campus. Information Technology Services provides infrastructure practices spanning the entire range of administrative and academic computing. Information Technology Services and the departments of Enterprise Systems and Services (ESS), Online Learning Services (OLS), and the Multimedia Development Group (MDG) work together and work closely with faculty, staff, and students to help strike a balance between keeping up with ever-changing technology and ensuring that all services provided to campus operate predictably. See section 6.9 (Services and Facilities - Information Technology Services) for specific services offered. The website address for Information Technology Services is **<http://its.kennesaw.edu/>**.

Archives and Records Management

The Office of Archives and Records Management is responsible for overseeing the life cycle of university records created in the course of business. The Office of Archives and Records Management identifies, preserves and makes available to researchers, students and staff, records of enduring historical, legal and fiscal value to Kennesaw State University. The office oversees the Records Management Program, the purpose of which is to promote and ensure the proper retention, maintenance, and disposal of university records in accordance with the USG Board of Regents Retention Guidelines and to satisfy legal, fiscal, and administrative needs of the university. The Archives and Records Management department serves as a resource for staff, administrators, students and researchers for all records management issues. The website address for the Office of Archives and Records Management is **<https://web.kennesaw.edu/archives/>**.

Human Resources Services

The Office of Human Resources is responsible for personnel services and human resource development. The office administers all university payroll and personnel functions, as well as the recruitment and hiring of non-faculty personnel. More specific services provided include in-processing, maintaining personnel records, and administering employee group benefits. The department also serves as a central location for employees to initiate changes to the university's payroll/personnel/benefit database. The website address for Human Resources Services is **<https://web.kennesaw.edu/hr/>**.

Facilities Services

The Office of Facilities Services includes Planning & Design Services and Facilities Operations. The facilities departments are responsible for maintaining the buildings, grounds, vehicles, and equipment of the University; providing support services for campus operation; providing design and coordination of new campus construction and renovations, and the oversight of the campus master plan. The website address for Facilities Services is **http://www.kennesaw.edu/business/fac_main.htm**.

Library Services

The Office of Library Services is responsible for the development of the library, its holdings, and their management. Access to the extensive book collection is provided through the library's public catalog, which is available online. For research purposes, students and faculty have access to full-text data services and a wide variety of in-house periodical databases, also available via computer. Also housed within the Office of

Institutional Purpose and Organization

Library Services, the Department of Archives and Records Management is responsible for overseeing the cycle of university records, the Records Management Program, and the disposal of university records in accordance with the USG Board of Regents Retention Guidelines and to satisfy legal, fiscal, and administrative needs of the university. See section 6 (Facilities and Services--Library Services) for specific services offered. The website address for Library Services is **<http://www.kennesaw.edu/library/>**.

Financial Services

The Office of Financial Services is responsible for the administration and maintenance of the fiscal affairs of the campus. Financial Services includes the division of Auxiliary Services, the Card Services Center, Business Services, Budgets, and the Project Management Office. This division is heavily involved in all aspects of the institution's operations. The website address for Financial Services is **<https://financialservices.kennesaw.edu/>**.

Public Safety

The Department of Public Safety is responsible for a wide range of services to the campus community. On hand with certified police officers 24 hours per day, the department is ready to answer calls relating to anything from law enforcement and medical emergencies to more routine matters such as traffic safety, escorts, and after-hours building access. In addition, the department has certified emergency medical technicians or first responders on duty to handle any illnesses and accidents that occur on campus. See section 6 (Services and Facilities--Public Safety) for specific services offered. The website address for Public Safety is **<http://www.kennesaw.edu/police/>**.

Environmental Health and Safety (EHS)

The Office of Environmental Health & Safety ensures that Kennesaw State University complies with local, state, and federal regulations in the areas of worker safety and the protection of the environment while overseeing risk management, training, and proper hazardous waste disposal for the campus. This department provides specific training in hazard recognition and accident prevention to the staff and faculty. The department helps to ensure safe working environments by conducting routine audits to identify and correct hazardous situations and activities at Kennesaw State University. The department provides technical assistance to university employees in the area of the protection of the environment and health and safety. The website address for Environmental Health and Safety is **<http://www.kennesaw.edu/ehs>**.

Student Success Division

The Division of Student Success is responsible for a variety of services that assist and enhance student success. Under the leadership of the Vice President for Student Success, these activities, programs and services cover student life and development.

This division houses the non-academic aspects of the student experience at Kennesaw State University. Included in this division are areas such as career services, on-campus housing, intramural sports and leisure activities, registered student organizations, programs for specific populations, student leadership programs, counseling and psychological services, and the student conduct and academic integrity program. The website address for the Division of Student Success is **<http://www.kennesaw.edu/sses/>**.

Student Success Services (formerly CAPS)

Student Success Services offers a number of student developmental programs and services designed to enhance students' personal, educational, and career success. Their objective is to assist students in the process of adapting to the university. See Section 6 (Services and Facilities--Student Success Services) for the specific programs and services offered. The website address for student success services is **<http://www.kennesaw.edu/studentsuccess/>**.

Institutional Purpose and Organization

Career Services Center

The Career Services Center offers experiential learning (co-op/internships), career development and employment opportunities for both KSU students and alumni. The office serves as the liaison between the students and the employment community. See section 6 (Services and Facilities--Career Services Center) for specific services offered. The website address for career services is <https://careerctr.kennesaw.edu/>.

Office of Student Conduct and Academic Integrity

This office is responsible for implementing the University's student judiciary program. See section 6.19 (Services and Facilities--Student Conduct and Academic Integrity) for specific services offered. The website address for the Office of Student Conduct and Academic Integrity is <http://www.kennesaw.edu/scai>.

Student Life Department

The Student Life Department's staff includes coordinators in the following areas: student activities, registered student organizations, student publications, and business operations. All student organizations fall under the supervision of the Student Life Department staff. See section 6 (Services and Facilities--Student Life Department) for specific services offered. The website address for the student life department is http://www.kennesaw.edu/student_life/.

Center for Student Leadership (CSL)

The Center for Student Leadership (CSL) focuses on providing students with the resources, training, and programs that enhance their leadership skills and abilities. The CSL sponsors the LINK programs (Emerge, Ascend & Leads), the Presidential Fellow program, the Northwest Crescent Leadership program, and the Center for Student Leadership Fellow program. See section 6 (Services and Facilities--Center for Student Leadership) for specific services offered. The website address for the Center for Student Leadership is <http://www.kennesaw.edu/csl/>.

Student Development

Student Development is responsible for non-academic programs and services focusing on the needs of several specific student populations. Areas of supervision include student retention for underrepresented groups, international student retention services, disabled student support services, adult learner programs, and student community service. See section 6 (Services and Facilities--Student Development) for specific services offered. The website address for student development is http://www.kennesaw.edu/stu_dev/.

Residence Life

The Office of Residence Life coordinates all programming for students living in on-campus housing. In addition, this office interfaces with the privatized management company that operates student housing. The website address for residence life is <http://www.kennesaw.edu/residencelife/>.

Sports and Recreation

The newly established Department of Sports and Recreation coordinates programming and services for intramural sports and recreation as well as club sports. This department also houses the Student Recreation and Wellness Center. The website address for the Department is http://www.kennesaw.edu/student_life/intramurals/index.shtml.

University Advancement Division

The Division of Advancement, headed by the Vice President for advancement and executive director of the KSU foundation, is charged with advancing Kennesaw State University through strategic interface with its key constituencies. The division houses the Office of Development, which pursues private monetary and in-kind gift support.

Institutional Purpose and Organization

In addition, the division houses the department of University Events, which handles requests for all event and related service logistics at Kennesaw State University.

Office of Development

The Office of Development is responsible for coordinating and conducting efforts to increase private support to advance the mission and priorities of the university. The Development Office staff works directly with the president, the Vice Presidents, deans, trustees and volunteers to maximize gift support for prioritized annual, major and special initiatives at both the institutional and unit levels. Fund-raising activities are carefully orchestrated by the Development Office so as to maximize support from several constituencies, including trustees, friends, alumni, faculty, staff, corporations and foundations. Faculty interested in pursuing private gift support must first secure the approval of their respective deans and the clearance of the Development Office. Monies raised are directed to the KSU Foundation, the 501c3 organization set up to receive and manage gifts on behalf of the university. The website address for the Office of Development is <http://www.kennesaw.edu/giving/>.

University Events

This department handles requests for all event and related service logistics at KSU. Academic course scheduling is handled through the Registrar's office; but all space requests for meetings, events, or conferences are facilitated through University Events. You must request space for your event. University Events coordinates vital campus support resources like Plant Operations, Catering, and Public Safety to ensure that your event is a success. Through the use of a comprehensive scheduling tool, space requests are processed to facilitate the best utilization of all campus space in conjunction with efficient use of resources and staffing. This streamlined process enables consistent communications and integration for Master Calendar utilization. The website address for University Events is <http://www.kennesaw.edu/events/>.

External Affairs Division

The Division of External Affairs, headed by the vice president to the president for external affairs, is charged with working to market and enhance the image of the university through public relations, media relations, and strategic marketing. The division houses the office of university relations.

Office of University Relations

The Office of University Relations is responsible for coordinating efforts to enhance the image and build the reputation of the university consistent with the institutional mission and its priorities.

The University Relations staff serves as the primary contact to media sources for the president, administration, faculty and the institution. In addition to providing news releases and feature articles for placement in local and regional newspapers and television outlets, national newspapers, and international journals, staff members serve as writers and editors for many campus publications. University Relations also produces a reporter's source book to highlight faculty experts at the university.

The University Relations staff also serves as the point of contact for campus colleges, departments, and administrative units for the production and quality control of campus publications. In addition to working directly with campus personnel in designing and producing high-quality brochures, fact sheets, and general campus publications, the staff is responsible for the planning and implementation of a university marketing plan. This department is also responsible for enforcing compliance with the university's visual identity program. The website address for the Office of University Relations is <http://www.kennesaw.edu/ur/>.

Institutional Purpose and Organization

Legal Affairs Division

The Division of Legal Affairs, headed by the university attorney and special assistant to the president for legal affairs handles legal matters related to the University's operation, including providing legal guidance to KSU's administration, reviewing and drafting contracts, and responding to Open Records requests on behalf of the University. The Division's staff works closely with other campus units to ensure the University's compliance with laws, policies, and procedures of Kennesaw State University and the Board of Regents. The website address for the Legal Affairs division is **<http://www.kennesaw.edu/legal/>**.

Office of Diversity and Inclusion

The Division of Diversity and Inclusion, headed by the Chief Diversity Officer, works with faculty, staff, and students to initiate and enhance opportunities to achieve understanding and excellence through diversity and inclusion, thereby promoting faculty and student success enhancing campus climate, and strengthening community engagement. The website address for the Office of Diversity and Inclusion is **https://web.kennesaw.edu/diversity_inclusion/**.

Section Two

Advising and Registration

I. Policy Statement on Advising

Mission

The mission of academic advising at Kennesaw State University is to facilitate student success, development, and retention by supporting the design and implementation of educational and career plans.

Role of Academic Advising

Because academic advising plays such an important role in student satisfaction and student retention, the University System of Georgia policy mandates advising programs throughout the system and clearly sets the parameters of responsibility.

Each institution shall have a program for the advisement of its students. Academic advisement is a primary responsibility of faculty and should be integrally related to the education process. Effective advisement shall be credited toward retention, tenure, and promotion. Advising should be a specific topic of faculty evaluation.

The system likewise supplies a broad definition of academic advising, which goes far beyond the traditional assumption that advising simply means assisting students plan their schedule for the term.

Academic advisement is the continuing interaction between advisee and advisor in a developmental process that involves the exchange of information and setting goals, a process that enables the student to understand realistically the educational and career options from which choices are made.

In the past, many institutions equated advising to scheduling. Many now believe that this view is simplistic and inaccurate. It fails to recognize the impact of effective advisement on student progress, student retention, and the educational reputation of the institution.

Advisement should not focus exclusively upon the student's course scheduling. It represents, instead, an opportunity for the faculty and the institution to express a special interest in both the personal and academic welfare of the students. Advisors coordinate students' educational experiences, including academic matters, career plans, clarification of goals, and related problems of a personal, interpersonal, or physical nature.

Functions of Academic Advising

Kennesaw State University is committed to a program of effective academic advising based upon the University System policy and philosophy. The function of this program is defined in the literature of ACT (American College Testing Service):

- To provide students with information on policies, procedures, and programs;
- To assist students in choosing educational and career objectives commensurate with their interests and abilities;
- To assist students in exploring the possible short and long-range consequences of their choices; and
- To make students aware of the wide range of services and educational opportunities that may be pertinent to their educational objectives.

II. Advising Program

General Description

The University's advising program is a decentralized system with two primary components: advising services for students who have not declared a major and, advising services for those who have a major.

Advising and Registration

Students who have not declared a major and those required to take learning support courses are assigned to Student Success Services (SSS) for academic advising, registration assistance, and career counseling. These students are advised by a trained staff of SSS advisors, University College faculty, and Center for Student Leadership peer leaders.

Students who have declared a major are advised in the appropriate college/department, each of which has its own model for the delivery of advising services. Some units have a central advising center staffed by a team of professional, peer, or faculty advisors. Others assign students to individual faculty. Faculty members will be given specific information about the advising procedures in their respective college/department.

In addition, Student Development offers peer and faculty mentoring programs for minority students, international students, disabled students and adult learners.

Administrative Responsibility

Administrative responsibility for the advising program at Kennesaw State University resides ultimately with the provost and vice president for academic affairs and the vice president for student success. The academic deans are directly responsible for administering the advising program in their respective colleges. The director of SSS, along with the associate director of advising, directly administers the program for undeclared and learning support students.

The Undergraduate Advising Council, consisting of representatives from each of the colleges, SSS, the Office of the Registrar, the Vice President for Student Success, and chaired by the Dean of University College, works to improve the advising process and system.

Selection and Responsibilities of Advisors

Although advising is considered to be a contractual obligation, the extent of that obligation varies by unit. Some departments expect all faculty members to be responsible for a certain number of assigned advisees; other departments assign advising responsibilities to one individual or a small cadre of advisors; still others contribute faculty members to a college-wide advising team. Faculty members should consult their respective department chairs to determine their specific advising obligations.

Recognizing that effective advising is a partnership between advisors and advisees and that each has its own role and responsibility, it is expected that, regardless of where the advising occurs, the academic advisor's roles is to:

- Help the advisee understand the academic and administrative processes of the university.
- Help the advisee understand the expected standards of achievement and likelihood of success in certain areas of study.
- Discuss the educational and career objectives suited to the advisee's demonstrated abilities and expressed interests. Advisors help the advisee to understand the relationships among the courses, programs, undergraduate research opportunities, internships, study abroad programs, other academic and personal development experiences provided by the university.
- Help the advisee plan a course of study and give advice about courses and the adjustment of course loads. The advisor will inform the advisee about the prerequisites for subsequent courses in the advisee's program and evaluate their progress.
- To familiarize advisees with, and direct advisees to, appropriate campus resources.
- Participate in the advisor training sessions provided by the university and each college and department to keep informed and current.
- Encourage students to utilize available resources in the development of effective study skills.
- Provide necessary mentorship and career development support.

Responsibilities of Advisees

Faculty can reasonably expect that students will understand that the advisee's role in the academic advising process is to:

- Acquire the information needed to assume final responsibility for course scheduling, program planning, and the successful completion of all graduation requirements.
- Seek the academic, personal development and career information needed to develop and meet educational and personal goals.
- Become knowledgeable about the relevant policies, procedures, and rules of the university, college, and academic program.
- Be prepared with accurate information and relevant materials when contacting the advisor.
- Consult with the advisor at least once per semester to decide on courses, review the accuracy of the audit, check progress towards graduation, and discuss the suitability of other educational opportunities provided by the university.
- Take personal responsibility for his/her own actions and behavior.

Evaluation of Advisors

Regardless of the system employed by the individual departments, participation in the advising program will be one element used in the assessment of faculty performance for retention, tenure, and promotion at Kennesaw State University. (See Section Five of this handbook: Review and Evaluation of Faculty Performance, which lists "advising and mentoring students" as one activity to be considered in assessing teaching supervision, and mentoring.)

III. Suggestions for Effective Advising

- Care about students as people by showing empathy, understanding and respect.
- Establish a warm, genuine, and open relationship.
- Evidence interest, helpful intent, and involvement.
- Be a good listener.
- Establish rapport by remembering personal information about students.
- Be available; keep office hours and appointments.
- Provide accurate information.
- When in doubt, refer to catalog, advisor's handbook, etc.
- Know how and when to make referrals and be familiar with referral sources.
- Don't refer too hastily; on the other hand, don't attempt to handle situations for which you are not qualified.
- Have students contact referral sources in your presence.
- Keep in frequent contact with students; take the initiative; don't always wait for students to come to you.
- Don't make decisions for students; help them make their own decisions.
- Focus on students' strengths and potentials rather than limitations.
- Seek out students in informal settings.
- Monitor students' progress toward educational goals.
- Determine reasons for poor academic performance and direct students to appropriate support services.
- Be realistic with students.
- Use all available information sources.
- Clearly outline students' responsibilities.
- Follow up on commitments made to students.
- Encourage students to consider and develop career alternatives when appropriate.
- Keep an anecdotal record of significant conversations for future reference.
- Evaluate the effectiveness of your advising.
- Don't be critical of other faculty or staff to students.
- Be knowledgeable about career opportunities and job outlook for various majors.

Advising and Registration

- Encourage students to talk by asking open-ended questions.
- Don't betray confidential information.
- Categorize students' questions; are they seeking action, information, or involvement and understanding.
- Be yourself and allow students to be individuals.

In addition to the American College Testing Service (ACT) suggestions, a few additional suggestions specific to Kennesaw State University are:

- Bookmark the online catalog and Schedule of Credit Courses for immediate availability when advising. Be sure to check prerequisites. Students depend on you to help them get in the right class. If students wind up "over their heads," both the students and the professors teaching the courses suffer.
- Check course numbers carefully. Numbers change periodically and you want to get students in the correct class.
- Students should register only for what they want to take. Do not tell students to register for just any course and change during drop/add. Often the course students really want is not available during drop/add.
- Students will receive no refund for dropping one or more courses after drop/add ends unless they withdraw from all classes for the semester.
- Students should not sign up for a directed study course unless they have prior approval from that department's chair. Students enrolling in internships must have prior approval from the faculty and departmental coordinator and the registrar prior to any phase of registration.

IV. Advising

Advising, in its broadest sense, is the continuing conversation between advisor and advisee that centers on academic matters, career plans, clarification of goals, information on internships, additional educational opportunities, and other related topics. In this conversation, the advisor serves as guide and mentor, drawing upon other campus resources for assistance with this responsibility.

One important part of this type of advising includes the planning of an academic program and keep accurate records of the student's progress towards completion of that program. It is important, therefore, that faculty advisors be familiar with both the General Education requirements and the major requirements for their departments. The KSU catalog, departmental advising sheets, and experienced faculty advisors are valuable resources. Attendance at a "Wise Owl" session sponsored by SSS is also strongly recommended.

Because of this function of advising, advisors become an important resource when students are selecting their courses for registration and should make themselves available for this type of consultation, particularly before and during Early Registration. (Certain advisors will also be designated to be on call during Registration.) It is important to emphasize, however, that the advisor's role is not to select specific times and instructors for the student, only to give guidance regarding required courses. The planning of a specific schedule is ultimately the student's responsibility.

Advisors should familiarize themselves with the KSU registration system, which may be accessed via the web. Early Registration occurs during the previous term and is open only to currently enrolled students in good standing and those who have been out of KSU no more than one term. Registration occurs during the week before the start of classes and is open to new students, to those on academic probation, and to all others who have not registered. New students who attend orientation are allowed to register as part of the orientation process. Drop/Add runs through the first full week of classes.

V. Registration

All registration at KSU is conducted over the web through Owl Express. There are two phases of registration at KSU – Early Registration and Registration. Early Registration is open to currently enrolled students in good standing and students who were enrolled within the last two semesters. Early Registration occurs mid-term of the previous semester. Registration is open to students who are new students or readmitted students who have not attended KSU within the last six semesters. This registration time occurs at least three days prior to an official semester beginning, with the exception of summer semester. New students are invited to attend an orientation session where they will have an opportunity to register for classes. Drop/Add begins on the first official day of classes of a semester, with the exception of August and December mini-semesters.

Certain faculty are required to be available during the registration phases to advise students who are attending Kennesaw State for the first time and to advise returning students who failed to talk with their assigned advisor prior to registration.

Those who advise must assist the student in developing a schedule of courses which is compatible with the catalog requirements for the student's chosen program of study. Faculty members are generally assigned to advise only students in one or a related set of programs of study. New faculty members should discuss with their department chair what these programs will be as early as possible so that they may become familiar with the catalog requirements. There are a few special cases involving scheduling sequence courses and particular requirements of colleges to which the students may wish to transfer that may require the new faculty member to seek the assistance of an experienced colleague. It is important that the students be assigned appropriate schedules with alternative selections. Advisors should seriously consider catalog requirements, the college to which a student wishes to transfer, and any other special circumstances presented by the student.

VI. Declaration of Program of Study (Major)

Upon acceptance to Kennesaw State University, undergraduate students who listed a program of study/major on their application for admission are initially assigned to the interest code associated with that program and assigned an advisor. Upon the recommendation of the department or completion of admission requirements, if applicable, for the major program, students will be reassigned to the full-status code for their program of study/major. Students who did not indicate a program of study/major (undeclared) on their application for admission will be advised by SSS and/or the instructor of their KSU 1101 course if they enroll in a section of that course.

Exploratory (undeclared) students are encouraged to declare a major as soon as they know which program of study/major they would like to pursue. Students who wish to declare or change his/her major or add/change their concentration will need to submit their request through Owl Express. The appropriate academic department of the new major will approve or deny the student's request. The updated major will appear in Owl Express after the academic department has approved the change. Students should note that when changing majors, there is a possibility that additional hours of course work beyond those required for the completion of the original program may need to be taken. Students should declare a major as soon as possible so that they can be assigned an advisor to help them expediate their progress toward a degree and help them in preparing for a career.

VII. Course Substitution in Program of Study

Students wishing to substitute one course (usually transfer credit) for another course that is required for graduation under their program of study should complete a Course Substitution Form. These forms may be obtained from the Office of the Registrar, the various academic department offices and advising centers, as well as from

Advising and Registration

individual advisors. Substitutions are usually appropriate when courses have similar content and objectives. If the faculty advisor feels that the substitution request is valid, he/she should provide a rationale and sign a form, which then goes to the department chair for approval. If the student wishes to appeal the decision of the advisor, the student may appeal to the appropriate department chair whose decision is final.

Substitutions for courses in the General Education program should be submitted to the respective Department Chair of the course discipline. All substitutions are ultimately forwarded to the Office of the Registrar, after appropriate approvals, and added to the student's record.

Note that the course substitution procedure is distinct from petitions for relief from graduation requirements, (i.e., a request to graduate with fewer hours in residence than required by catalog requirements). Such petitions require no special form but are presented by the student in the form of a letter addressed to the registrar. If departmental and college approval are needed, it will be forwarded appropriately.

VIII. Regents' Test

Effective Fall, 2011, Kennesaw State University was approved for an exemption of the Regent's Test by the Board of Regent of the University System of Georgia.

IX. Advanced Standing by Examination

A student who offers satisfactory evidence that he/she is qualified to do so, may receive credit for a course by examination. Such an examination is called an Examination for Advanced Standing. Examinations for Advanced Standing may be authorized by the registrar upon approval of the chair of the department. An Examination for Advanced Standing will be reported as S or U and will not be included in the calculation of the scholastic average. An Examination for Advanced Standing will not be authorized if the course has been audited or failed. The hours awarded will not be used to satisfy residency requirements at KSU.

The Application for the Examination for Advanced Standing is obtained in the departmental office or the Office of the Registrar. The student uses the form to petition for an examination to receive credit for a course offered at Kennesaw State University. Policies regarding advanced standing are provided on the form and are as follows:

A student may receive up to a total of thirty (30) hours of credit by CLEP, AP, Institutional Advanced Standing, or other examinations. Authorization will not be given for a course under any of the following circumstances:

- If the course has been previously audited.
- If the course has been previously scheduled and failed.
- If the course has been previously scheduled, but the student withdrew after the first two calendar weeks from the day the semester began.
- If the student is currently enrolled in the course.
- If the course is either a prerequisite or an introduction to a course for which the student is currently enrolled or has previously completed. (This provision does not apply to skill courses such as physical education, music, for example.)

Credit earned by institutional advanced standing examination may neither be used to satisfy residency requirements nor used to satisfy more than one-half of the major field or related studies requirements in a program of study.

A passing grade for an institutional advanced standing examination is a grade of 75% or higher for a lower-division course and a grade of 80% or higher for an upper-division course.

A fee of \$60 will be assessed for each institutional advanced standing examination attempted; no course may be attempted more than once.

A student must be admitted to Kennesaw State University at the time of application for advanced standing and must be enrolled in the university to receive credit for a course by advanced standing examination.

If a student transfers to another college or university, it is the decision of that institution as to whether the exam credit will transfer.

X. College Level Examination Program (CLEP)

Students planning to enroll at Kennesaw State University with expertise in a particular area or professional experience are eligible to take standardized examinations in a number of areas to earn credit for certain specific courses, provided a minimum score is attained on the tests. Credit earned will be recorded on the student's permanent record. Proficiency is determined by passing standardized examinations. General conditions are as follows:

- Credit will only be given when the student is accepted and registered at Kennesaw State University.
- No student will be permitted to receive credit by examination for a course after enrolling in it, unless the student withdrew from the course within two calendar weeks from the day the course began.
- The CLEP subject examination may not be retaken except by special permission of Educational Testing Service and only after a minimum of six months has passed from the date of testing.
- Credit thus earned will be recorded on the student's record by course, course number and semester hours earned.
- No grade or quality points will be assigned.
- CLEP application forms are available in Student Success Services. Completed applications and fees should also be submitted to Student Success Services.
- CLEP fees are \$70 per subject examination. Fees are payable in advance by credit card to the College Level Examination Program. KSU charges a \$20 service fee per exam. Service fees are payable in advance by check to KSU.
- A student may receive up to a total of thirty (30) semester hours of credit by CLEP, AP, Institutional Advanced Standing, or other exam.
- Kennesaw State University grants credit for acceptable scores on certain subject examinations only.

See following for Table of CLEP Scores:

Subject Examinations	Course for Which Credit Will Be Given	Minimum Score Required for Credit	Credit Hours Earned
American Government	POLS 1101	55	3
Biology**	SCI 1101	50	4
Biology**	SCI 1101 & SCI 1102	70	7
Calculus w/Elementary Functions	MATH 1190	51	4
Calculus w/Elementary Functions	MATH 1190 & MATH 2202	55	8
Chemistry, General	CHEM 1211 & 1211L	52	4
Chemistry, General	CHEM 1211, CHEM 1211L, CHEM 1212, & CHEM 1212L	70	8
College Algebra	MATH 1111	51	3

Advising and Registration

Financial Accounting	ACCT 2100	75	3
Freshman College Composition* Separate 90-min essay required	ENGL 1101	50	3
French, College	FREN 1001 & FREN 1002	50	6
French, College	FREN 1001, FREN 1002, FREN 2001, & FREN 2002	59	12
German, College	GRMN 1001 & GRMN 1002	45	6
German, College	GRMN 1001, GRMN 1002, GRMN 2001, & GRMN 2001	54	12
Human Growth & Development	EDUC 2204	46	3
Introduction to Business Law	BLAW 2200	57	3
Introduction to Sociology	SOCI 2201	52	3
Pre-Calculus	MATH 1113	53	3
Principles of Macroeconomics	ECON 2200	44	3
Principles of Marketing	MKTG 3100	53	3
Principles of Management	MGT 3100	52	3
Spanish, College	SPAN 1001 & SPAN 1002	44	3
Spanish, College	SPAN 1001, SPAN 1002, SPAN 2001, & SPAN 2002	54	12
US History I This CLEP does not meet the KSU general education core requirement	HIST 2111	52	3
US History II This CLEP meets the KSU general education requirement	HIST 2112	53	3
Western Civilization I or II	HIST 1110	52	3

XI. Advanced Placement Examinations

Credit is offered to students who successfully completed certain college-level Advanced Placement (AP) courses taught in some high schools and who earned acceptable scores on the AP examinations at the end of the courses. The scores determine the amount of credit awarded to the student for a particular course.

XII. Other Institutional Tests

COMPASS

The COMPASS test is administered to Kennesaw State University students whose SAT scores fall in the range of 430-480 on the verbal portion, 400-450 on the math portion or whose ACT scores fall in the range of 17-20 in English or 17-18 in Math. Results of the COMPASS determine students' eligibility to take regular freshman-level courses or noncredit courses in the Department of University Studies. The test is also given as an exit examination for the developmental studies students in Learning Support Program courses. If a student is NOT REQUIRED to take the Compass math exam and they did not have previous credit for College Algebra or higher, they may go to the following website for the Mathematics Advisement and Placement Test (MAPT). This is a math assessment which will help you advise the student to determine the appropriate starting point in math. This assessment should be completed prior to orientation.

Graduate Record Examination (GRE)

The Graduate Record Examination (GRE) is administered through the Sylvan Learning CBT Center. Acceptable scores are required for admission to the Master of Education Program at Kennesaw State University and many other graduate schools.

Graduate Management Admissions Test (GMAT)

The Graduate Management Test (GMAT) is administered through the Sylvan Learning CBT Center. Acceptable scores are required for admission to the Master of Business Administration Program at Kennesaw State University and many other graduate schools.

Institutional Scholastic Aptitude Test (ISAT)

The Institutional Scholastic Aptitude Test is administered once each semester to only Kennesaw State University applicants who for unusual circumstances were unable to take the Scholastic Aptitude Test (SAT) on one of the national test dates. Scores on the ISAT are acceptable only at Kennesaw State University and are not transferable to other colleges.

United States and Georgia History Exam and U.S. and Georgia Constitution Exam

Students must earn credit in American History (HIST 2112) and American Government (Pols 1101) or show by examination that they have a basic understanding of the history of the nation and state and constitutions of each. Second-degree students are eligible. No academic credit is awarded for passing these tests.

XIII. Petition for Graduation

To be considered a candidate for graduation, undergraduate students must submit a formal petition for the degree to the Office of the Registrar. Undergraduate petition forms are located in the Office of the Registrar. Graduate students must obtain the graduation petition from their respective program directors.

Petition deadlines for forms to be returned to the Office of the Registrar are as follows:

Graduation Term	Petition Acceptance	Petition Deadline
Summer Semester	January 1	April 10
Fall Semester	April 1	July 1
Spring Semester	August 1 of previous year	November 1 of previous year

XIV. Awarding of Posthumous Degrees

Posthumous Degrees

The policy/procedure concerning the awarding of posthumous degrees for undergraduate and graduate students is as follows:

- At the time of his/her death, the student must be enrolled in all courses needed to satisfy the requirements for his/her degree and must have met the GPA requirements for that degree.
- The process for granting the posthumous degree will begin when the Office of the Registrar is informed of the student's death. The registrar will notify the president's Cabinet. The Cabinet, in consultation with

Advising and Registration

the student's family, will then decide upon the appropriate time for the ceremony at which the degree will be presented.

- The student's academic record will reflect that the posthumous degree has been awarded.

Posthumous Certificates of Achievement

The policy/procedure concerning the awarding of posthumous Certificates of Achievement for undergraduate and graduate students is as follows:

- At the time of his/her death, the student must be enrolled in classes leading to his/her degree, must have at least a 2.0 GPA (3.0 for graduate students), and must have earned at least 90 semester hours of academic credit (21 semester hours of academic credit for graduate students).
- The process of granting the certificate will begin when the Office of the Registrar is notified of the student's death.
- The family will be mailed a copy of the certificate along with a letter of condolence from the president.

Please note that the refund of monies for enrollment in classes is covered by the University System of Georgia Board of Regents "Refund Policy" as outlined in the undergraduate and graduate catalogs.

XV. Declaration/Change of Degree Program or Concentration

When students apply to a graduate program at Kennesaw State University, they are initially assigned to the interest code associated with the program of study/major that they listed on their admission application. Upon acceptance into the program, students will be reassigned to the full-status code for their program of study/major.

Sometimes students may change concentrations within their program of study. To request such a change, students must contact the director of the graduate program and request to be reassigned to that concentration. If a student wishes to change to a different program of study entirely, he/she should contact the director for that program for information about admission to the program.

Consult the graduate catalog for various policies and procedures and associated graduate forms and where they may be obtained.

XVI. Graduate College Forms

Request to Take Overload

If a student wishes to take more than twelve hours, the student's Program Director must submit approval to the Office of the Registrar. For verification of enrollment purposes, full-time is considered nine (9) semester hours for fall and spring and six (6) semester hours for summer semester.

Request for Time Extension

The Request for Time Extension for a Graduate Degree can be obtained from the Office of the Graduate Dean and should be used when the graduate student wishes to appeal the established time limit policy of six years to complete the degree. The policies and procedures for the appeal can be found in the graduate catalog.

Other Graduate Forms

Consult the graduate catalog for various policies and procedures and associated graduate forms and where they may be obtained.

XVII. Student Request Forms

Change Request Form

The Office of the Registrar maintains many request forms for student use. These forms are used for anything ranging from address and name change to transcript requests. The forms are available at the Office of the Registrar and online at <https://web.kennesaw.edu/registrar>.

Verification Request Form

Enrollment Verification requests may be made through the student's Owl Express account.

XVIII. Request for Transcript of Record

Due to provisions of the Student's Right to Privacy Act, the student is the only one who can authorize release of his/her records. Transcripts are issued to students upon request through Owl Express. Transcripts requested through Owl Express will be mailed or available for pick up by the next business day. Students who have not been enrolled in the past six consecutive semesters must request transcripts by fax, mail or in person.

XIX. University Center Cross-Registration Program

Kennesaw State University is a member of the Atlanta Regional Consortium of Higher Education (ARCHE), an association of colleges and universities in the Atlanta area offering a combination of reciprocal academic services, such as cross registration, interlibrary lending, and visiting scholar programs.

The cross registration program is available to students officially enrolled in Atlanta Regional Consortium institutions. This program is distinct from transient status in that it is possible for a student to register for an approved course at any of the 21 Atlanta Regional schools and receive credit, while paying tuition costs to the home institution. The intent is to allow qualified students to take course work in their area of study that is not available on their own campus.

To be eligible to participate, the student must have the recommendation of the faculty advisor or department chair at the home institution. Cross registration may be pursued only for courses not offered at the home institution for the given term.

Students who wish to enroll in courses at member institutions of the Atlanta Regional Consortium should obtain a Cross Registration form from the coordinator at the home institution. Contact the Office of the Registrar for more information and specific deadline dates.

Advising and Registration

Member Colleges	
Agnes Scott College	Kennesaw State University
Brenau University	Mercer University-Atlanta
Clark Atlanta University	Morehouse College
Clayton College and State University	Morehouse School of Medicine
Columbia Theological Seminary	Oglethorpe University
Emory University	Savannah College of Art & Design-Atlanta
Georgia Gwinnett College	Southern Polytechnic State University
Georgia Institute of Technology	Spelman College
Georgia State University	State University of West Georgia
Interdenominational Theological Center	University of Georgia

Section Three

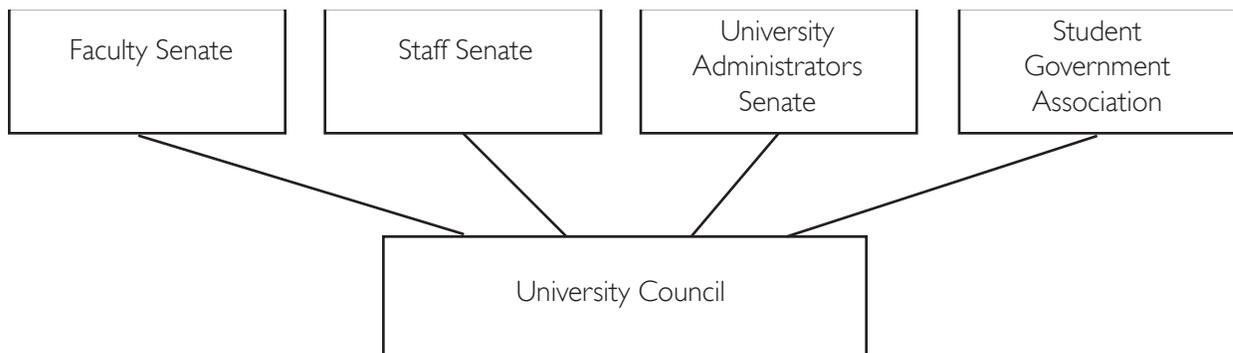
Shared Governance and Committees of KSU

I. Constituencies Involved in Shared Governance

The Constitution of the State of Georgia and Georgia law authorize the Board of Regents to serve as the governing board for the University System of Georgia and its member institutions, including Kennesaw State University. The Board of Regents has authorized the president of KSU to administer all aspects of the institution's operations in accordance with Board policies. To accomplish that task, the president and the other administrative officers of the university engage the major constituencies of the university community through a prescribed structure and process of shared governance for the institution's operations. The structure for shared governance at KSU includes a number of University Standing Committees, four Senates representing the major constituencies of the university community (i.e., faculty, staff, administrators and students), and University Council. These groups have responsibilities for institutional oversight as outlined below and serve in a recommending and advisory capacity to the administrative officers of the university, including the president.

II. Senate and University Council Structure

The four major constituencies of the university community (faculty, staff, administrators and students) review and respond to important issues and conditions affecting them through their elected representative Senates. Each Senate's president and vice president/president elect serve on the University Council with four of KSU's academic and administrative officers to coordinate and facilitate the entire governance process and to reconcile conflicting advisory opinions and recommendations of different governance bodies when they arise. The following chart depicts these five key representative bodies for shared governance.



To facilitate communication among the Faculty, Staff and Administrators Senates, each of those representative bodies elects a liaison to the other and each liaison participates in the meetings of the other senate as a non-voting member. Senators on the Faculty, Staff and Administrators Senates are elected for three-year terms in order to have sufficient time to learn their roles, understand the issues before them, and contribute to constructive recommendations for change and improvement. The president and vice president/president-elect of each of these three Senates will be elected by the Senate's voting membership from the pool of eligible Senators. The membership and elections of the Student Government Association are described elsewhere in the Constitution for Student Government at KSU.

The University Standing Committees are also vital components of KSU's shared governance system. Their work is defined in greater detail below and they have advisory roles to particular university administrators. Each Standing Committee is also assigned either to the University Council or the Faculty Senate for general direction and support as needed. Those two bodies will periodically review the activity and productivity of their assigned standing committees and take appropriate action to reactivate or abolish unnecessary standing committees.

A. Senates

One aim of the restructuring of KSU's shared governance system in 2006 at the Council and Senate levels was to establish smaller and more streamlined advisory bodies whose agendas were more focused on relevant issues to the constituencies they represent than was the case previously.

Shared Governance and Committees of KSU

1. Faculty Senate (advisory to the provost/VPAA or other vice presidents as appropriate for the issue being discussed).

The membership of the Faculty Senate can be altered by the Senate's elected membership in consultation with the university president and the administrator designated by the university president. The composition of the Faculty Senate is determined as follows:

- Each instructional department elects one Senator.
- Eligibility to participate in elections of the department's Senator is restricted to the full-time tenure-track, non tenure-track and temporary faculty of the department, excluding the department chair.
- Eligibility to serve as the department's Senator is restricted to the full-time tenure-track, non tenure-track, and temporary faculty of the department, excluding the department chair. The department's Senator is elected for a three-year term.

Operating Procedures:

Faculty who have an item that they would like to be considered in Faculty Senate should contact their senate representative. The senate representative will submit the item to the Faculty Senate Executive Committee (FSEC) to be considered as a potential item for the Faculty Senate agenda. Those not represented by a faculty senator should contact the president or vice -president of Faculty Senate with proposals to be considered by the FSEC.

Information routing:

Routing procedures have been established to ensure that the business of the Faculty Senate is approved at all appropriate levels. These procedures also ensure that changes made in Faculty Senate are incorporated into the Faculty Handbook. The flow chart for approval can be found at the end of this section of the Faculty Handbook.

2. Staff Senate (advisory to the Chief Human Resources Officer or administrative officer as appropriate for the issue being discussed).

The membership of the Staff Senate can be altered by the Senate's elected membership in consultation with the university president and the administrator designated by the university president. The composition of the Staff Senate is determined as follows:

- The Staff Senate is composed of 30 Senators who are elected to represent a major administrative division of the university. Each division's representation is determined according to the size and complexity of its staff. The Senators are distributed as follows: Business & Administration Division (11 Senators), Academic Affairs Division (8 Senators), Student Success Division (4 Senators), Technology & Human Resources Division (4 Senators), and Advancement & President's Other Reports (3 Senators).
- Eligibility to participate in elections of the division's Senators is restricted to the full-time classified staff who are not university administrators in the division.
- Eligibility to serve as a division's Senator is restricted to the full-time classified staff who are not university administrators in the division.
- A division's Senator is elected for a three-year term.

3. Administrators Senate (advisory to the Chief Human Resources Officer or the Vice President for Student Success or both or administrative officer as appropriate for the issue being discussed).

The membership of the Administrators Senate can be altered by the Senate's elected membership in consultation with the university president and the administrator designated by the university president. The composition of the Administrators Senate is determined as follows:

- The Administrators Senate is composed of eight senators, three elected at large (the Senate's president, Vice president/president elect and Secretary) and one from each of the following five divisions: Academic Affairs, Student Success, Chief Information Officer, and University Advancement & President's Reports.

Shared Governance and Committees of KSU

- Eligibility to participate in elections of these Senators is restricted to full-time employees with an exempt professional status and mid-management level responsibilities and have director status or below.
- Eligibility to serve as a Senator is restricted to full-time employees with an exempt professional status and mid-management level responsibilities and have director status or below. Senators are elected for a three-year term.

4. Student Government Association (advisory to the Vice President for Student Success or administrative officer as appropriate for the issue being discussed).

The membership and elections for the Student Government Association can be found in the Student Government Constitution as published on the SGA Web site. The SGA's composition was not affected by the restructuring of KSU's shared governance system in 2006.

B. University Council (UC) – usually advisory to the University President (or Provost/VPAA)

Membership of the UC will consist of:

- a. The president and vice president/president elect (or the equivalents of these offices) from each of the following - the Faculty Senate, the Staff Senate, the University Administrators Senate, and the Student Government Senate.
- b. One representative each from the Chairs' Council, the Deans' Council and the President's Cabinet, and the university president.

Presiding Officer of the UC:

The president of the Faculty Senate will serve ex-officio as Chair of the University Council.

Operating Procedures of the UC:

- a. Formal votes will not be part of the UC's regular operating procedure. The purpose of the UC is to advise the president of the points of view of the different constituencies represented, and, where there are differences, to seek consensus.
- b. The UC will hold a formal meeting at least two (2) times each semester. The UC Chair in consultation with members will schedule meetings.
- c. A UC Executive Committee, composed of the presidents of the three senates and the president of the Student Government Association will handle routine administrative matters between formal meetings of the UC.

Reassigned-time for officer-members of the UC:

The president and vice president/president elect of the Faculty Senate, Staff Senate and the University Administrators Senate will have reassigned time from their ordinary duties to enable them to provide effective leadership for their respective shared governance bodies and to represent those bodies in the University Council.

Key Responsibilities:

- a. Assign issues to the most appropriate governance body (or bodies), but with the understanding that other bodies may also comment if they wish;
- b. Ensure that the appropriate governance bodies are consulted in the creation of any ad hoc committee or task force addressing issues of general importance, and, if desired, will have the opportunity to nominate members to such ad hoc committees or task forces;
- c. Ensure that the appropriate governance bodies are given the opportunity to consider and offer formal comment on the final reports of any such ad hoc committee or task force;
- d. Report to the president and other UC members the results of deliberations in various bodies when issues or reports are considered by and/or affect multiple bodies; and
- e. Seek to reconcile conflicting advisory opinions when different bodies have conflicting views.

Shared Governance and Committees of KSU

Important Prerogatives of the UC: The University Council may, at its discretion:

- a. Call a Joint Session of all the representative bodies of the university's governance structure;
- b. Call a Town Hall Meeting of the entire campus community.

C. University Standing Committees

The following describes Kennesaw State University's current standing committees including their make-up and their purpose. The make-up of these committees consists of Teaching Faculty (TF), Administrators (AD), Staff (SF), and Students (SD). Elections for Faculty Senate and University Council Standing committees will be held in November for the next academic year. The outgoing chair of each committee will be responsible for forwarding election results to the vice president/president elect of the Faculty Senate. Each Standing Committee will meet at least once by September to elect a chair. The chair of each committee will collect finalized committee membership information and forward a completed membership list to the vice president/president elect of the Faculty Senate by no later than the last week of September. Every year by May 1, each committee chair will send to the vice president/president elect of the Faculty Senate either a report of the activities of the committee for the year, the committee's meeting minutes from the year, or a link to a website containing this information.

Accountability of the Standing Committees

Failure of a standing committee to submit the required information may result in the dissolution of that committee. In addition, violations of the policies and procedures outlined for each Standing Committee should be referred to the Faculty Senate vice president/president elect for further deliberation, consideration, and recommendation for corrective actions by the Faculty Senate and/or University Council. If a committee is deemed no longer necessary, a recommendation to dissolve the committee will be forwarded from the appropriate senate body to the official that committee reports to for approval and continued action.

Procedures for Establishing New Standing Committees

University Standing Committees are established by submitting the required documentation to the appropriate Senate (Faculty, Staff, or Administrators). The required materials should include the title of the Standing Committee and the Senate they are assigned to (Faculty, Staff, or Administrators). The appropriate Advisor to the Standing Committee must be identified (e.g., the provost/VPAA, VP for Operations, Registrar, etc.) in the proposal. A statement of the purpose of the committee, the composition of the committee members (Teaching Faculty (TF), Administrators (AD), Staff (SF), Students (SD)), number of members from each constituency, method by which the chair of the committee will be determined, and method of inclusion (elected, selected, or appointed) is required. Petitions to form a Standing Committee must be submitted to the relevant Senate for review and approval. Senate approved petitions will be forwarded to the University Council, the provost/VPAA, and the university president for final approval.

Ad Hoc Committees

An ad hoc committee is a committee that is formed on an as-needed basis to address a particular issue, need, or project. Unlike a standing committee, the work of the ad hoc committee is not ongoing, but has a finite end-date. Once the ad hoc committee's work is completed, the committee is disbanded. Ad hoc committee members may be appointed, elected, or invited to serve, depending on the nature of the issue or project. The term "taskforce" may also be used to refer to an ad hoc committee, particularly when the committee's purpose is to study an issue, or when the committee contains external members selected from outside the campus community.

Academic Standing Committee — assigned to the Faculty Senate and advisory to the Registrar

a. Purpose:

This committee will evaluate petitions for exceptions to academic regulations in the areas of admissions, withdrawals, retention, dismissals, grade changes, graduation requirements and other matters of academic standing. The results of this committee's work will be sent to the provost/VPAA.

- b. Membership:
 - 1) TF 7: one elected from each degree-granting college.
 - 2) AD 5: registrar; Assistant Registrar; Director of Financial Aid; Director of Undergraduate Admissions; a chairperson elected from all chairs by Chairs Council.
 - 3) SF 0.
 - 4) SD 0.
- c. The Registrar chairs this committee.

Ad Hoc Grievance Oversight Committee — assigned to the Faculty Senate and advisory to the Provost/VPAA

- a. Purpose:

The committee reviews petitions from faculty for a grievance hearing using the procedures outlined in the Faculty Conflict Resolution Procedures. The committee will, in collaboration with the provost/VPAA and the ombuds, also have the responsibility of evaluating the effectiveness of the Conflict Resolution Policy and recommending changes in the policy to the Faculty Senate. Members of this committee will receive training in policies and procedures. The faculty ombuds will coordinate the training.
- b. Membership
 - 1) TF 6: three faculty senate representatives, and three alternates elected by the Faculty Senate.
 - 2) AD 4: two chairs, one principal and an alternate elected by the Chairs Council; two deans or assistant deans, one principal and one alternate elected by the Deans Council.

Members of the Grievance Oversight Committee will be elected as needed. The chair's council will elect the chairs and the dean's council will elect the deans. The Faculty Senate will elect teaching faculty from tenured faculty at large. The Faculty Senate president will invite nominations from all faculty members. The Faculty Senate president will check that each nominee is qualified to serve and will contact each nominee to ensure his or her willingness to serve. Once the elections have been held, the Faculty Senate president will send the name(s) of the faculty member representative(s) to the provost/VPAA and the Ombuds.

The chair of the Grievance Oversight Committee must be a member of the teaching faculty and will be elected by a majority vote of the whole committee. Because the chair of the Grievance Oversight Committee has an especially significant role in the application of these procedures, it is recommended that the individual receive a minimum of one course release per semester and one course equivalent of salary during summer semester. Funds should be allocated for salary and release time in the university budget.

Committee Procedures

- 1. Committees will elect a chair-elect and secretary from among their members.
- 2. Committees will meet as necessary to conduct the business of the committee at a time and place announced to the campus.
- 3. Committee secretaries will send two copies of committee minutes to the Library for the archives and will post them on the KSU Web for general examination.
- 4. VOTING
 - a. A quorum must be present to conduct business.
 - a. Proxy voting from an absent committee member will only be allowed by written statements.
- 5. The most recently published procedures in this section automatically supersede any prior governance procedures.

Athletics Board — assigned to the University Council and advisory to the Athletic Director

- a. Purpose:

The primary role of the KSU Athletics Board serves as an advisory group to the president of the university concerning the intercollegiate athletics program, including providing oversight on strategic and

Shared Governance and Committees of KSU

budget planning and implementation, and reviewing policies and practices of the department to assure they comply with NCAA regulations, and sustain the academic integrity of the university. The Athletics Board also reports, at least annually, to the university council and to other university shared governance bodies as requested and as schedules permit. Teaching faculty and administrators who hold an academic appointment must constitute at least a majority of the Athletics Board, and at least a majority of the Athletics Board Executive Committee.

b. Membership:

- 1) TF 10: one appointed by the university president serves as chair of the board; faculty athletics representative to the NCAA; elected representatives from the Faculty Senate, one per college, elected by the senators of that college; a representative from Continuing Education, Department Chair of Health, Physical Education and Sport Science.
- 2) AD 4: Director of Athletics; Vice President for Student Success; Vice President for Operations; administrators senate representative elected by Administrators Senate.
- 3) SF 1: staff representative elected by and from staff.
- 4) SD 2: two appointed by the Student Government Association. One must be female and one male. One must also be an athlete.
- 5) Alumni based on availability
- 6) Trustee based on availability

Climate Commitment Committee — assigned to the University Council and advisory to the Director of Sustainability

a. Purpose:

This committee serves as an advisory group to the president, the University Council, and KSU's Director of Sustainability on matters of campus sustainability. A main focus of the committee is to support efforts and initiatives that arise from the university's membership (since 2007) in the American College and University Presidents Climate Commitment. This covers a wide range of sustainability issues, including energy and water conservation, commuting alternatives, environmentally responsible land use planning and plant operations, and environmental education. Student representatives will serve a one-year term. Faculty representatives will be elected to serve three-year staggered terms.

b. Membership

- 1) TF 7: one faculty representative elected from each degree-granting college.
- 2) AD 2: one department chair elected by the Chairs Council; one dean elected by the Deans Council.
- 3) AD/SF 6: one administrator or staff member elected from each of the following units: Environmental Health, Safety & Risk Management; Facilities Services; Plant Operations; Public Safety; Student Success; Business and Finance.
- 4) SD 3: two appointed by the president of Student Government Association, one appointed by the Director of Sustainability.
- 5) Ex-officio (nonvoting) 4: President, KSU Director of Sustainability, Assistant Vice President for Facilities Services; Director of Plant Operations.

Customer Service Council – assigned to the University Council and advisory to the President

a. Purpose:

The Customer Service Council (CSC) assists the Customer Service Champion with developing, implementing, and assessing customer service activities/programs and training that will promote a culture of service within the KSU community. Duties also include, providing leadership and direction to KSU colleagues when addressing customer service issues; identifying customer service training needs for campus units and colleges; assisting in the selection of the recipients for recognition and awards; establishing metrics to measure customer service performance; developing and distributing customer service literature; reviewing and making recommendations for the Kennesaw State University's customer service webpage;

Shared Governance and Committees of KSU

assisting in the selection process for the Chancellor's Annual Customer Service Awards; assisting in the selection of the unit to be reviewed for each quarterly customer service inspection initiative. The Customer Service Champion is appointed by the president and updates the president and the President's Cabinet annually on all CSC activities and on customer service plans submitted to the Board of Regents. Student representatives will serve a one-year term. Other CSC members, except the Customer Service Champion, will be selected to serve two-year staggered terms.

b. Membership:

- 1) TF 1: one faculty member elected by the Faculty Senate.
- 2) AD 1: one administrator elected by the Administrator's Senate.
- 3) SF 2: one staff member elected by the Staff Senate; one staff member from Human Resources.
- 4) SD 1: one appointed by the president of Student Government Association.
- 5) Other: one representative from each unit for which a customer service plan has been approved within the previous two years.
- 6) Ex-officio (nonvoting) 1: Customer Service Champion

Education Abroad Standing Committee — assigned to the Faculty Senate and advisory to the Provost for Global Engagement

a. Purpose:

This committee will annually review all KSU study abroad program proposals based on the following criteria. It will also review the criteria each year in order to make recommendations for any revisions to the program proposal form. All criteria will be posted on the web and only be changed once a year, before faculty proposals are submitted.

- 1) Completeness of Proposal (contact hours are clearly outlined, course syllabus, itinerary and budget are included, etc.).
- 2) Academic Rigor (course objectives include intercultural learning, the program itinerary and activities complement learning goals, and assignments/methods of evaluation are clearly defined). Final course approvals are subject to the normal policies and procedures of the university.
- 3) Degree of detail in Itinerary and Budget.
- 4) Program fits well into disciplinary mix and geographic diversity of programs offered in the department/college.
- 5) The committee's recommendations based upon the above criteria regarding Education Abroad Program proposals will be reported to the Director of Education Abroad for final approval.

The Committee will also make policy recommendations for Education Abroad campus wide.

b. Membership:

- 1) TF7: Seven tenured, tenure track or full-time permanent faculty, one elected from each degree-granting college. Faculty elected to serve on this committee should have demonstrated previous involvement and commitment to Education Abroad and/or Global Learning. Faculty will serve staggered two-year terms so that the composition of the committee will have a mix of experienced and new members.
- 2) AD3: Three administrators/staff: Director of Education Abroad; Education Abroad Coordinator; Global Learning Scholarship Committee Coordinator
- 3) SF 0.
- 4) SD 0.
- 5) Additional study abroad advisors from the Education Abroad Office may also be asked to serve on an ex-officio capacity (non-voting) based on their knowledge of the programs they advise.

c. Procedures:

- 1) The Director of Education Abroad chairs this committee.

Shared Governance and Committees of KSU

- 2) Elected Faculty Representatives will serve as the primary reviewers leading discussion of proposals from their College. Faculty will not review their own programs.
- 3) This committee will normally meet during the months of December and July to review education abroad program proposals, and again in October to review policies and procedures. Additional meetings may be called as necessary but are not anticipated.

Facility Pricing Committee-assigned to the University Council and advisory to the President

a. Purpose:

This committee will determine appropriate pricing for campus venues and services when charges are assessed for externally and internally sponsored events. The Committee is also charged with the regular review and adjustment of costs relating to campus venues, updating the pricing list to address changes to facilities and pricing as appropriate. The pricing schedule approved by this committee will be used by the Campus Events Planning Committee and Legal Affairs to prepare contracts and payment schedules. The Office of University Events will process payments received and will supply an annual report to the committee of the costs/revenues.

b. Membership

Voting

- 1) TF 2; elected by the Faculty Senate
- 2) AD 2; elected by the Administrative Senate
- 3) SF 2; elected by the Staff Senate
- 4) SD 2; elected by the Student Government Association
- 5) Plant Operations I; appointed by the Director of Plant Operations
- 6) KSU Center I; appointed by the Dean of Continuing and Professional Education
- 7) University Events I; appointed by the President's Office

Non-voting/Advisory

- 1) Public Safety; I
- 2) Legal Affairs; I
- 3) Planning and Design; I
- 4) Parking and Transportation Operations; I
- 5) Multimedia Design Group; I
- 6) University Events; I

Faculty Development and Awards Committee — assigned to the Faculty Senate and advisory to the Executive Director of CETL

a. Purpose:

This committee will solicit and evaluate applications and select recipients for internal funding awards such as the Incentive Funding Awards for Research & Creative Activity and Tenured Faculty Professional Development Full Paid Leave Program. This committee will also solicit applications or nominations and select recipients for selected campus-wide faculty honors and awards. Awards to be included are the KSU Foundation University-Wide Distinguished Teaching, Research & Creative Activity and Professional Service Awards. The results of this committee's work are sent to the provost/VPAA.

b. Membership:

- 1) TF 16: one elected from each degree-granting college; three previous winners of the KSU Foundation University-Wide Distinguished Teaching Award; three previous winners of the KSU Foundation University-Wide Distinguished Professional Service Award; three previous winners of the KSU Foundation University-Wide Distinguished Research & Creative Activity Award.
- 2) AD 3: Associate Dean for Sponsored Programs; CETL Executive Director (or his/her designated representative); Vice President for Research.
- 3) SF 0.
- 4) SD 0.

Faculty Handbook Committee — assigned to the Faculty Senate advisory to the Provost/VPAA

a. Purpose:

The Faculty Handbook Committee proposes modifications to portions of the Faculty Handbook pertaining to faculty at the request of and for approval by the Faculty Senate. Proposed changes are, then, presented to the University Council for review; provided to the Associate Vice President of Academic Affairs and/or Dean of the Graduate College for review; sent to the provost/VPAA for review and approval; once approved by the provost/VPAA, forwarded to the president for review and approval. Once approved by the president, the president informs the provost/VPAA of his decision, the provost/VPAA informs the Faculty Senate, and the Associate Vice President of Academic Affairs and/or Dean of the Graduate College. The Associate Vice President of Academic Affairs or Dean of the Graduate College notifies the Academic Affairs Publications Coordinator, who makes changes to the appropriate Academic Affairs Publications.

The college representatives will be tenured faculty and serve staggered, two-year terms. The Faculty Senate Executive Committee representative will serve a one-year, renewable term.

b. Membership

1) TF 8: one teaching faculty member from each degree-granting college selected by the senators from that college operating as a caucus; one member of the Faculty Senate Executive Committee.

Food Advisory Committee – Assigned to the University Council, and advisory to Vice President for Operations and the Executive Director for Auxiliary Services & Programs

a. Purpose:

This Committee serves to provide a forum to have both formal and informal input presented to the Culinary Services team and provides the Culinary Services team a way to provide information to be shared with the constituencies represented. The Committee also serves to determine the recommendation for the meal plan programs and related fees that are made each year to the president. The results of this committee's work will be reported to University Council, the Executive Director of Auxiliary Services, the AVP for Financial Services, the VP for Operations, and the president.

b. Membership:

Voting

- 1) TF 2: Elected by the Faculty Senate
- 2) AD 2: Elected by the Administrators Senate
- 3) SF 2: Elected by the Staff Senate
- 4) SD 2: Elected by the Student Government Association
- 5) 2: Auxiliary Services & Programs: elected by the department
- 6) 2: At large students, selected by SGA president
- 7) 1: Residence Life: Elected by RA's
- 8) Assistant Director of Culinary Services

Non-Voting/Advisory to the Committee

- 1) 1: Sustainability
- 2) 1: Athletics
- 3) 1: Campus Dietician & Wellness Center
- 4) 1: Facilities
- 5) 1: Financial Aid

c. Chair: The committee will elect the chair

General Education Council — assigned to the Faculty Senate and advisory to the University Policies and Curriculum Committee

a. Purpose:

The General Education Council serves as an advocate for and facilitator of the general education pro-

Shared Governance and Committees of KSU

gram on the KSU campus. It is the voice that speaks for the general education program, much as the academic departments speak for their majors. Its goal is to develop and maintain a unified, integrated, and effective general education program. The council is advisory and submits proposals to the UPCC.

b. Membership:

The council is chaired by the Associate Vice President of Academic Affairs. General education coordinators are those faculty/administrators who coordinate general education activities in their respective departments and function as liaisons between those departments and the council.

20: one general education coordinator from each discipline represented in the core: anthropology (appointed by chair), biology (elected), chemistry (elected), communication (General Education Coordinator), criminal justice (volunteer), dance (Coordinator of Dance), economics (appointed), English (Director of Composition), foreign language (Coordinator of French Programs), geography (appointed by chair), history (appointed by chair), mathematics (appointed by chair), music (appointed by dean), philosophy (selected), physics (appointed), political science (appointed by chair), psychology (Coordinator General Psychology), sociology (volunteer), theatre and performance studies (Coordinator of Theatre), and visual arts (Coordinator of Visual Arts).

1: the coordinator of HPS 1000.

1: a director from the Department of First-Year Programs (either the Director of the First-Year Seminar or the Director for Learning Communities).

1: one representative elected from the Bagwell College of Education.

Graduate Policies and Curriculum Committee — assigned to the Faculty Senate and advisory to the Vice President for Research/Dean of Graduate College

a. Purpose:

This committee will receive graduate course and program proposals from colleges and departments and insure their compliance with university policies and goals. This committee will also approve changes in curriculum including the addition or deletion of courses, approval of new programs or concentrations, and changes in program requirements. The committee recommends changes in graduate policies and procedures and monitors assessment of graduate programs. Its recommendations will be directed to the Vice President for Research/Dean of Graduate College, the provost/VPAA and the president for their action, and to the Executive Committee of the Faculty Senate for its use in monitoring the activities of this committee. The committee also makes recommendations regarding the curriculum development and review process to the Faculty Senate.

b. Membership:

1) TF 10: two faculty members with full provisional graduate faculty status elected by graduate faculty from each degree-granting college. No more than one of the elected faculty members from each college may be a graduate program director or graduate program coordinator.

2) AD 3: the Vice President for Research/Dean of Graduate College; an elected librarian; the Registrar or his/her appointed designee.

3) SD 1: one graduate student elected by the Graduate Student Association,

4) Ex-officio (nonvoting): graduate program directors.

5) The Director of Graduate Admissions (non-voting).

6) A representative from Academic Publications (non-voting).

7) A representative from Enterprise Information Management (non-voting).

Information Technology Advisory Committee — assigned to the University Council and advisory to the Vice President for Operations

a. Purpose:

The purpose of the ITAC Committee is to advise the chief information officer on planning and policy issues concerning use of information technology, increase/facilitate communication between the CIO and IT users, and provide support for the teaching mission at KSU through appropriate use of technol-

Shared Governance and Committees of KSU

ogy to improve learning. All members of the faculty, staff, students, and administration of KSU who have an interest in information technology are invited to join one of the three subcommittees (i.e., Academic Subcommittee, Administrative Subcommittee, and Student Subcommittee). The three subcommittees will meet four times a year, twice during fall semester, and twice during spring semester:

b. Membership of the Executive Committee

- 1) TF 8: one representative from each degree-granting college, with IT background/interest; CETL Fellow.
- 2) AD/SF 4: one administrator or staff member elected from each of the following units: business and finance, student success, advancement and development, and academic affairs.
- 3) SD 4: four students elected by the Student Government Association.
- 4) Ex officio (nonvoting): CIO; any other members of Information Technology Services (nonvoting). The executive committee of ITAC will meet monthly from August through May (with the exception of December).

Institutional Review Board for Research with Human Participants — assigned to the Faculty Senate and advisory to the Provost/VPAA

a. Purpose:

This committee is charged with the prior review and approval of all research involving human participants that is conducted under the auspices of Kennesaw State University. The committee will be responsible for ensuring that all research involving human participants complies with the Department of Health and Human Services regulations for the protection of human participants. A complete description of the policies and procedures of the committee is found in the Kennesaw State University Assurance of Compliance with the Department of Health and Human Services Regulations for Protection of Human Research Participants (on file in the office of academic affairs and the library).

b. Membership:

- 1) The Vice President for Research/Dean of Graduate College; Associate Dean for Grants and Contracts.
- 2) TF 10: appointed by the VPR/Graduate Dean in consultation with college deans, for staggered three-year terms. Faculty will have diverse backgrounds as required to promote complete and adequate review of research activities covered by this assurance. Faculty will have the professional competence necessary to review the specific research activities that will be assigned to it. At least one faculty member appointed will have scientific research experience.
- 3) SF 0.
- 4) SD 0.
- 5) Community 2: volunteer appointments to be recommended by the president, provost/VPAA, Vice President for Research/Dean of Graduate College, or college deans for staggered three-year terms. Neither this person nor the members of his/her immediate family should be affiliated with Kennesaw State University.

Each member of the IRB (except for the Vice President for Research/Dean of Graduate College, which is a permanent appointment to the IRB) will serve for a term of three-year, renewable, staggered terms, with terms running August 1 to July 31. Should an IRB member resign prior to the end of his/her term, a replacement will be appointed for the balance of the term. The Chair of the IRB is appointed by the Vice President for Research/Dean of Graduate College and serves a two-year, renewable term as Chair.

Library Committee — assigned to the University Council and advisory to the Chief Librarian

a. Purpose:

This committee will serve as an advisory group to the Director of the Library and liaison with each college and group represented regarding library needs and issues. It will make recommendations and advise the director in the development and refinement of library policies. The results of this committee's work will be reported to the library director, provost/VPAA, and president.

Shared Governance and Committees of KSU

b. Membership:

- 1) TF 12: one undergraduate faculty representative elected from each degree-granting college; and one graduate faculty representative elected from each college with graduate programs.
- 2) AD 2: one librarian appointed by the library director; one representative appointed by the Vice President for Operations.
- 3) SF 1: one library staff representative elected by the library staff members.
- 4) SD 2: one undergraduate student appointed by the president of Student Government Association; one graduate student appointed by the president of Student Government Association.

Parking & Transportation Committee- Assigned to the University Council and advisory to the Vice-President for Operations and to the Parking & Transportation Director

a. Purpose:

This committee will serve to govern, make recommendations for improvements & fee increases and reflect campus opinion regarding parking and transportation changes and additions. The committee is also charged with reviewing and making recommendations to improve parking and transportation for all constituents to include; Students, Faculty, Staff and Long-term Visitors. The results of this committee's work will be reported to the Executive Director of Auxiliary Services, the VP for Operations, the University Council and the president.

b. Membership:

Voting

- 1) TF 3: elected by the Faculty Senate
- 2) AD 2: elected by the Admin Senate
- 3) SF 2: elected by the Staff Senate
- 4) SD 2: elected by the Student Government Association
- 5) Dept of Public Safety I: appointed by the Director of Parking & Transportation
- 6) Parking Department 1: Director of Parking & Transportation

Non-voting/Advisory:

- 1) Auxiliary Services & Programs: 2
- 2) Card Services: 1
- 3) Planning & Design: 1
- 4) Legal: 1
- 5) At-large student: 2
- 6) KSU Center: 1
- 7) Sustainability: 1
- 8) Student Conduct & Academic Integrity: 1
- 9) Parking and Transportation Operations: 1

President's Planning and Budget Advisory Committee — assigned to the University Council and advisory to the President

a. Purpose:

The purpose of this committee is:

- 1) To establish and implement a set of principles and guidelines for collaborative budgeting and long-term planning;
- 2) To review the university budget and make recommendations to the president and the president's cabinet regarding funding priorities and budget allocations;
- 3) To make recommendations to the president and University Council regarding the long-range planning of the institution including the master plan for facilities and also planning for academic programs;
- 4) To ensure that budgeting reflects the long-term goals of the university.

The committee will meet at least twice during both fall and spring semesters and as needed during

Shared Governance and Committees of KSU

summer semester. The chair of the committee will be the current president of the Faculty Senate. Members should be elected for staggered two-year terms.

b. Membership

- 1) TF 9: one teaching faculty member from each degree-granting college selected by the senators from that college operating as a caucus; the president and president elect of Faculty Senate (or representative).
- 2) AD 6: one department chair elected by the Chairs Council; one dean elected by the deans' council; the president and president elect of the Administrators Senate; Vice President for Research and Dean of the Graduate College; Associate Vice President for Academic Affairs, Associate Vice President for Financial Services, Chief Financial Officer for Capital Fundraising, Director, Office of Budget and Planning; Academic Fiscal Affairs Manager.
- 3) SF 2: President and President-Elect of the Staff Senate (or representative).
- 4) SD 2: Student Government Association President and Vice President (or representative).
- 5) Non-Voting 10: President; provost/VPAA; Vice President for Student Success; Vice President for Operations; Vice President for University Advancement; Special Assistant to the President for External Affairs; University Attorney and Special Assistant to the President for Legal Affairs; Chief Diversity Officer; Faculty Executive Assistant to the President; Executive Assistant to the President.

Public Safety Advisory Committee — assigned to the University Council and advisory to the Vice President for Operations

a. Purpose:

The purpose of the Public Safety Advisory Committee (PSAC) is to advise the Vice President of Operations on all matters related to public safety at KSU, including but not limited to:

- Crime and Crime Prevention;
- Facility Security (including CPTED);
- Traffic & Pedestrian Safety;
- Substance Abuse (Alcohol and Other Drugs);
- Emergency Preparedness; and
- Other concerns, as directed by the Vice President of Operations.

The SGA representatives will serve a one-year term. Other PSAC members who are not ex-officio will be elected to serve two-year, staggered terms, beginning Fall Semester, and may be elected to one additional two-year term. The PSAC will meet at least twice during each fall and spring semester. Additional meetings will be held at the discretion of the Chair. Members will elect a Chair at the first meeting of each year. With the exception of emergency meetings, all PSAC meeting dates will be announced electronically to the KSU community at least one week in advance, and regular meetings will be open all in the KSU community. Persons who may have information or interest in an issue under consideration by the PSAC may be particularly invited to attend one or more meetings.

b. Membership

- 1) TF 2: two faculty elected by the Faculty Senate.
- 2) AD 2: one university administrator elected by the Administrator's Senate; one representative of Auxiliary Services appointed by the Director of Auxiliary Services.
- 3) SF 2: two staff members elected by the Staff Senate.
- 4) SD 2: two students appointed by the president of the Student Government Association.
- 5) Ex-officio (nonvoting) 4: Director of Public Safety (or a designee); the Assistant Vice President of Strategic Security and Safety (or a designee); the Director of Residence Life (or a designee); the Director of Student Success Services (or a designee).

Teacher Education Council (TEC) — assigned to the Faculty Senate and advisory to the Dean of Bagwell College of Education

a. Purpose:

The Teacher Education Council (TEC) is the equivalent of a college curriculum committee for all profes-

Shared Governance and Committees of KSU

sional teacher education degrees and endorsement programs at KSU. The TEC is a standing university-wide governance committee, established to represent the entire Professional Teacher Education Unit (PTEU) in curricular and policy matters affecting these programs. Recommendations are forwarded to the UPCC or GPCC as appropriate. The PTEU includes any faculty member at KSU who identifies with or wants to contribute to teacher preparation and formally joins one or more of the professional teacher education program groups (e.g., elementary, middle grades, secondary, P-12).

b. Membership:

Membership on the TEC is representative of all degree programs, several significant academic support functions, students at the basic and advanced levels, and the world of practice:

- 1) Degree Programs 14: elected from those with a primary affiliation in PTEU graduate and undergraduate degree programs by program faculty.
- 2) Academic Support 6: representatives from Center for Field Experiences, Impey Teacher Education Advisement Center, and Educational Technology Center; Bagwell College of Education Dean's appointees to represent multicultural perspectives, technology, and teacher education assessment.
- 3) Student Representatives 6: four undergraduate and two graduate students selected by the program faculty.
- 4) Alumni/Practicing Professionals 5: elementary teacher; middle grades teacher; secondary teacher; P-12 teacher; P-12 administrator selected by program faculty.
- 5) Ex-officio (nonvoting): PTEU deans; PTEU department chairs.

Tenure and Promotion Process Review Committee — assigned to the Faculty Senate and advisory to the provost/VPAA

a. Purpose:

The committee will review the Tenure and Promotion Guidelines as they have been implemented in the most recently completed cycle. Any recommended changes will be referred to the entire Faculty Senate. Approved changes will be included in the Faculty Handbook.

CETL Associate Director for Mentoring (or his/her designated representative) convenes the committee and coordinates election of the chair.

b. Membership

- 1) TF 7: chairs of college review committees from the previous year. Guests may be invited to present proposals but will not be present for decisions and voting.

Undergraduate Policies and Curriculum Committee — assigned to the Faculty Senate and advisory to the Provost/VPAA

a. Purpose:

The UPCC evaluates proposed changes to the undergraduate curriculum for consistency with university policies and goals and forwards approved proposals to the provost/VPAA. The UPCC provides periodic reports of its actions to the Executive Committee of the Faculty Senate. As needed, the UPCC makes policy recommendations to the Faculty Senate regarding the curriculum development and review process.

b. Membership:

- 1) TF 15: two elected from each degree-granting college; one from and elected by the General Education Council.
- 2) AD 3: a person appointed by the provost/VPAA; an elected librarian; the Registrar.
- 3) SD 2: two undergraduate students appointed by the president of Student Government Association in consultation with the Vice President for Student Success.
- 4) Academic Publications representative.

III. General Faculty Meeting

The president and the provost/VPAA are responsible for calling general faculty meetings when appropriate and as necessary.

Reconsideration of Senate Recommendation

1. Any individual or group of individuals from any constituency who objects to a recommendation of the senate may submit that objection, and the reasons for it, to the president in writing.
2. The president will call a meeting of the appropriate constituents for reconsideration if:
 - a. A petition signed by 20% of the faculty or more is submitted to the president's office, or
 - b. A petition signed by 20% of the staff or more is submitted to the president's office, or
 - c. A petition signed by 5% of the student body is submitted to the president's office, and
 - d. Said petition(s) is (are) received by the president's office within 14 days of the publication of the recommendations as noted in the Senate minutes.
3. A senate recommendation will be overridden by a 2/3 vote of the faculty present at the general faculty meeting.

IV. University System Committees

Listed below are the academic and administrative committees of the University System. These committees assist the Advisory Council of the University System.

1. University System Academic Committees

Arts and Sciences
Biological Sciences
Business Administration, Management, & Economics
Chemistry
Computer Science and Systems Analysis
Criminal Justice
Education
Educator Preparation
English
Family & Consumer Science
Fine and Applied Arts
Foreign Languages
Geological Sciences and Geography
Health Professions
History
Learning Support
Libraries
Mathematical Subjects
Philosophy
Physical Education, Health Education & Recreation Physics and Astronomy
Political Science
Psychology
Sociology, Anthropology, and Social Work
Shared Governance and Committees

Shared Governance and Committees of KSU

2. University System Administrative Committees

- Academic Affairs
- Distance Education (RACDE)
- Fiscal Affairs
- General Education
- Graduate Work
- Information Technology (ACIT)
- Institutional Research & Planning
- Institutional Effectiveness (RACIE)
- Learning Disorders
- Records & Admissions
- Student Financial Aid (RACSFA)
- Student Affairs
- Student Accounts Receivable (RACAR)
- Student Life (RACSL)

3. Other Committees and Councils

- Minority Advising Program/Minority Recruitment Office (MAP/MRO)
- Regents Public Library Advisory Committee (RPLAC)
- System Council on International Education (SCIE)
- Student Advisory Council (SAC)

4. Atlanta Regional Consortium for Higher Education

The Atlanta Regional Consortium for Higher Education is an association of public and private colleges and universities in the Atlanta-Athens area. The Consortium is involved in cooperative academic endeavors, such as interlibrary lending, cross-registration, and visiting scholar programs.

V. Departmental Bylaws and Department Faculty Council

A. Departmental Bylaws

Each department will have written bylaws that will describe the roles, procedures, and membership of all college standing committees. The bylaws will provide a procedure for the approval and amendment of such bylaws by a majority vote of the permanent, full-time faculty of the department taken by a secret ballot.

An up-to-date version of the bylaws will be posted on the department website and linked to the department homepage, in a conspicuous way.

The bylaws will provide for a Department Faculty Council (or like body**) and will be constituted in a way consistent with the parameters outlined below. The bylaws will provide a procedure for the approval and amendment of such bylaws by a majority vote of the permanent, fulltime faculty of the department taken by a secret ballot. The Department Faculty Council will operate as an ad hoc body until the bylaws have been developed and approved.

B. The Department Faculty Council (DFC)

The Role and Purpose of the DFC

The DFC is advisory to the Chair, who holds decision-making authority at the department level.

Shared Governance and Committees of KSU

The purpose of the DFC is to promote collegiality and effective shared governance of the department by increasing the transparency and two-way communication between the faculty and the Chair with regard to the development of policy and to increase communication about the implementation of policy.

Implementation and Membership of the DFC

Each department that does not have a DFC will establish an Implementation Committee to coordinate and oversee the establishment of its DFC. That same committee will also initiate the establishment of written bylaws in cases where such bylaws do not already exist. Membership of the Implementation Committee will be the department's Faculty Senator plus the chairs of the department's Curriculum Committee and its Tenure and Promotion Committee.

The Implementation Committee should work with the Faculty Senate Executive Committee to address problems arising in its work that may require external assistance.

A DFC will consist of at least three members, all elected by vote of the department faculty.

A majority of the DFC should be tenured or tenure-track faculty if possible.

The exact method by which the department elects its representatives to the DFC will be determined by vote of permanent full-time faculty of the department (i.e. instructors, lecturers, tenure-track, and tenured faculty). A department may recall any DFC member by a 2/3 vote.

The Chair is an ex officio, non-voting member of the DFC. Chairs will respect their DFC's desire, on occasion, to meet without the Chair present.

Department Chairs are not eligible to vote for or to serve as representatives to the DFC.

Alternatives to the DFC

The body performing the functions hereby outlined for the DFC may be constituted differently if the faculty so desire, but any such alternative body must:

- Be composed of a majority of voting members who are elected by the permanent full-time faculty of the departments they represent.
- Be chaired by a tenured, elected faculty member who is elected by vote of the elected members of the body.
- Clearly acknowledge in its bylaws the prerogative of the elected members, when those members wish, to meet without the Chair.
- Be clearly identified in the department's bylaws as performing the functions of the DFC.
- Be initially approved and then reaffirmed annually by a majority vote of the permanent full-time faculty members of the department by secret ballot as their preferred alternative to a DFC as outlined elsewhere in this document.

Similarly departments may substitute a Committee of the Whole for a DFC, but such a Committee of the Whole must:

- Be composed of a two-thirds majority of full-time permanent faculty members.
- Be chaired by a tenured, elected faculty member who is elected by vote of the body.
- Clearly acknowledge in its bylaws the prerogative of the Committee of the Whole and its sub-committees to meet without the Chair.
- Be clearly identified in the department's bylaws as performing the purpose of the DFC.
- Be initially approved and then reaffirmed annually by a majority vote of the permanent full-time faculty members of the department by secret ballot as their preferred alternative to a DFC as outlined elsewhere in this document.

Shared Governance and Committees of KSU

DFC Leadership

The chair must be elected by the elected members of the DFC from among their numbers.

Operation

Consistent with its purpose of providing greater transparency and two-way communication between the faculty and the Chair, the DFC will have the right to prompt access to department information relating to the planning and implementation of departmental policies.

Once the DFC is established in a particular department, the DFC should work with the Dean and/or the Ombuds office to address problems arising in its work that may require external assistance, and should notify the Faculty Senate Executive Committee for information purposes.

Frequency of Meeting and Summer DFCs

The DFC should meet as often as deemed appropriate by the council membership with a minimum of two meetings per semester. Each meeting will be called by the chair of the DFC. The Department Chair or any other member of the DFC can request a meeting by contacting the chair of the DFC.

Each DFC will take necessary measures to assure continuing functioning of the DFC during the summer months. These may include, but are not limited to, establishing a reduced quorum requirement, allowing members to name, or elect, proxies from among the faculty of their department, and electing an acting DFC chair. Determining the best mix of such necessary measures will be the decision of the DFC itself, based on immediate circumstances and without outside intervention. Such a "Summer DFC" will be recognized by the administration as the legitimate representative of faculty interests in the shared governance of the department during the summer months, and consulted accordingly.

VI. College Bylaws and College Faculty Councils

A. College Bylaws

Each college will have written bylaws that will describe the roles, procedures, and membership of all college standing committees. The bylaws will provide a procedure for the approval and amendment of such bylaws by a majority vote of the permanent, full-time faculty of the college taken by a secret ballot.

An up-to-date version of the bylaws will be posted on the college website and linked to the college homepage in a conspicuous way.

The bylaws will provide for College Faculty Council to be constituted in a way consistent with the parameters outlined below. The College Faculty Council will operate as an ad hoc body until the bylaws have been developed and approved.

B. The College Faculty Council (CFC)

The Role and Purpose of the CFC

- a. a. The CFC is advisory to the Dean, who holds decision-making authority at the college level.
- b. b. The purpose of the CFC is to promote collegiality and effective shared governance of the college by increasing the transparency and two-way communication between the faculty and the Dean with regard to the development of policy and to increase communication about the implementation of policy.

Shared Governance and Committees of KSU

The following areas are examples of issues upon which the CFC may to advise the Dean. Additional areas may be determined in each college on a yearly basis through discussion between the Dean and the CFC.

- Strategic planning
- Annual budgeting
- Hiring
- Space and resource allocation
- Reassign-time
- Salaries and raises
- Appointment and reports of ad hoc committees

C. Implementation and Membership of the CFC

Each college will establish an Implementation Committee to coordinate and oversee the establishment of its CFC. That same committee will also initiate the establishment of written bylaws in cases where such bylaws do not already exist. Membership of the Implementation Committee will be the members of the college's delegation to the Faculty Senate plus the chairs of the college's Curriculum Committee and its Tenure and Promotion Committee.

The Implementation Committee should work with the Faculty Senate Executive Committee to address problems arising in its work that may require external assistance.

A CFC will consist of at least four members.

- a. Each department in each college will have at least one representative on its CFC elected by the permanent, full-time faculty of that department. The college bylaws may specify additional members (for example: at large members or additional members for large departments).
- b. CFC members must be tenured members of the department they represent, if the department has tenured members who are willing to serve. If not they should be tenure-track members.
- c. Representatives will serve three-year terms (after the first cohort, which will be elected to staggered terms). A department may recall any representative by a 2/3 vote.
- d. The method by which the department will select its representative(s) to the CFC will be determined by vote of permanent full-time faculty of the department (i.e., instructors, lecturers, tenure-track, and tenured faculty).
- e. Deans will be ex-officio, non-voting members of their CFC. Deans will respect their council's desire, on occasion, to meet without the Dean, or members of the Dean's staff.
- f. Department chairs are not eligible to vote for or to serve as representatives to the CFC.

Alternatives to the CFC

- a. The body performing the functions here outlined for the CFC may be constituted differently if the faculty so desire, but any such alternative body must:
- b. Be composed of a majority of the faculty who are elected by the permanent full-time faculty of the departments they represent.
- c. Be chaired by a tenured, elected faculty member who is selected by vote of the elected members of the body.
- d. Clearly acknowledge in its bylaws the prerogative of the elected members, when those members wish to meet without the Dean, Deans' staff, or appointed members.
- e. Be clearly identified in the college's bylaws as performing the functions of the CFC.
- f. Be initially approved and then reaffirmed annually by a majority vote of the permanent full-time faculty members of the college by secret ballot as their preferred alternative to a CFC as outlined elsewhere in this document.

Shared Governance and Committees of KSU

CFC Leadership

The chair of the CFC must be an elected department representative who has served on the council the previous year (this year-of-service requirement does not apply to the first cohort).

Operation

- a. Consistent with its purpose of providing greater transparency and two-way communication between the faculty and the Dean, the CFC will have the right to reasonable access to college information, consistent with privacy rights, in the areas identified in item 2.A above.
- b. Once the CFC is established in a particular college, the CFC should work with the provost/VPAA and/or the Ombuds to address problems arising in its work that may require external assistance, and should notify the Faculty Senate Executive Committee for information purposes.
- c. All CFCs will open their meetings to the public except as required by law or written KSU policy, publish agenda and meeting times in advance, and publish minutes or a meeting summary that, at a minimum, records attendance and all actions, decisions, or recommendations of the CFC within one week of the end of the relevant meeting.

D. Frequency of Meeting and Summer CFCs

- a. The CFC should meet as often as deemed appropriate by the council membership with a minimum of two meetings per semester. Each meeting will be called by the chair of CFC. The Dean or any other member of the CFC can request a meeting by contacting the chair of the CFC.
- b. Each CFC will take necessary measures to assure continuing functioning of the CFC during the summer months. These may include, but are not limited to, establishing a reduced quorum requirement, allowing members to name proxies from among the tenured faculty of their department, and the election of an acting CFC chair. Determining the best mix of such necessary measures will be the decision of the CFC itself, based on immediate circumstances and without outside intervention. Such a "Summer CFC" will be recognized by the administration as the legitimate representative of faculty interests in the shared governance of the college during the summer months, and consulted accordingly.

VII. Undergraduate and Graduate Curriculum Review and Approval Process

Curriculum is the collective responsibility of the faculty. The curriculum development and review process will be guided by the policies and goals of the university, colleges, and departments. Proposed changes and reactions to those proposals should be communicated to all interested parties and multiple viewpoints should be considered.

Faculty may initiate proposals by completing and submitting the appropriate course/program proposal forms. These forms are available online at <https://web.kennesaw.edu/academicaffairs/upcc/forms.html> (for all undergraduate proposals forms) and <http://www.kennesaw.edu/gpcc> (for all graduate proposal forms).

There are four categories of proposals, each with a different set of reviewing levels. (In the description below, PTEU is an acronym for Professional Teacher Education Unit, UPCC denotes the university-wide Undergraduate Policies and Curriculum Committee, and GPCC denotes the university-wide Graduate Policies and Curriculum Committee).

Category I. Proposals for Directed Study courses and Special Topics courses funded exclusively by department budgets require approval only by the associated department curriculum committee and department chair. Special Topics course approvals should be sent as information to the college dean.

Shared Governance and Committees of KSU

Category 2. Proposals for Special Topics courses involving funding outside department budgets require approval by the:

- 1) department curriculum committee.
- 2) department chair.
- 3) college curriculum committee.
- 4) college dean.
- 5) UPCC or GPCC.

Category 3. Proposals relating to (a) teacher education program requirements (e.g., curriculum, admissions, certification), (b) general education and teaching field courses designed exclusively for teacher education programs, or (c) professional education courses require approval by the:

- 1) department curriculum committee in conjunction with the PTEU Program area (e.g., early childhood, middle grades, secondary, and all grades, P-12)
- 2) department chair responsible for course delivery
- 3) Teacher Education Council
- 4) dean of the Bagwell College of Education
- 5) UPCC or GPCC
- 6) dean of Graduate College in the case of graduate courses or programs
- 7) provost/VPAA and president.

Category 4. All other proposals (that is, proposals not in Categories 1, 2, or 3) require approval by the:

- 1) Department curriculum committee (in conjunction with General Education Council if the proposal is related to a core course)
- 2) Department chair
- 3) College curriculum committee
- 4) College dean
- 5) UPCC or GPCC
- 6) Dean of Graduate College in the case of graduate courses or programs
- 7) provost/VPAA and president.

Rejection of a proposal at any of its designated levels of review precludes adoption of the proposal in its present form and must be accompanied by a written explanation of the rationale behind the rejection. This explanation is to be distributed by the rejecting level of review to all earlier levels of review and to the initiator of the proposal.

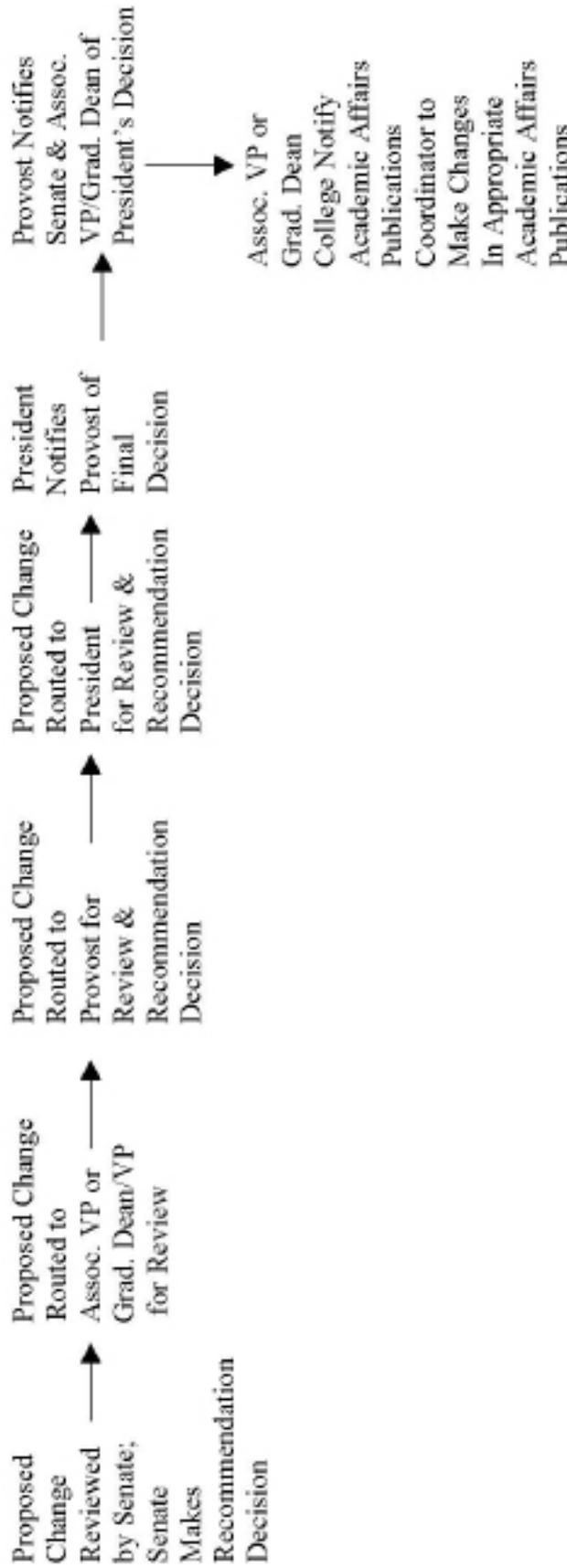
The UPCC or GPCC will receive course and program proposals from colleges and departments and insure their compliance with university policies and goals. These committees will maintain in writing and make available upon request a list of major criteria used in evaluating proposals. Initiators of proposals under review will be invited to discuss those proposals at scheduled meetings. Committee recommendations will be directed to the provost/VPAA and president for their action and to the Executive Committee of the Senate for its use in monitoring the activities of these committees. The UPCC and GPCC will also make policy recommendations regarding the curriculum development and review process to the Senate. The General Education Council will assign one of its own members to serve concurrently as a voting member of the UPCC.

Each college curriculum committee will include representatives from all the departments in the college. It will maintain in writing and make available upon request a list of major criteria used in evaluating proposals. Initiators of proposals under review will be invited to discuss those proposals at scheduled meetings. Input will be solicited from departments within the college that may be affected by substantive proposals under review. Each college curriculum committee chair should attend (or send a designee to attend) meetings of the UPCC and/or GPCC as applicable to relay input from departments within the college that may be affected by substantive proposals under review from other colleges. (Note: For Category 3 proposals, the Teacher Education Council plays the role of college curriculum committee in the Bagwell College of Education).

Shared Governance and Committees of KSU

Each department curriculum committee will maintain in writing and make available upon request a list of major criteria used in evaluating proposals. It will discuss substantive proposals with the department before passing those proposals on to the chair. It will share with the department the written explanation of the rejection provided by any level of review. Each department curriculum committee will maintain in writing policies and procedures guiding the development of directed studies and special topics courses within the department and will forward a copy of these policies and procedures to the UPCC and/or GPCC as applicable.

Routing Form for Approval of Changes to the Policies and Processes in the KSU Faculty Handbook and/or Undergraduate and Graduate Catalogs



Note. 1) If changes relate to undergraduate issues, they are routed to the Assoc. VP while changes relating to graduate issues are routed to the Graduate College Dean/VP. 2) If more information is needed by a party at any level in this routing flow chart, the reviewing party may confer with parties who have already reviewed and/or made recommendations on the proposed change (or any other relevant parties). 3) If any party in this routing flow chart provides a recommendation that is discrepant from previous levels (including amending the proposed change), the party with the discrepant recommendation (or amended proposal) will notify previous parties and justify the response; as appropriate, the party with the discrepant decision will work with previous levels of review to develop an amended proposal; prior levels must approve any amended proposal before the proposal moves forward.

Section Four

Workload and Institutional Expectations

I. Academic Freedom and Responsibility

Kennesaw State University endorses the following statements as published by the American Association of University Professors in defining the academic responsibilities of faculty members (Excerpts from the 1990 Edition of the AAUP Policy Documents & Reports, pgs. 3-4, 77-78). Document is on file at the KSU Sturgis Library in the general reserve section.

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 expression.

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.

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

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.

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

Membership in the academic community imposes on students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways that injure individuals or damage institutional facilities or disrupt the classes of one's teachers or colleagues... Students are entitled to an atmosphere conducive to learning and to evenhanded treatment in all aspects of the teacher student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in a course. Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own part in society. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, race, religion, degree of political activism, or personal beliefs. It is the mastery teachers have of their subjects that entitles them to their classrooms and to freedom in the presentation of their subjects. Thus, it is improper for an instructor persistently to interject material that has no relation to the subject, or to fail to present the subject matter of the course as announced to their students and as approved by the faculty in their collective responsibility for the curriculum.

Workload and Institutional Expectations

Instructional Responsibilities

Kennesaw State University also endorses the following statement on professional ethics for college and university faculty as published by the American Association of University Professors (1990 Edition of the AAUP Policy Documents & Reports, pgs. 75-76). Document is on file at KSU Sturgis Library in the general reserve section.

I. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

III. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

IV. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

V. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

II. Workload Model for Teaching Faculty

The purpose of this model is to provide a common vocabulary to describe the varied work faculty members do as well as an agreed framework for discussions of that work. The model establishes some core standards, for instance that a typical semester-long, three-credit course ordinarily represents 10% of faculty effort for the academic year; and that all faculty must allocate at least 5% of their time to professional service activities essential to the life of the institution. The model also requires that each department establish, in writing, appropriate class sizes (equating to the 10% teaching effort) for the various courses taught; and, equivalencies for non-standard faculty activities (e.g., supervision of significant student research), be formally negotiated and incorporated into

Workload and Institutional Expectations

the faculty assessment process. Likewise, disciplines with writing-intensive courses, laboratory courses, studio and field experiences, etc., or with unusually heavy supervising and mentoring responsibilities, shall establish teaching load equivalencies through the shared governance process on the basis of this model. The model does not dictate, or even favor, any particular mix of activities. That mix is for individual faculty members and their chairs to agree upon (with their dean's approval) based on institutional needs and KSU's shared governance process. But the application of the model's core standards and the common vocabulary across campus should enable KSU to distribute faculty work more wisely and fairly, to assess it more accurately and to reward it more appropriately.

The Workload Model and Shared Governance

Each department and college will establish flexible guidelines as to expectations of faculty members in the following four faculty performance areas:

- Teaching, Supervising, and Mentoring
- Research and Creative Activity;
- Professional Service;
- Administration and Leadership.

These guidelines, as well as the individual Faculty Performance agreements negotiated under them, will be established through KSU's shared governance process by bodies and officers detailed in the Faculty Handbook under "Governance in the Colleges." Given that department review guidelines are most discipline-specific and are approved by deans and the provost/VPAA as consistent with college and university standards, department guidelines are understood to be the primary basis for T&P decisions. As with other faculty-focused KSU policy documents, amendments to the university's Workload Model are made by administrators and Faculty Senate working consultatively through the shared governance processes outlined in this Handbook.

The Workload Model and Faculty Performance Agreement:

(See also Section 5 - Overview of Faculty Responsibilities.)

Each individual faculty member shall divide his/her professional efforts among the four faculty performance areas noted above with Administrative Leadership as an option limited to faculty serving specific roles. That division of effort will be reflected in a Faculty Performance Agreement (FPA) between the individual faculty member and the university (see Faculty Handbook Section 5, II). Negotiation of individual FPAs allows for diversity across colleges and departments and, within departments, among individual faculty members. Colleges and departments, in consultation with faculty stakeholders, determine which FPA combinations best suit their college and departmental objectives. FPAs may change from year to year and even from semester to semester as needs and opportunities change. Consistent with the university's culture of shared governance, the details of an individual FPA are worked out in consultation between the chair and the faculty member and are subject to final approval by the dean. If the faculty member and the chair cannot reach agreement on the FPA, the dean will make the final determination.

Instructional Responsibilities

Illustrative Examples of the Workload Model:

Some examples of possible FPA workload combinations appear below. The examples reflect various percentages of effort in the four faculty performance areas. The examples given are merely illustrative. Individual FPAs can vary almost infinitely, as agreed by the faculty member and chair and as approved by the dean.

Workload and Institutional Expectations

SOME ILLUSTRATIVE WORKLOAD EXAMPLES*

*Actual FPA percentages for each faculty member will be negotiated with the department chair as part of annual review.

Teaching emphasis	% of Effort
4-4 course load Teaching.....	80
Scholarship of Teaching or Service.....	10
Service.....	10
Total.....	100

Teaching – Research/Creative Activity balance

3-3 course load Teaching.....	60
R/CA.....	30
Service.....	10
Total.....	100

Teaching – Service balance

3-3 course load Teaching.....	60
Scholarship of Teaching or Service.....	10
Service.....	30
Total.....	100

Research/Creativity Activity emphasis

2-2 course load Teaching.....	40
R/CA.....	55
Service.....	5
Total.....	100

Administration/Leadership emphasis

Chair or Director Admin/Ldshp.....	70
Scholarship (of Admin/Ldshp.).....	10
Teaching.....	20
Total.....	100

III. Teaching Overloads

Under certain circumstances, KSU teaching and administrative faculty may be called upon to take on additional teaching, research, or service responsibilities. If it is determined that a workload adjustment can't be made and a workload exceeding 100% is necessary, the faculty member's contract should be amended to reflect a temporary change in compensation warranted by the additional responsibilities (see Section 7, XXVI for complete overload compensation guidelines policies).

IV. Faculty Performance and Assessment

A. Teaching, Supervising, and Mentoring Effectiveness

The faculty and administration of Kennesaw State University are committed to quality instruction. The primary purpose of university faculty is to engage students, colleagues, and others in activities that facilitate learning and contribute to learner development and educational advancement. In order to help faculty capture and document their work, KSU provides the following descriptions of instructional activities and basic expectations of faculty effort.

B. Institutional Objectives for Teaching, Supervising, and Mentoring

Highly effective teaching and learning are the central institutional priorities of Kennesaw State University. In addition, service and research/creative activity that strengthen teaching and address community interests play important supportive roles. In both undergraduate and graduate programs, faculty, staff, and administrators are committed to providing a challenging and facilitative collegiate environment that fosters high-quality academic preparation, critical thinking, global and multicultural perspectives, interpersonal skills, leadership development, social responsibility, and lifelong learning.

In order for students to achieve these goals, KSU faculty strive for excellence through integrity and flexibility in their teaching. Because the institution serves a wide population of students with diverse backgrounds, needs, goals, and schedules, faculty are committed to developing diverse means and methods of helping these students learn. KSU faculty recognize diverse student learning styles and situations and strive to improve and expand teaching strategies to address student needs.

KSU believes that teaching can take many forms, including but not limited to lectures, interactive discussions, small group work, laboratory and creative work, supervising of research, original projects, internships and assistantships, private lessons or tutorials, distance education, asynchronous learning opportunities, mentoring, and advising. Within these multiple and flexible forms, KSU holds to a high standard of academic integrity. KSU expects its faculty to be current and well-qualified in their disciplines; to model and maintain the professional standards of their disciplines through research/creative activity; to inspire excitement for learning; to help students make connections among individual courses, their major areas of study, the general-education program, and lifelong learning; and to evaluate regularly the effectiveness of their teaching.

C. Primary Instructional Activities

Faculty engage in a variety of instructional activities that facilitate learning. The three most common activities are teaching, supervising, and mentoring, which are not mutually exclusive categories.

Teaching

Teaching involves the development of knowledge, understanding, and application in an environment where the instructor must monitor, manage, and facilitate the learning process. An instructor should provide a rich learning environment that allows for a range of individual learning styles. Following a syllabus designed by the instructor, specific topics in a discipline are presented through various forms of teaching and discovery based on a selection of reading materials and other resources. The learning outcomes and expectations should be identified in the syllabus and formally assessed.

Supervising

Supervision occurs in situations where a learner is engaged for a fixed period of time in a structured academic experience for credit or pay with specified learning outcomes. These experiences often take place outside of the classroom in a job setting. The learner is expected to demonstrate competence in performing the learning outcomes, and the purpose of supervision is to improve the quality of that performance by guiding, monitoring, and providing feedback. The supervisor observes, evaluates and provides feedback about the quality of the performance of tasks and appropriate professional behavior. Although a faculty member may be responsible for supervising a group of students, actual observation and conferences typically occur in a one-to-one relationship between learner and instructor.

Mentoring

The purpose of mentoring is to facilitate and enhance the academic and professional success of an individual. Mentoring may take many forms, ranging from providing resources for learning and development to forming professional relationships with students and colleagues. Faculty mentor students in order to attract them to a

Workload and Institutional Expectations

discipline, retain them in degree programs, and enhance their professional success. Faculty mentor colleagues in order to retain them at KSU and help them develop professional expertise. A primary focus of all mentoring is the development of ideas and an understanding of a discipline. Mentoring activities challenge both the mentee and the mentor to consider new ideas and construction of knowledge and encourage both to engage in reflection and scholarly activities. Frequently, in mentoring relationships, faculty challenge the mentees by setting high expectations for the quality of the mentee's work and the development and achievement of their long-term goals. Although the mentee ultimately selects the mentor, faculty invite students and colleagues to engage in a mentoring relationship through their actions during teaching, supervising, and other professional activities. For example, faculty can directly initiate contact and conversations; be available, open, and receptive; nurture potential by providing messages of encouragement and support of scholarly efforts; provide resource information and materials for professional development; and invite students and/or colleagues to engage in collaborative endeavors.

Institutional Resources for Faculty

Because of the primacy of teaching at KSU, all levels of the university should provide resources and support for the development of highly effective teaching and instructional leadership. The university, primarily through departments and colleges, will be responsible for providing and encouraging development opportunities for its faculty.

Basic Expectations and Responsibilities

Individual faculty are hired for specific instructional responsibilities, which may vary with their discipline and as determined by the faculty member's FPA. Typically these include teaching specific courses, and, in some disciplines such as teacher education and nursing, supervising student teaching and clinical experiences. Although mentoring of students and colleagues is an important ancillary activity for most faculty, KSU holds no specific expectation that faculty will engage in explicit mentoring activities unless that expectation is established in the faculty member's FPA.

Regardless of a faculty member's specific instructional responsibilities, there are basic expectations of professional faculty performance:

- Be on time. Faculty should start and end their classes and appointments at the scheduled time.
- Provide feedback to learners in a timely manner (e.g., returning graded papers and evaluated materials or responding to messages). Learners need feedback about the quality of their performance in order to understand what they do well and in what ways they need to improve.
- Relate instructional methods to learning objectives.
- Respect and maintain confidentiality (e.g., grades, personal information, incidences of alleged academic dishonesty, advising or special needs).
- Apply stated standards and expectations of the instructor, department, college, and university consistently, regularly and objectively to all learners.
- Communicate and enforce KSU's policy with respect to academic integrity.
- Provide a syllabus for each course at the beginning of the term.
- Provide written expectations/contracts for individualized learning experiences (e.g. "clinical experiences, internships, cooperative learning courses, and directed studies"). Be accessible to students - faculty should provide and publicize multiple means of contact for students and colleagues.
- Respect religious, cultural, and gender differences.
- Adhere to KSU's policy prohibiting sexual harassment both in and out of the classroom.

Faculty Availability to Students & Colleagues

KSU is proud of its reputation of faculty being available to students and colleagues outside of class time. To ensure this positive reputation continues KSU expects its faculty to use a variety of means to be available for student questions or conferences as well as consultation with colleagues, whether in person or electronically. Departments must establish guidelines that establish a minimum number of hours during each week that faculty

Workload and Institutional Expectations

should be available on campus beyond scheduled classes. Faculty should be flexible, within reason, in making appointments with students and colleagues. As a professional courtesy, faculty should reply to phone calls, e-mails, and bulletin board questions from students in a timely manner.

Course Syllabi

The syllabus helps both faculty and students accomplish the primary mission of teaching and learning. The Criteria for Accreditation, published by the Southern Association of Colleges and Schools, states that faculty must provide students with written information about a course including course goals, requirements, content, and methods of student evaluation. Further, the goals requirements for each course should be tied to the learning objectives and instructional methods. With this in mind, faculty acknowledge that it becomes important for them to enhance the understanding of what is being taught by developing and listing clear learning objectives. For additional information and recommendations on syllabus construction refer to the materials provided by CETL at the following link: <http://ww.kennesaw.edu/cetl/resources/journals.html>.

V. Assessment of Teaching, Supervising, and Mentoring Effectiveness

All faculty are required to conduct formal student evaluations for every class during the last two weeks of the semester using the evaluation forms specified by the university and the appropriate college and department. See section B below and consult with your dean or chair for additional information or other required forms. Chairs who receive unsolicited feedback about a faculty member's teaching, supervising, and mentoring effectiveness must share the information with the faculty member within one week.

Faculty members are encouraged to disseminate their best teaching practices to appropriate audiences and to subject their work to critical review. In addition to documenting teaching effectiveness in terms of student learning, faculty should provide other measures of teaching effectiveness, such as teaching awards, evidence of handling diverse and challenging teaching assignments, securing grants for curriculum development or teaching techniques, and contributions to the achievement of departmental teaching-related goals.

A. Philosophy and Goals of Teaching, Supervising, and Mentoring

All faculty should articulate their individual philosophy of teaching, supervising, and mentoring and their goals for teaching and student learning should be developed and included as a part of tenure and promotion materials. A faculty member's philosophy of teaching should concentrate on large-scale goals for fostering student learning and development in the context of one's discipline and the courses that one teaches. However, rather than reiterating learning outcomes for individual courses, faculty should focus on their general aims and interests with respect to teaching and student learning. A clearly articulated philosophy of teaching will also communicate the personal values, beliefs, and goals that underlie a faculty member's approaches to teaching, supervising, and mentoring. It should also address how one's philosophy embodies expectations for teaching, supervising, and mentoring related to a departmental mission, institutional initiatives (e.g., PTEU or General Education), or accreditation requirements. Finally, a faculty member's philosophy can help guide one in selecting aspects of teaching, mentoring, and supervising to be assessed and evaluated and in documenting examples of activities and practices that embody and exemplify one's philosophy.

Each faculty member is encouraged to prepare a written document describing his or her philosophy of teaching by the end of the first year of full-time employment at KSU and share and discuss it with his or her department chair. Because teaching is a dynamic process that is responsive to factors such as assessment information, new techniques that become available, and changes associated with revisions in a departmental mission, PTEU requirements or accreditation standards, one's philosophy may undergo revisions over time. As a faculty member's philosophy evolves, revisions and updates should be shared with his or her department chair as part of the annual review. This philosophy should also provide a context for evaluating assessment results, as manifested in

Workload and Institutional Expectations

the various forms described below. Ultimately, this philosophy must be incorporated within the narrative that is shared with peers and administrators when a faculty member submits a portfolio for review.

B. Student Comments on Instructional Effectiveness

CONSIDER INSERTING PREAMBLE OR SOME GENERAL DESCRIPTION OF THE STUDENT EVALUATION PROCESS

Instructor:

Course Number and Title:

Course Day/Time:

Semester/Year:

Instructions

KSU faculty value student feedback about the course, their teaching, and course materials, which can be used to improve teaching and learning. Please take as long as you need to answer the questions listed below. If you need additional space, please request a second form rather than writing on the back of the form.

1. The instructor was effective in helping me learn.
A. Strongly Agree B. Agree C. Strongly Disagree D. Disagree E. No Response
2. Overall the content of this course contributed to my knowledge and intellectual skills.
A. Strongly Agree B. Agree C. Strongly Disagree D. Disagree E. No Response
3. Please comment on the instructor's strengths.
4. Please comment on ways the instructor might improve.
5. Please comment on the course content.

VI. Course Scheduling Expectations

The primary objective of course scheduling is to deliver the required curriculum. It is expected that faculty will be involved in determining their schedules in consultation with their chairs so as to meet institutional needs. Kennesaw State University faculty will be involved in all aspects of the course schedule. The faculty is expected to participate in day, evening, and weekend courses as determined in discussions with the department chair and dean.

VII. Course Instructional Materials

Since most classes taught on the freshman and sophomore levels are foundations for more advanced ones, it is important that multiple section classes should reflect general instructional goals defined by the department. In addition, to model course syllabi that guide instructors, instructional materials (e.g. textbooks, lab manuals, music scores, software, CD-ROM, instruments and other equipment, etc.), will be selected by the individual faculty member or a departmental committee so that all students will have an instructional experience that reflects the general instructional goals defined by the department for that course. In junior-senior level classes where only one instructor teaches a particular class, that instructor will select the instructional materials. If another instructor teaches the same course during a different semester, it would be advisable to discuss and share instructional materials that are effective in achieving the general instructional goals for the course.

VIII. Class Rolls

Class rolls are available through the KSU Owl Express and Banner systems. Instructors are to check class rolls using procedures provided by the registrar. Instructors should be reminded that they are not to allow any unauthorized students in their classes. A student is authorized to attend a class when his/her name appears on the printed class roll available on the internet. If a student claims to be in an instructor's class and their name is not on the roll, ask the student to report to the Office of the Registrar and get the situation clarified. As soon as a student has been registered for a class, their name will be on the Internet class roll. Ask your students if any of them are registered for AUDIT CREDIT. If so, be sure the grade V shows on the class roll. If not, have the student contact the registrar's office immediately.

IX. Grading

A. General Policies

Issuance of grades and formulation of individual attendance policies are the prerogative of the instructor. Faculty must provide feedback to students about their progress prior to the last published day to withdraw without academic penalty. Grades are expected to conform to those listed below. Any deviations must be approved by the Faculty Senate and the Office of the Registrar.

The following are the final grades included in the determination of the scholastic grade point average:

Grades	Definition	Quality Points per Credit Hour
A	Excellent	4
B	Good	3
C	Satisfactory	2
D	Passing, but less than satisfactory	1
F	Failing	0
WF	Late withdrawal	0

B. Special Purpose Grading Symbols

I - The grade of "I" denotes an incomplete grade for the course, and will be awarded only when the student has done satisfactory work up to the last two weeks of the semester; but for nonacademic reasons beyond his/her control is unable to meet the full requirements of the course. A grade of "I" must be removed (by completing the course requirements) within one calendar year from the end of the semester in which the "I" was originally assigned. In addition, should the student enroll in classes at KSU during the calendar year, the grade of "I" must be removed by the end of the first semester of enrollment during that calendar year. Upon completion of the course requirements within the specified time limits, a final grade will be assigned on the basis of the student's total performance. If the course requirements are not completed within the specified time limits, then the "I" will be changed to an "F" (for a course which awards letter grades of "A", "B", "C", "D", or "F") and the cumulative and adjusted grade point average will be recalculated accordingly or the "I" will be changed to a "U" (for a pass/fail course which awards a grade of "S" or "U"). An "I" cannot be removed by reenrolling in the course.

K - This symbol indicates credit awarded for CLEP or Advance Placement (AP) exams.

W - This symbol indicates that the student was permitted to withdraw from the course without academic penalty. The "W" will be allowed only with the approval of the registrar and is available up to the date published in the most current version of the semester calendar as the last day to withdraw without academic penalty. Withdrawals without penalty may be permitted after this period in documented hardship cases only with the approval of the registrar. A course in which a grade of "W" has been assigned will not be included in the calcula-

Workload and Institutional Expectations

tion of the student's scholastic average. This notation will be printed on the final class roll after authorization by the registrar.

WF - This symbol indicates that the student was permitted to withdraw from a course after the first 28 working days (including registration days) of the semester with the approval of the registrar. The grade of "WF" is counted as an "F" in the calculation of the student's scholastic average. This notation will be printed on the final class roll after authorization by the registrar. To change a "WF" to a "W", students may appeal to the academic standing committee for consideration of unusual circumstances.

S - This symbol indicates satisfactory completion of a non-degree credit course and is not included in the calculation of the scholastic average. It also indicates satisfactory completion of certain credit laboratory-type courses specifically designated by overall faculty action.

U - This symbol indicates unsatisfactory completion of a non-degree credit course and is not included in the calculation of the scholastic average. It also indicates unsatisfactory completion of certain credit laboratory-type courses specifically designated by overall faculty action.

IP - This symbol indicates progress in a non-degree credit course, but not sufficient to meet the prerequisite requirements for the succeeding course and are not included in the calculation of the scholastic average. Used for developmental studies courses in Learning Support Program only.

V - This symbol indicates that the student was given permission to audit the course and is not included in the calculation of the scholastic average. Students may not transfer from audit to credit status or vice versa.

NR - This symbol indicates that no grade was reported.

Course Withdrawal

Students may withdraw from one or more courses any time before the last three weeks of the semester. However, as of fall 2004, students will be allowed a maximum of eight total withdrawals if they enter KSU as a freshman. Transfer students will be allowed one withdrawal per fifteen credit hours attempted, for a maximum of eight. Students who choose to pursue a second degree at KSU will be allowed two additional withdrawals. Students who entered KSU before fall 2004 will be allowed one withdrawal per fifteen credit hours attempted for a maximum of eight after the institution of this policy. Students who exceed the maximum number of withdrawals will receive a grade of "WF" for any subsequent withdrawals. To completely or partially withdraw from classes at KSU, a student must withdraw online through Owl Express.

Students who officially withdraw from courses before the last day to withdraw without academic penalty will receive a grade of "W" and receive no credit. Students who officially withdraw after the last day to withdraw without academic penalty and before the last three weeks of the semester or who have exceeded the maximum number of withdrawals will receive a grade of "WF," which will be counted as an "F" in the calculation of their grade point average.

The only exceptions to these withdrawal regulations will be for instances involving unusual circumstances, which must be fully documented. Students may appeal to the academic standing committee for consideration of unusual circumstances. Exact withdrawal dates will be published in the official academic calendar. Students who simply stop attending classes without officially withdrawing usually are assigned failing grades. Students will receive refunds only when they withdraw from ALL their classes and only by the schedule outlined in the University System refund policy.

Reporting Grades

Faculty members enter their grades on line through a section login and across a secure network. Faculty members will login to Kennesaw's home page and then click on OWL EXPRESS. The online grading system will be available from the start of final examinations until the due date and time as published in the academic calendar for that semester.

Errors in Grades

Errors in grades must be reported to the Office of the Registrar immediately. In general, no grade changes will be made after the end of the semester/term following the semester/term in which the grade was assigned except with the approval of the Academic Standing Committee. In general, the Academic Standing Committee will not consider requests for grade changes beyond one year from the end of the semester in which the grade was assigned. A petition for a grade change will not be accepted after the date of graduation.

Changing Grades

Changes in grades may be made only on the form designated for this purpose. All changes must be approved by the appropriate dean or department chair and submitted to the registrar. The Official Grade Change Form is used to correct entries as well as to record grades for courses in which the grade of "I" had been previously assigned.

The Official Grade Change Form is the only form that can be used to change a student's grade once it has been recorded on his/her official transcript. The form can be obtained in each departmental office or in the Office of the Registrar. In general, the Academic Standing Committee will not consider requests for grade changes beyond one year from the end of the semester in which the grade was assigned. For undergraduate and graduate students, grades of "I" must be changed to A, B, C, D, or F, by completing course requirements within one calendar year from the end of the semester or summer term in which the "I" was originally assigned. In addition, should the student enroll in classes at KSU during the calendar year, the grade of "I" must be changed by the end of the first semester or term of enrollment during that calendar year.

Grade Appeals

Students' rights to grade appeals are defined in the university catalog. A key element in the grade appeal procedure is the faculty member's responsibility to publish a specific grading policy for each of his/her classes. Specifically, the grade appeal procedure states: "Each faculty member must specify his/her grading policy, at the first of the semester. He/she may change his/her grading policy for cause after that time, but he/she must do so uniformly, with ample notification to students, if at all possible."

Note that failure to publish the grading policy would mean that a faculty member would have great difficulty in sustaining his/her assigned grade if a student appealed with anything but a frivolous or irresponsible basis for his/her charge. The grading policy should be quite specific and should be distributed to each class in written form. Some departments may also require faculty members to file grading policy statements in the departmental office. Because the student can submit a grade appeal to the Department Chair within 20 business days after the first day of classes of the next academic term after the academic term in which the final grade was awarded to the student (see Grade Appeals Procedure, section B), it is strongly recommended that instructors retain any student papers, tests, projects, or other materials not returned to the student for 70 days after the end of a semester or if an appeal is filed until the appeal is resolved. Refer to the following section for specific grade appeal procedures.

Grade Appeal Procedure

Kennesaw State University is committed to treating students fairly in the grading process. Students may appeal a final grade that they receive in a course, but interim grades or grades on specific assignments are not appealable. Any such appeal must be based on an allegation that the faculty member has violated his/her stated grading policy or that the grade was a result of discrimination or retaliation. The student has the burden of proving these allegations. All formal appeals under these procedures will be based only on the written record.

Workload and Institutional Expectations

- a. Informal: Students are encouraged to discuss concerns and disputes over final course grades with the faculty member, prior to filing a formal grade appeal, in an effort to understand the basis of his/her grade. Faculty are encouraged to be available to students for such discussion regarding grades so that if possible, grade disputes can be resolved informally. The Office of the University Ombuds can provide assistance to students and faculty with resolving disputes informally in an effort to bring resolution to the matter prior to the initiation of a formal complaint. If the student has evidence of discrimination or retaliation, the student may bring his/her concerns directly to the Ombuds Office without first reviewing the matter with the faculty member.
- b. Formal: In situations where such informal resolution does not occur or is not successful, the student may appeal the final course grade to the Department Chair. The appeal must be in writing and describe the precise basis for the appeal. Any pertinent information must be submitted with the appeal in order to be considered in this or subsequent appeals. The appeal must be submitted within 20 business days after the first day of classes of the next academic term (fall, spring, summer[or any other term]) after the academic term in which the final grade was awarded to the student. The Chair will invite the faculty member whose grade is appealed to provide a written response to the student's appeal statement. The Department Chair (or the Chair's designee) will review the allegations and conduct any additional fact finding as needed and will provide a decision in writing to the student, within 20 business days of the receipt of the complaint in the Department. The Chair's written decision will specifically address the relevant issues raised by the student. In preparing the written decision, the Chair shall consult with the EEO officer or the Chief Diversity Officer if there is an allegation by the student that discrimination or retaliation had an impact on the grade that was awarded.
- c. The student may appeal the Department Chair's decision within 20 business days of being notified of the Chair's decision. Such appeal will be made, in writing, to the Dean of the College in which the Department is located. At the Dean's discretion, the Dean can appoint an advisory panel, consisting of two (2) faculty members from outside the department where the grade was awarded and one (1) student to review the written documentation and make a recommendation to the Dean. The advisory panel may invite the student and the faculty member who awarded the grade to meet with the panel to share each party's position on the grade dispute. The panel will provide a written recommendation to the Dean within ten (10) business days of the receipt of the appeal. The Dean will issue a decision to the student, in writing, within ten (10) business days of the receipt of the report from the advisory panel or within twenty (20) business days of the receipt of the written complaint from the student if no panel was appointed.
- d. The student may appeal the Dean's decision to the Provost, in writing, within twenty (20) business days of being notified of the Dean's decision. [However, if it is a graduate course, the student will direct this written appeal to the Graduate Dean, and the Graduate Dean will issue a decision to the student, in writing, within twenty (20) business days of receiving the appeal. Within twenty (20) days of that decision, the student may then appeal to the Provost as is described in this section]. The Provost, will issue a decision to the student, in writing within twenty (20) business days of receiving the appeal.
- e. The Provost's decision is final, and decisions regarding grades may not be appealed to the Board of Regents (BOR Policy 407.01).
- f. Nothing in this grade appeals process prohibits the parties from settling this matter at any stage with the assistance of mediation through the Ombuds office. However, any attempt to settle the matter through mediation does not affect time deadlines for this grade appeals process.

X. Final Examination Policy

To help maintain the integrity of the academic program and to facilitate uniform procedures across colleges and schools, faculty members are to adhere to the following policies regarding final examinations:

- A final examination is defined as an exam covering course material from mid-term (or earlier in the semester) to the end of the semester. A final examination schedule is published each semester by the Office of the Registrar.

Workload and Institutional Expectations

- Final examinations should not be given during the last week of classes.
- For courses where a final examination may not be appropriate, the decision not to give a final examination shall be made by the instructor of record.
- For 1 or 2 credit hour courses that are not taught in the traditional 15-week time frame or laboratory courses, the examination date and time will be determined by the instructor.

XI. Student Attendance Policy

Insofar as attendance is a component of a grading policy, a statement of attendance requirement might also be distributed in written form. If attendance is part of grading policy, careful records should be kept. In any case, all instructors shall, at the beginning of each semester, make a clear statement to all of their classes regarding their policies in handling absences. Students who are absent because of their participation in university-approved activities such as field trips and extracurricular events will be permitted to make up the work missed during their absences. An itinerary for all field trips must be on file with the appropriate department chair or dean in advance of the scheduled event.

XII. Faculty Absences

Planned Brief Absences from Teaching Responsibilities

If a faculty member plans to be absent for professional (e.g., conference participation etc.) or health (e.g., minor surgery) reasons, it is the faculty member's responsibility to make arrangements for his/her classes. (For other health issues, refer to sick leave policy in Section Seven, Personnel, Fiscal, and Institutional Policies).

Extended Absences from Teaching Responsibilities

In planning for the instructional coverage of a teaching faculty member on extended sick leave (e.g., disability, long-term illness and/or hospitalization, maternity, etc.), every effort will be made to minimize the potential disruption of the instructional experiences of the students involved. For a complete description of policies refer to Section VII of the Faculty Handbook.

Faculty members may not be absent from their teaching responsibilities except for illness, extraordinary personal circumstances, or performing professional obligations even if coverage has been arranged. The faculty member should notify the chair of any cancellations or substitutions. In addition, faculty should not cancel scheduled classes or meetings to take personal time.

XIII. Policy Concerning Research with Human Participants

Kennesaw State University recognizes and accepts the responsibility to protect the rights and welfare of human research participants and is committed to compliance with the Department of Health and Human Services (HHS) regulations for the protection of human participants (45 CFR Part 46, August 19, 1991). It is the policy of Kennesaw State University that all research projects that involve human participants and are conducted by faculty, staff or students, under the auspices of the university or using university resources, must be approved by the Kennesaw State University Institutional Review Board for Research with Human Participants (IRB) prior to commencing the research project. If the project is part of a proposal or application for funding from external sources, the project must be approved in accordance with agency guidelines (prior to submission or prior to the implementation date of a funded proposal).

Workload and Institutional Expectations

Research proposals must be submitted to the IRB chair using the research proposal form that is available at www.kennesaw.edu/irb. Only the IRB can determine whether a study is exempt from review. Allow at least two weeks for processing. Proposals that require review of the full committee generally require more time for review. See the website for a comprehensive discussion of IRB policies and procedures (www.kennesaw.edu/irb).

XIV. Faculty Policies and Procedures with Legal Implications

Syllabus Requirements

University Policies or Statements to be Included in Syllabi

Academic Integrity Statement (Required)

Every KSU student is responsible for upholding the provisions of the Student Code of Conduct, as published in the Undergraduate and Graduate Catalogs. Section II of the Student Code of Conduct addresses the university's policy on academic honesty, including provisions regarding plagiarism and cheating, unauthorized access to university materials, misrepresentation/falsification of university records or academic work, malicious removal, retention, or destruction of library materials, malicious/intentional misuse of computer facilities and/or services, and misuse of student identification cards. Incidents of alleged academic misconduct will be handled through the established procedures of the University Judiciary Program, which includes either an "informal" resolution by a faculty member, resulting in a grade adjustment, or a formal hearing procedure, which may subject a student to the Code of Conduct's minimum one semester suspension requirement. See also <http://www.kennesaw.edu/cetl/resources/journals.html>.

Disruption of Campus Life Statement (Optional)

It is the purpose of the institution to provide a campus environment, which encourages academic accomplishment, personal growth, and a spirit of understanding and cooperation. An important part of maintaining such an environment is the commitment to protect the health and safety of every member of the campus community. Belligerent, abusive, profane, threatening and/ or inappropriate behavior on the part of students is a violation of the Kennesaw State University Student Conduct Regulations. Students who are found guilty of such misconduct may be subject to immediate dismissal from the institution. In addition, these violations of state law may also be subject to criminal action beyond the university disciplinary process.

Additional Legal Considerations

Protecting Students' Privacy

Students have certain rights to privacy. These rights are mandated by federal policy. Leaving their work in an unsecured area such as outside your office door (unless agreed upon with each student) means that the students' names and grades and possibly social security numbers are accessible to everyone. Additionally, research papers can be taken and used by other individuals. It is recommended that you permit students to retrieve their work from your office if you don't return it to them in class. Information should not be made public in any way in which a student's grades, social security number, or other personal information may be identified.

Field Trips

Field trips offer students many educational opportunities and can be used by faculty to enhance courses. It is necessary to have advance clearance before scheduling and taking a class on a field trip. A letter giving pertinent information about the Kennesaw State sponsored field trip must be sent to the department chair and dean for insurance purposes. The purpose and an accurate listing of names of all who participated in the field trip must be submitted to the student success office. It is important that students understand that

Workload and Institutional Expectations

it is their responsibility to inform and clear a missed class with their instructors. The registrar will not inform instructors of students who missed classes due to field trips.

Faculty Liability

From time to time questions arise concerning the liability of faculty members for injuries to students engaged in laboratory work, physical education activities, on field trips, etc. Faculty members should inquire in advance about liability insurance and trip insurance with their professional societies or the appropriate official in the Office of Student Success.

Copyright Law

The Copyright Law of the United States (codified as Title 17 U.S.C.) governs the making of photocopies or other reproductions of copyright material. Teachers have latitude to copy materials, but within the "fair use" intent and should consider the effect of the copying on the sales of books and other materials. The Board of Regents provides comprehensive information on university policies and procedures with regard to copyright laws at: http://www.usg.edu/galileo/skills/unit08/credit08_09.phtml

Section Five

Review and Evaluation of Faculty Performance

I. Introduction

The mission statement that appears in the Kennesaw State University Faculty Handbook fully captures the character and priorities of KSU as a major public university within the University System of Georgia. Attracting a diverse student body with a wide range of educational goals, KSU has strong connections to the communities it serves and is highly valued as a resource for educational, economic, social, and cultural advancement.

In order to advance the institution, faculty performance at KSU must be aligned with the University's mission. While all faculty members in the academic colleges and departments work collectively to advance this mission, the roles and responsibilities of individual faculty can vary widely across the University. Each college and its respective departments may focus on particular aspects of the mission in ways that distinguish their contributions from other colleges and departments. However, the missions of all academic units must be aligned and consistent with the overall University mission. Given that department tenure and promotion guidelines are most discipline-specific and are approved by deans and the provost/VPAA as consistent with college and University standards, department guidelines are understood to be the primary basis for tenure and promotion decisions. Therefore, at all levels of review the rationale for T&P decisions shall be stated in a letter to the candidate with specific and detailed reference to the department review guidelines in justifying the decisions that have been made. Appropriate references must also be made to the college and university guidelines. Any revisions made to departmental guidelines shall bear the date of approval/adoption. Revisions to departmental guidelines become effective 12 months following their adoption. However, individual faculty may choose to be reviewed under revised guidelines immediately upon their adoption. A copy of the "**Approval Form for Department Promotion and Tenure Guidelines**" must be attached as a cover sheet to the department guidelines included in portfolios for 3rd Year Review, Promotion and Tenure and Post-Tenure Review.

Performance evaluation of a faculty member is required at KSU. Reviews and evaluations occur regularly in the following ways in accordance with the governing policies of the Board of Regents of the University System of Georgia and the policies and procedures established by Kennesaw State University and its colleges and departments:

- Detailed annual review of faculty performance;
- Third-year review for tenure-track and tenured faculty;
 - Progress for promotion to assistant professor (for instructors), for tenure and the optional promotion (for tenure-track assistant and associate professors), and for tenure (for tenure-track professors);
 - Progress for the optional promotion (for tenured assistant and associate professors) and for post-tenure review (for tenured professors);
- Review for tenure by the sixth year for tenure-track faculty with professorial rank;
- Review for promotion to assistant professor by the sixth year for instructors;
- Review for tenure by the ninth year for instructors who have been promoted to assistant professor;
- Post-tenure reviews for tenured faculty with professorial rank after every five years in the sixth year;
- Reviews for elective promotion for tenured faculty in the professorial rank (optional);
- Third-year review of progress for lecturers and senior lecturers;
 - Progress for promotion to senior lecturer for lecturers;
 - Progress for sixth year review for senior lecturers;
- Review for promotion to senior lecturer for lecturers in the sixth year.
- Sixth-year reviews of senior lecturers;
- Third-year review of progress for non-tenure track faculty with professorial rank, including clinical faculty;
 - Progress for the optional promotion (for non-tenure track assistant and associate professors) and sixth year review (for non-tenure track professors);
- Review for elective promotion for non-tenure track faculty with professorial rank, including clinical faculty (optional);
- Sixth year reviews of non-tenure track faculty with professorial rank, including clinical faculty.

Review and Evaluation of Faculty Performance

This faculty performance model requires effective and collaborative strategic planning at all levels. When a college focuses on particular aspects of the University mission, departments within that college must align the work of their faculty to advance the college mission. The relative emphasis of faculty professional activity in the areas of performance and evaluation at KSU must match the particular focus of their academic unit and be consistent with the mission of the University. The faculty performance model in Section 4 encourages flexible faculty roles across the University, recognizes the rich diversity of faculty talent, and advances the University's mission by maximizing the strengths and talents of individual academic units and their faculty (Brand, 2000).

These University guidelines set forth policies, criteria, and procedures by which individual faculty members' contributions to the University shall be documented and equitably evaluated. They define terms and levels of review and set the basic structure for all performance review. This section of the KSU Faculty Handbook does not cover the entire breadth of evaluative measures available to colleges and departments. However, in this Section, the words "shall," "must," and "will" (and equivalent terms) signify a binding, mandatory requirement that must be followed by colleges and departments, as to substance and procedure, as appropriate. Conversely, the words "may," "can," "might," or "should" (and equivalents) signify a permissive suggestion not binding on colleges or departments. Colleges and departments will establish tailored written guidelines, consistent with the Faculty Handbook, that specify evaluative criteria appropriate to their disciplines, describe the focus of their units within the larger mission and the core values of the KSU, and delineate which activities will receive emphasis in annual performance reviews, in tenure and promotion decisions, and in post-tenure performance evaluation of faculty in their units. Each department and college will develop a process for establishing guidelines. The process, the resulting guidelines, and any revisions to the guidelines must also be approved by the full-time permanent faculty in the department or college, as appropriate, the department chair (for the department guidelines), the College Review Committee, the dean, and the provost/VPAA.

II. Overview of Faculty Responsibilities

As described below, the four basic performance areas in which faculty may be evaluated at KSU are teaching, supervising, and mentoring of students, research and creative activity, professional service, and administration and leadership. For the purpose of clarification, administrative faculty are those for whom 50% or more of their workload is administrative in function. Teaching faculty are all others with faculty rank and status. Depending upon college and departmental guidelines, faculty members need not show achievement in all four areas; in fact, it is expected that most faculty members will not. However, outside of administrative and non-tenure track faculty, most teaching faculty will be evaluated based upon contributions in teaching, supervision and mentoring of students, research and creative activity, and professional service. (See faculty workload models in Section 4). What constitutes appropriate activities in all four areas is defined by departmental guidelines. These standards must be honored by all levels of review in the tenure and promotion process. Whatever the individual's relative emphasis in the performance areas, all faculty members are expected to devote at least 5% of their time to professional service activities essential to the life of the institution.

In addition, it is important to note that effectiveness in any performance area requires a basic foundation of prerequisite degrees and credentials as well as currency in one's field. At KSU, such credentials and currency are known as professional development and all faculty are encouraged to participate in professional development opportunities both on and off campus. Faculty should address in their portfolio narratives how their continuing development activities influence, support, and/or shape their activities in their performance area(s) of emphasis.

The differing proportions of emphasis given to each performance area for a given faculty member will depend upon written agreements between the faculty member, department chair, and dean, in alignment with the college and departmental guidelines. The role(s) upon which each faculty member will be evaluated will be outlined in his or her Faculty Performance Agreement (FPA). (See Section 4, II.). This agreement will be developed in

Review and Evaluation of Faculty Performance

consultation with the faculty member's supervisor(s), who will have the responsibility to negotiate, assign, and coordinate the distribution of the various activities of individual faculty to assure that the collective work of the department, college, and University is accomplished. The overriding factor in determining the activities of each faculty member must be the needs of that faculty member's college, department, and its academic programs. The FPA lists the faculty member's goals and priorities for a period agreed upon by the faculty member and his or her supervisor(s) to fit current and anticipated circumstances. The FPA should:

- clarify the general responsibilities and relative emphasis of the individual in teaching, supervising, and mentoring; research and creative activity; professional service; administration and leadership;
- articulate the manner in which the faculty member's activities relate to the departmental and college mission and goals;
- identify the expectations for scholarly activity in all of the faculty member's performance areas;
- identify the performance area(s) that will include scholarship expectations and describe those expectations.

Consistent with the University's culture of shared governance, the details of an individual FPA are worked out in consultation between the chair and the faculty member and are subject to final approval by the dean. If the faculty member and the chair cannot reach agreement on the FPA, the dean will make the final determination.

As a faculty member matures and develops, and as the focus of colleges and departments evolve, an FPA may change. New agreements may reflect changes in the assignments that engage the faculty member or in the individual's relative emphasis in one or more performance area. It may, in fact, be necessary to change an FPA during the course of a given year due to unexpected circumstances, such as changes in departmental staffing, new research opportunities, etc. If this occurs, the faculty member, in consultation with his or her supervisors, will draw up a new FPA that will be signed by all parties. Both this new and the old FPA will be used in the evaluation of the faculty member at the conclusion of the year and in subsequent tenure and promotion decisions.

III. Basic Categories of Faculty Performance

The four basic categories of faculty performance at KSU are teaching, supervising, and mentoring; research and creative activity; professional service; and administration and leadership. The Faculty Performance Agreement delineates the relative emphasis of an individual faculty member's activities in these four areas. Although some faculty may choose to engage in professional activities in all performance areas, faculty members are not necessarily required to do so. The typical faculty member will focus his or her work in the specific areas that reflect their knowledge and expertise in advancing the University's mission. In all cases evaluation of faculty performance will be based on evidence of the quality and significance (see Section 5, IV) of the individual faculty member's scholarly accomplishments in his or her respective areas of emphasis.

A. Teaching, Supervising, and Mentoring of Students

This category of faculty performance refers to a wide variety of instructional activities that engage faculty peers and others to facilitate student learning. By definition, scholarly teachers (see Section 5, IV) demonstrate mastery of the current knowledge and methodology of their discipline(s). Teaching effectiveness at KSU shall be assessed and evaluated not only from the perspective of the teacher's pedagogical intentions but also from the perspective of student learning. Such assessment may employ multiple methods, including a variety of classroom techniques (Angelo & Cross, 1993). Instruments to assess student perceptions of their own learning should not be the sole means but may be used in conjunction with other, more objective instruments.

Faculty members are encouraged to disseminate their best teaching practices to appropriate audiences and to subject their work to critical review. In addition to documenting teaching effectiveness in terms of student learning, faculty should provide other measures of teaching effectiveness, such as teaching awards, evidence of

Review and Evaluation of Faculty Performance

handling diverse and challenging teaching assignments, securing grants for curriculum development or teaching techniques, and contributions to the achievement of departmental teaching-related goals.

Recognizing that excessive, burdensome assessment requirements can impede both teaching and learning, KSU expects collegial decision-making among faculty, departments, and upper-level administration, as well as continual monitoring of the demands of this assessment on faculty time and energy. (See also Section 4).

Depending on the faculty member's situational context, evaluation of teaching and curricular contributions shall not be limited to classroom activities but will also focus on the quality and significance of a faculty member's contributions to larger communities, for example, through activities such as curricular development, program assessment, student mentoring and supervision, public lectures and workshops, teaching abroad and international exchange, and academic advising.

B. Research and Creative Activity

Research and creative activity at KSU is broadly defined in the institution's mission statement as a wide array of activities that contribute to the advancement of knowledge, understanding, application, problem solving, aesthetics, and pedagogy in the communities served by the University. These professional activities become recognized accomplishments when the work is formally shared with others and is subject to review. Documentation and evaluation of accomplishments in research and creative activity shall focus on the quality and significance of the work. Merely listing individual tasks and projects does not address quality and significance.

College and departmental guidelines must identify the specific criteria for determining quality and significance of research and creative activity appropriate to that college's and department's disciplines and scholarly contexts. Accomplishments shall be judged in the context of their use of current knowledge and their impact on peers and others.

In certain fields such as writing, literature, performing arts, fine arts, architecture, graphic design, cinema, and broadcast media or related fields, distinguished creation should receive consideration equivalent to that accorded to distinction attained in more traditional areas of research. In evaluating artistic creativity, an attempt should be made to determine the quality and significance of the faculty member's accomplishments. Criteria such as originality, scope, richness, depth of creative expression, and recognition by peers may be used to evaluate quality and significance. In disciplines such as music or drama performance, including conducting and directing, design, choreography, etc., are evidence of a candidate's creativity.

Contributions to the development of collaborative, interdisciplinary, cross-institutional, or international research programs are highly valued. Documenting collaborative research might involve addressing both individual contributions (e.g., quality of work, completion of assigned responsibilities) and contributions to the successful participation of others (e.g., skills in teamwork, group problem-solving). KSU recognizes publishing in pedagogical journals or making educationally focused presentations at disciplinary and inter-disciplinary gatherings that advance the scholarship of teaching and curricular innovation or practice.

C. Professional Service

Professional service involves the application of a faculty member's academic and professional skills and knowledge to the completion of tasks that benefit the University, the community, or the profession. For example, faculty members might draw on their professional expertise to engage in a wide array of scholarly service to the governance and professionally related service activities of the University. Service is a vital part of faculty governance and University functioning, and evidence of the quality and significance of institutional service can support tenure and promotion. Governance and professionally related service create an environment that supports scholarly excellence and the achievement of the University's mission. Whatever the individual's relative emphasis

Review and Evaluation of Faculty Performance

in the performance areas, all faculty members are expected to devote at least 5% of their time to professional service activities essential to the life of the institution. (See Section 4).

Some scholarly service activities rely on a faculty members' academic or professional expertise to serve communities and organizations outside the University. For example, a faculty member might engage in professionally related service to a community agency. Likewise some scholarly service activities might rely on a faculty member's academic or professional expertise to serve their discipline or an interdisciplinary field. This type of service might also include developing linkages with partner institutions both locally and globally.

In all types of professional service, documentation and evaluation of scholarly service shall focus on quality and significance rather than on a plain recitation of tasks and projects. Documentation of the products or outcomes of professional service should be provided by the faculty member and considered as evidence for the evaluation of his or her accomplishments. Documentation should be sufficient to outline a faculty member's agreed-upon responsibilities and to support an evaluation of effectiveness.

Faculty will be expected to explain and document the quality and significance of their service roles. The faculty member should provide measures of his or her role such as:

- an explanation of the scholarly work involved in the service role;
- copies of minutes, number of hours met;
- copies of products developed;
- measures of the impact or outcome of the service role and/or
- an explanation of the unique contribution of leadership roles or recognition by others of contributions.

D. Administration and Leadership

The category of administration and leadership covers those scholarly and non-scholarly activities that some faculty and most administrators carry out. Such activities include faculty development, fundraising, fiscal management, personnel management, public relations, and other activities that are not traditionally captured in one of the other three performance areas. This area applies primarily to administrative faculty, but it is available to teaching faculty who spend a significant part of their time on administrative tasks (e.g., directing a program or overseeing a grant). Faculty evaluated in this area must clearly articulate their goals and document the quality and significance of their activities and achievements in the same manner as in any of the other areas.

Faculty in administrative and leadership positions are often not directly engaged in teaching, supervision and mentoring of students, research and creative activity, and professional service in the same way as other faculty. As such, these faculty members should demonstrate the quality and significance of their leadership and administration, especially how effectively they foster the requisite fiscal, physical, interpersonal, intercultural, international, and intellectual environment for achievement in these areas.

For example, leadership in teaching could include how the administrator assisted unit colleagues to achieve more scholarly and effective teaching. In research, an administrator might document leadership by showing how the administrator aided unit colleagues in their efforts to improve the quality and significance of their research. In service, leadership could be demonstrated by showing how the administrator encouraged and assisted unit colleagues to engage in more scholarly and effective service. In sum, administrative faculty act as leaders by assisting colleagues in their unit to achieve and surpass University, college, and departmental goals in teaching, supervision and mentoring of students, research and creative activity, and professional service.

Review and Evaluation of Faculty Performance

IV. Evaluation of the Quality and Significance of Faculty Scholarly Accomplishments

While the professional activities of faculty vary, every faculty member is expected to demonstrate scholarly activity in all performance areas. Furthermore, tenure-track faculty members must produce scholarship in at least one of their performance area(s) of emphasis. The performance area(s) with scholarship expectations must be agreed upon by the faculty member and the faculty member's supervisor. In other words, although faculty members are expected to engage in scholarly activity in all the performance areas identified in their FPA, they are not expected to produce scholarship in all areas. Evaluation of all scholarly accomplishments and scholarship will be based on evidence of the quality and significance of the work. KSU's scholarly and scholarship expectations support the Board of Regents policy (8.3.15), Work in Schools.

A. Definitions of Scholarly Activity and Scholarship

Scholarly is an umbrella term used to apply to faculty work in all performance areas. Scholarly is an adjective used to describe the processes that faculty should use within each area. In this context, scholarly refers to a cyclical process that is deliberate and intentional, systematic and planned, measured and evaluated, revised and rethought. On the other hand, scholarship is a noun used to describe tangible outcomes of the scholarly processes. This tangible product is disseminated in appropriate professional venues relating to the performance area. In the process of dissemination, the product becomes open to critique and evaluation. Scholarship may be in any of Boyer's categories of scholarship: discovery, integration, application, teaching, or engagement (service). What follows is a description of how faculty work in each performance area might be scholarly and could result in scholarship.

Examples of Scholarly Accomplishments in Teaching, Supervising, and Mentoring Students

Scholarly teachers plan their class activities in such a way that they seek outcome data regarding student learning. Faculty members typically revise their courses from semester to semester; the scholarly faculty member makes these revisions deliberately and systematically assesses the effect of the revisions on students' learning. The following semester, the scholarly faculty member makes more revisions based on the previous semester's outcomes if such revisions are warranted.

This process can result in scholarship when the faculty member makes these processes and outcomes public and subject to appropriate review.

Examples of Scholarly Accomplishments in Research and Creative Activity

Scholarly researchers and artists approach their research and creative activity in a systematic and intentional manner. They have a clear agenda and plan for their work in this area.

Faculty who do scholarly work in this arena engage in programmatic research and creativity as opposed to random, haphazard forays into research and creative activity that have less chance of building a substantial body of work. Researchers and creative artists transform their work into scholarship through the usual process of peer review and publication, showcasing, or presentation.

Examples of Scholarly Accomplishments in Professional Service

Faculty members who perform scholarly professional service use their knowledge and expertise in a service opportunity to the University, the community, or their profession. Good documentation of scholarly service describes the role of the faculty member in each service activity, how he or she uses their expertise in the role, and clearly demonstrates the outcome or impact of the service activity. Reports of service lack a scholarly dimension when they merely list committee assignments, provide no evidence of the nature of activities or results, provide evidence of outcomes but no evidence of the individual's role, have no review by others, or provide no evidence of how the service work is consistent with professional development or goals. Although all professional service

Review and Evaluation of Faculty Performance

may not be scholarly, faculty should document the quality and significance of all service activities. Scholarly service can move toward scholarship as it meets some or all of the following criteria:

- a. the service is documented as intellectual work
- b. there is evidence of significance and impact from multiple sources
- c. there is evidence of individual contributions
- d. there is evidence of leadership
- e. there is dissemination through peer-reviewed publications or presentations
- f. there is dissemination to peers, clients, the public, patients, etc.
- g. there is peer review of the professional service.

Examples of Scholarly Accomplishments in Administration and Leadership

Faculty members who are in administrative positions often provide oversight to initiatives that strengthen and enhance the mission of their unit. Building innovative programs, policies, and procedures can require scholarly investigations (e.g., research or literature reviews) and can lead to outcomes and products that are shared at professional meetings or in professional publications. For example, a department chair might develop a mentoring program in his or her department that is shared in professional meetings or publications and becomes nationally recognized.

B. Quality and Significance

Quality and significance are the primary criteria for evaluating faculty performance. Quality and significance of scholarly work are over-arching, integrative concepts that apply equally to all areas of faculty performance. A consistently high quality of scholarly work, and its promise for future exemplary scholarly work, is more important than the quantity of the work done. The criteria for evaluating the quality and significance of scholarly accomplishments include the following:

Clarity and Relevance of Goals

Faculty members should clearly define the goals of scholarly work in their respective areas of emphasis and the relevance of their scholarly work to their Faculty Performance Agreement. Clarity of purpose and relevance of goals provide a critical context for documenting and evaluating scholarly work.

Mastery of Existing Knowledge

Faculty members must be well-prepared and knowledgeable about developments in the relevant context of their scholarly activity. The ability to educate others, conduct meaningful research, produce creative works, and provide high quality assistance through professional service depends upon mastering existing knowledge and background information. Faculty members should use appropriate techniques, methods, and resources in their scholarly work.

Effectiveness of Communication

Faculty members should communicate effectively with their audiences and subject their ideas to critical inquiry and independent review.

Significance of Results

Faculty members should demonstrate the extent to which they achieve their expressed goals and to which their scholarly accomplishment(s) may have had significant professional impact. Customarily in the academy, such significance might be confirmed by various credible sources (e.g., academic peers, community participants, or other experts), as well as by published documents such as reviews, citations, acknowledgments, or professional correspondence regarding one's work.

Review and Evaluation of Faculty Performance

Consistently Ethical Behavior

Faculty members should conduct their work with honesty, integrity, and objectivity. They should foster a respectful relationship with students, community participants, colleagues, and others who participate in or benefit from their work. Faculty members should uphold recognized standards for academic integrity. (See also Section 4, XIII, Faculty Policies and Procedures with Legal Implications.)

V. General Expectations for Tenure, Promotion, and Post-Tenure Review

A. Tenure

Academic tenure is an employment status at the University that assures a tenured faculty member of continuous appointment from contract year to contract year, except under conditions of dismissal for cause or financial exigencies. The awarding of tenure is a highly important decision through which the University incurs a major commitment to the individual faculty member well into the future. Years of service or successful annual reviews alone are not sufficient to qualify for tenure. It should only be granted to those faculty members whose achievements demonstrate the quality and significance expected of their current rank and who demonstrate potential for long-term effectiveness at the University. All tenure-track faculty are expected to produce scholarship in at least one performance area. This scholarship must be consistent with departmental, college, and university guidelines, and it must clearly document quality and significance to review parties beyond the department. Only under exceptional circumstances will a candidate be recommended for tenure without at least one form of scholarship as articulated in approved tenure and promotion guidelines. In awarding tenure, the University recognizes the long-range value of the faculty member to the institution and ensures them the academic freedom that is essential to an atmosphere conducive to the proper operation of the University.

The review for tenure involves a retrospective analysis of how well the individual has met the needs and expectations of the University during the probationary period. Perhaps the greatest value of that retrospective analysis is in how well it informs the judgment of colleagues about the individual's prospects for future contributions and achievements as a KSU faculty colleague. The fundamental issue underlying the tenure decision is whether, in the judgment of teaching and administrative faculty colleagues, the faculty member will continue to meet institutional needs and expectations in the future. Based on BOR policy (8.3.7.3), tenure requires the earned doctorate or its equivalent in training, ability, and/or experience. Neither the possession of the doctorate nor longevity of service is a guarantee of tenure.

Due to its long-term implications, the granting of tenure constitutes a significant decision and, therefore, requires a thorough review process that includes the judgments and recommendations of the faculty member's teaching and administrative faculty colleagues. The entire process has two major parts: the pre-tenure review and the tenure review. The timing of these two parts depends upon several factors that are determined at the initial employment in the professorial ranks, which will be explained below. It is important to note that the number used to designate the year of review for tenure (and used similarly for promotion) indicates the year that the review process takes place. Because this review process starts at the beginning of the academic year, only the documentation of the fully completed years of service up until that point will be reviewed. Thus, a third year review in the third year considers only two years of service, and a tenure review in the sixth year considers only five years of service.

Based on BOR policy (8.3.7.4), in exceptional cases, the president may approve an outstanding distinguished senior faculty member for the award of tenure upon the faculty member's initial appointment under the following circumstances: appointed as associate or full professor; was tenured at a prior institution, and brings a demonstrably national reputation to KSU. In most cases, the president will consult the Tenure & Promotion Committee and Chair of the department hosting the faculty member before awarding tenure. If the person is being appointed to an administrative position and has not previously held tenure, the award of tenure must be approved by the BOR.

Review and Evaluation of Faculty Performance

Third Year Review

All tenure-track and tenured faculty must receive a third year review during their third year of appointment to that tenure-track or tenured position. For tenure-track faculty, the purpose of this third year review is to assist faculty members in determining whether they are making appropriate progress toward tenure and to assess the individual's current readiness toward tenure (for tenure-track professors), tenure and the option of promotion (for tenure-track assistant and associate professors), or promotion to assistant professor (for instructors). (Faculty initially hired as instructors should see Section 5, VI for guidelines applicable to them.) The third year review does not constitute a tenure, post-tenure, and/or promotion decision, but rather, provides feedback to the faculty member as to his or her strengths and weaknesses. At each level of the review, a summary letter will be produced that describes in detail how the faculty member is progressing toward meeting or not meeting the expectations for tenure, post-tenure, and/or promotion (as appropriate). The letter will also include specific suggestions for maintaining and enhancing further preparations for a successful tenure decision in the future. These third-year review letters and the descriptive assessments they contain become part of the individual's portfolio for the later review.

Tenure Review

All tenure-track faculty must be reviewed for tenure. The length of the probationary period over which this review is to occur depends upon several factors. For faculty who enter KSU at the assistant professor rank or above, the probationary period is five to six years, with a mandatory review for tenure being conducted in the sixth year, if tenure has not already been given. However, faculty may be granted years of credit toward tenure for work experience prior to coming to KSU. This credit will be noted in writing before the faculty member is employed and can range from one to three years, with the latter figure being reserved for rare cases of exceptional service elsewhere, such as administrative work. Any, all, or none of the granted credit can be applied toward tenure, at the discretion of the individual faculty member. If applied toward tenure, this credit plus the number of years of service at KSU must match the minimum probationary period of five years, and the tenure portfolio will include evidence from this credited time and must include evidence of relevant work experience prior to employment at KSU. The amount of the probationary period spent at KSU must be continuous unless the interruption is for a leave of absence or for part-time service, which must not, in either case, exceed two years. A faculty member who is granted two or three years of credit toward tenure may replace the third year of review with a tenure review in the second year in the position (if taking three years of credit toward tenure) or in the third year of the position (if taking two years of credit toward tenure).

Full-time faculty who are initially employed as instructors and who are promoted later to assistant professors must be reviewed for tenure no later than their sixth year after promotion to assistant professor or in their ninth year of full-time permanent employment at KSU, if that date comes earlier. If an instructor is recommended for promotion during the sixth year of employment, two years of probationary credit will be granted to permit a mandatory review for tenure in the ninth year.

Tenure-track eligibility for a faculty member will be stated in a letter offering employment from the provost/VPAA. An administrative faculty member who is appointed without academic rank or with a part-time rank is not on track for tenure. Part-time or adjunct faculty, temporary or visiting faculty, and lecturers or senior lecturers are not eligible for and do not accrue any credit toward tenure. Service as a temporary or visiting faculty member or as a lecturer or senior lecturer at KSU does not earn credit toward the probationary period if the individual is hired later into a regular permanent faculty status, unless granted in writing at the time of appointment.

Academic deans and department chairs are appointed as tenure-track teaching faculty members. Tenure does not reside in an administrative position, however, and deans and chairs are subject to a similar tenure-track review process as all other tenure-track faculty. Once tenured as a faculty member, an individual does not lose tenured status as a function of changing positions, responsibilities, or departments at the University.

Review and Evaluation of Faculty Performance

Tenure-track faculty who are not recommended for tenure during their required sixth or ninth year reviews automatically receive a terminal one-year contract and formal notice that they will not receive another employment contract after their seventh or tenth years, respectively.

A non-tenured or non-tenure track administrative or teaching faculty member who is employed through an annual term contract is not assured of continuing employment at KSU once his or her contract expires with due notice of non-renewal. Such individuals are employed from contract to contract and only for the term specified in the contract. Subsequent or future appointment results solely from a separate offer and execution of a new and distinct contract. The offer of a new contract under these circumstances is the prerogative of Kennesaw State University, provided that sufficient advance notice is given informing the individual of the institution's intent to exercise its option of not renewing the current employment contract.

It is recognized that there are a small number of tenure-track faculty members who were hired at KSU in the past without the earned doctorate. Since these individuals have a required tenure review, these individuals have two options: 1) switch to a non-tenure-track faculty position (e.g., lecturer) based upon the positive recommendation of their department chair, dean, or the provost/VPAA (this decision must be made prior to the point of a tenure recommendation decision by the provost/VPAA) or 2) to successfully demonstrate that the equivalent of the earned doctorate has been achieved. The following guidelines are applicable specifically to those individuals who do not have doctorates and are currently in tenure-track positions at the rank of Instructor or Assistant Professor.

Kennesaw State University takes the view that the qualities of knowledge, experience and ability that would qualify as equivalent to the earned doctorate must be demonstrated at a high level of achievement. Doctoral equivalency should be awarded only in cases when the demonstrated evidence is clear and convincing. In addition, the judgment of equivalency depends on many variables specific to the particular discipline in question and to the individual achievements of the person making the case for equivalency.

The following criteria are established as a guideline for faculty committees and administrators who will use their professional judgments to recommend doctoral equivalency as a tenure application begins in the tenure and promotion committee of the relevant department and follows the procedural path for all tenure reviews.

Required criteria for doctoral equivalency include:

- a. Holding a master's degree in the appropriate discipline;
- b. Demonstrating broad and in-depth knowledge and understanding of the body of information in the discipline;
- c. Demonstrating the ability to implement one's own research and creative activity agenda, to apply research and creative methodologies, and to produce scholarship that meets the criteria for quality and significance outlined in departmental guidelines.

A variety of other factors may be considered in determining doctoral equivalency. Additional supporting evidence might include the following:

- a. Completing graduate coursework in the discipline beyond the master's degree;
- b. Holding appropriate professional licensure or certifications in the discipline;
- c. Achieving a leadership position in and/or honors and awards from a professional society or societies which indicates regional, national, and/or international peer recognition of professional accomplishments;
- d. Having professional work experience relevant to the faculty member's teaching assignments that are significant in level of responsibility and duration;
- e. Having already been promoted to the rank of Assistant Professor.

In addition to the criteria mentioned, there may be other discipline-specific achievements that constitute doctoral equivalency that colleges and/or departments have outlined in college and department tenure and promotion guidelines.

Review and Evaluation of Faculty Performance

Faculty members submitting portfolios for tenure who do not hold the doctorate (or terminal degree) must address the criteria for doctoral equivalency in their portfolios. The review committee or administrator will consider doctoral equivalency at the time the tenure decision is considered. Candidates without a doctorate or terminal degree can be tenured if, in addition to the criteria for tenure, they meet the requirements for doctoral equivalency (as stated in departmental, college, and university guidelines). In no case will doctoral equivalency be considered without an application for tenure. Each level of review will make a decision for tenure and a decision on doctoral equivalency.

B. Promotion for the Professorial Ranks

The professorial ranks are typically linked to the different stages of career development and accomplishment for University faculty. Faculty members at the different stages of an academic career tend to have different levels of experience, expertise, accomplishment, effectiveness, and productivity. They also tend to have different opportunities for contribution, leadership, and mentorship. Consequently, KSU's general expectations for faculty performance and for promotion in rank differ from one experience level and rank to the next in keeping with the typical patterns of career development for University faculty.

Experience is correlated with professorial rank, but years of service or successful annual reviews alone are not sufficient to qualify for a promotion in rank. When a faculty member's experience, accomplishments, and career development evolve to the point where expectations applicable to the beginning level of the next highest rank are being met, the faculty member can make a strong case for promotion. A decision of promotion will result from a thorough review of a faculty member's accomplishments and contributions to the University by KSU teaching and administrative faculty colleagues. This review is accomplished in consideration of one's situational context and in relation to one's stage of academic career development.

At KSU, faculty members who are appointed as instructors must be reviewed and recommended for promotion to assistant professor no later than their sixth full academic year of service at KSU or be given a terminal employment contract in their seventh year. Faculty members serving in tenure-track positions must be reviewed and recommended for tenure during or before their sixth full academic year of service at KSU or be given a terminal employment contract in their seventh year. However, only faculty who were hired in professorial rank with credit toward tenure can undergo a tenure review before the fifth full academic year of service at KSU. (Thus a faculty member who was hired without credit toward tenure may apply for tenure only during the fifth or sixth year of service.) Faculty can be concurrently reviewed for both tenure and promotion in rank, (from assistant professor to associate professor or from associate professor to full professor), but the awarding of promotion can only be approved after a positive decision on tenure has been made by the KSU president. Since the earliest date faculty members without credit toward tenure are eligible for tenure is the fifth year at KSU, only faculty members with credit toward tenure can apply for promotion to associate professor during the fourth year. It should be noted here that there is no maximum time by which a faculty must be promoted to the next level. BOR policy (4.5) requires that strong justification should be provided for early promotion wherein the individual has served fewer than the minimum years in rank defined by BOR policy. At KSU, before a faculty member submits an application for early promotion, the faculty member should seek guidance from the department chair, dean, and provost/VPAA. However, according to the Board of Regents policy (4.5), strong justification must be provided to support any consideration of "early" promotion wherein the individual has served fewer than the number of years in rank at the current institution as listed below:

Review and Evaluation of Faculty Performance

For Promotion to	Minimum Service in Rank
Assistant Professor	3 years as Instructor
Associate Professor	4 years as Assistant Professor
Professor	5 years as Associate Professor
Senior Lecturer	2 years as Lecturer

C. Post-Tenure Review

In April 1996 the Board of Regents (BOR policies 8.3.5.4 and 4.6) developed a policy statement requiring that all institutions conduct post tenure reviews of all tenured faculty members, beginning in the sixth year, five full years after the faculty member's most recent promotion or personnel action.

The primary purpose of post-tenure review is to examine, recognize, and enhance the performance of all tenured faculty members, thereby strengthening the quality and significance of faculty work. Post-tenure review serves to highlight constructive and positive opportunities for all tenured faculty to realize their full potential of contributions to Kennesaw State University and the University System of Georgia. It also serves to identify deficiencies in performance and provide a structure for addressing such concerns.

Post-tenure review is not a reconsideration of the faculty member's tenure status. Instead, it is a comprehensive five-year performance review that occurs after an individual is tenured. This post-tenure performance review is more comprehensive and concerns a longer time perspective (at least five years) than the annual performance reviews; post-tenure review feedback also comes from multiple peer and administrative perspectives, rather than from the perspective of one administrative head as is the case in annual reviews.

Post-tenure review provides both retrospective and prospective examination of performance, taking into account that a faculty member probably will have different emphases and assignments at different points in his or her career. It is directed toward career development and a multi-year perspective of accomplishments and plans for professional development.

The primary evidence to be considered by review committees/administrators for post-tenure review consists of the five most recent annual evaluations and a current curriculum vitae (see Section 5,VII for portfolio instructions). Three or more positive annual evaluations (achieving/meeting or exceeding expectations) are necessary but are not sufficient to guarantee a positive decision. Post-tenure review also considers the broader peer and administrator perspectives provided by members of the College Promotion and Tenure Committee as well as administrative levels of review. Faculty who have three or more unsatisfactory annual evaluations (not achieving/not meeting expectations) will be considered as candidates for remediation.

Post-tenure review will result in an assessment of the strengths and weaknesses in the quality and significance of a faculty member's performance in the context of his or her individual roles and responsibilities. The overall outcome of the assessment will be categorized as either: 1) Achieving Expectations in Post-Tenure Performance, or 2) Not Achieving Expectations in Post-Tenure Performance. Basic guidelines for differentiating between achieving expectations and not achieving expectations in post-tenure performance are as follows:

Review and Evaluation of Faculty Performance

Achieving/Meeting Expectations

Achieving/meeting or exceeding expectations in teaching, supervising, and mentoring of students, research and creative activity, and professional service has been sustained in annual performance reviews with three or more positive annual reviews over the last five years and the candidate has met the performance and quality expectations of his or her area of emphasis over the period of evaluation.

Not Achieving/Not Meeting Expectations

Achieving/meeting expectations in teaching, supervising, and mentoring of students, research and creative activity, and professional service has not been sustained in annual performance reviews over the past five years; specifically there are three or more unsatisfactory annual reviews.

Failure by a faculty member to submit the documentation required for post-tenure review shall be considered by the review committee as not achieving expectations. In this case, a faculty development plan will be developed by the candidate and the department chair. The plan must include a requirement to submit materials for post-tenure review the following year. If, after one year, the tenured faculty member has not completed satisfactorily this faculty development plan, one of several consequences could occur as delineated below for the case of a three-year developmental plan.

In cases where the faculty member is found to be “achieving expectations in post-tenure performance,” no formal faculty development plan is required. The results of the post-tenure review are likely to reveal that the faculty member is performing well, and any development activity would focus on further enhancing the faculty member’s performance.

In cases where a faculty member is identified in the post-tenure review as “not achieving expectations in post-tenure performance,” a formal faculty development plan must be developed and written. The formal faculty development plan should address how deficiencies cited in the post-tenure review will be corrected. In developing a mutually acceptable plan, administrators may wish to renegotiate the faculty member’s workload assignments such that some expectations are lessened or dropped in favor of increased expectations in other areas. In all cases, face-to-face meetings and discussions among the principals are required to ensure thorough exploration of all options and clear communication of the understandings reached.

A formal plan for faculty development should: a) define specific goals or outcomes that are to be achieved; b) outline the activities that will be undertaken to achieve the goals or outcomes; c) identify appropriate sources of faculty development, whether they be located on campus, on other campuses of the University System, at the system level, or in other locations; d) set appropriate times within which the goals or outcomes should be accomplished; and e) indicate appropriate criteria by which progress will be monitored.

The following parties should be involved in the creation of a formal faculty development plan, monitoring the faculty member’s progress in completing the plan, and signing off on the plan’s completion: 1) the affected faculty member; 2) his or her administrative unit head; 3) the administrative officer one level above the faculty member’s administrative unit; and 4) an optional fourth colleague —the affected faculty member may ask one of the members of the College Review Committee to serve as this fourth principal. The affected faculty member will be free to seek other mentors as needed for the successful completion of the plan.

The administrative unit head and the administrative officer at least one level above are jointly responsible for arranging appropriate funding for the development plan, if required. However, development plans will typically expect faculty to remedy deficiencies within existing resources and the normal level of support available for faculty development and for achieving faculty expectations. Furthermore, faculty with unsatisfactory performance reviews should not expect to receive paid leaves to pursue further study or research for the purpose of remediating deficiencies. The maximum time allowed to complete a faculty development plan will be three years. The

Review and Evaluation of Faculty Performance

three-year period will normally start in the spring of the academic year in which the post-tenure review was conducted and in which the faculty development plan is formulated. Depending upon the circumstances, remediation could occur in less time. An assessment of progress made on the faculty development plan will be incorporated into the individual's annual performance review each year. A written progress report on the plan will be prepared as a supplement to the annual performance evaluation and be reviewed by the next level administrator. Satisfactory completion of the faculty development plan must be documented in writing and approved by the signatories of the plan, and copied to the provost/VPAA.

If after three years, the tenured faculty member has not completed satisfactorily his or her formal faculty development plan, one of several consequences could occur as determined by the parties involved in the creation of the plan: 1) university colleagues would continue to work with the individual toward the completion of the plan, but the individual's salary would be frozen until the plan was finished satisfactorily; 2) a reassignment might be considered if it appears that the individual will not successfully complete the original plan; or 3) academic administrators could initiate other personnel actions. In any of these cases, an unsatisfactory ruling and its consequences should be fully documented for the faculty member, department chair, dean, and provost/VPAA.

KSU's policy on post-tenure review affects all faculty who are tenured who have primarily teaching responsibilities at Kennesaw State University. Based on BOR policy, administrators who have tenure and who may also have some teaching responsibilities are not subject to post-tenure review as long as their duties are administrative in nature (see Section 5, VII.B.). Faculty members serving in administrative positions, including interim administrative positions, will have their post-tenure review clock reset at the end of the administrative appointment. A tenured faculty member will be expected to have a required post-tenure review, five full years after the award of tenure and at five-year intervals (occurring in the sixth year) thereafter, unless one of several intervening circumstances occurs. Such intervening circumstances may substitute for, defer, or waive the next scheduled post-tenure review as follows:

- A successful review for promotion in professorial rank is considered comprehensive and comparable to post-tenure review; the promotion will restart the individual's five-year "clock" for the next post-tenure review.
- A successful selection and appointment to a different KSU position as a result of a competitive national search and screening process is considered comprehensive and comparable to post-tenure review; the appointment will restart the individual's five-year clock for the next post-tenure review.
- As is presently the case in eligibility for tenure or promotion consideration, a leave of absence taken during one or more terms of the nine-month academic year would exclude that year from being counted on the five-year clock for post-tenure review, deferring the next scheduled review accordingly by a year.
- The provost/VPAA may waive a scheduled post-tenure review for a faculty member whose written notification of retirement is formally accepted and is effective within the two-year period immediately following the next scheduled post-tenure review.
- The five-year clock for post-tenure review will be restarted in the year in which an individual has completed successfully a formal faculty development plan.

VI. General Expectations for Faculty Performance in Different Ranks

A. Tenure-Track Faculty

1. Instructors

A faculty member may be hired as an instructor because the faculty member does not yet hold an earned doctorate or other acceptable terminal academic credential. For purposes of this document, the phrase “terminal degree” refers to an earned doctorate or other acceptable, terminal academic credential (e.g., M.F.A.). Instructors hired without the doctorate or other acceptable, terminal academic credentials are expected to complete the terminal degree as soon as possible after appointment to KSU. As mentioned in section 5, V.A. (Tenure Review), faculty members who are initially employed as instructors and who are promoted later to assistant professors must be reviewed for tenure no later than their sixth year after promotion to assistant professor or in their ninth year of full-time permanent employment at KSU, if that date comes earlier. Tenure requires the earned doctorate or its equivalent in training, ability, and/or experience according to BOR policy (8.3.7.3).

Instructors are expected to be highly effective in teaching, supervising, and mentoring. They are also expected to make contributions in research and creative activity and/or professional service. The distribution of workload expectations shall be negotiated annually between the faculty member, his or her department chair, and his or her dean and set forth in a Faculty Performance Agreement.

An instructor’s relative emphasis of scholarly work in the performance areas as negotiated with the chair and dean may consider completion of the terminal degree as a priority. Upon completion of the degree and subsequent promotion to assistant professor the workload expectations shall be re-negotiated, consistent with the goals of the department and college.

When an instructor completes a terminal degree, the instructor will be promoted to assistant professor by KSU’s president effective the next semester after receiving notification of the terminal degree and official transcript assuming positive recommendations from the department chair, dean, and provost/VPAA. As mentioned in section 5, V.B. (Promotion for the Professorial Ranks), if an instructor has not been promoted by the sixth-year full academic year of service at KSU, there is a required promotion review during the sixth year.

2. Assistant Professors

Assistant professors ordinarily hold the doctorate in their fields of specialization. Rare exception to this requirement may be made when there is evidence of outstanding achievements and professional recognition in the candidate’s field of expertise. In most fields, the doctorate will be expected.

Adapting to the expectations of the academy and of KSU and getting established in one’s scholarly work are typically the primary concerns of an assistant professor. A typical pattern of effective and productive scholarly work for the assistant professor is one that begins modestly in the early years, perhaps with a limited or local significance, and expands in depth, focus, significance, recognition, and productivity in later years.

3. Associate Professors

Associate Professors make contributions to knowledge as a result of their scholarly work. High quality and significance (see Section 5, IV) are the essential criteria for evaluation. The specialty areas, expertise, and professional identities of associate professors should become more advanced, more clearly defined, and more widely recognized as their academic careers progress. Typically, as the faculty member’s roles and contributions grow towards significance, leadership and initiative, the faculty member establishes a strong record of accomplishments with broader impact and recognition within and beyond the University.

Review and Evaluation of Faculty Performance

4. Professors

Professors are experienced and senior members of the faculty who have become highly accomplished in their scholarly activities. They are faculty whose careers have advanced to mature and high levels of effectiveness and productivity. Professors have strong records of contribution to and leadership in their respective areas of emphasis. A professor is typically characterized as a leader, mentor, scholar, expert, and/or distinguished colleague. Professors make significant contributions to knowledge as a result of their scholarly work, whether demonstrated through the scholarly work of research and creative activity; teaching, supervision and mentoring; or professional service. Professors have a documented record of distinguished accomplishments using the criteria for quality and significance of scholarly work (see section 5, IV). These accomplishments will merit regional, national, or international attention and recognition. Professors continue to grow and develop in their respective areas of emphasis. Based on BOR policy (8.3.6.3), promotion to the rank of professor requires the earned doctorate or its equivalent in training, ability, and/or experience. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion. Initial appointments to the full professorial rank should have a terminal degree in the appropriate discipline or the equivalent in training, ability, or experience (BOR policy 8.3.1.4).

5. Joint Appointments

If a faculty member has a joint appointment in two or more academic departments or across two or more divisions, a joint appointment agreement must be developed. This agreement must delineate how the home unit and the sharing unit(s) will provide input during the promotion and tenure process. The joint appointment agreement must specify who can provide input into the faculty member's annual review and who will write the review. Normally, the chair of the major department will be responsible for completing annual reviews. The joint appointment agreement must also specify the composition of the tenure and promotion committee as well as how members of the committee will be elected.

B. Non Tenure-Track Faculty

1. General Expectations for Lecturers and Senior Lecturers

In most cases, lecturers have as their primary responsibility teaching, supervising, and mentoring of students and therefore are expected to be highly effective in these areas.

Unless otherwise set forth in the Faculty Performance Agreement (FPA), there are no expectations for scholarship and their service responsibilities may be limited to the minimum necessary to successfully teach their assigned courses (e.g., attendance at relevant department meetings and participation on appropriate department committees). In most cases, their responsibilities will primarily be devoted to teaching multiple sections of the same undergraduate courses. The heavy teaching load of these individuals constitutes a full workload and offsets the absence of a full range of regular faculty responsibilities that normally rounds out the typical full undergraduate faculty workload at KSU.

Because of this, lecturers and senior lecturers are expected to demonstrate highly effective teaching ability in order to qualify for reappointment at KSU. In rare cases, the responsibilities assigned to a lecturer or senior lecturer may be individualized and differ from the typical lecturer and senior lecturer workload described above. In such cases, the responsibilities must be delineated in the FPA.

However, there may be a small number of circumstances in which a lecturer's/senior lecturer's primary responsibilities are professional service and/or administration and leadership. In these cases, the lecturer's/senior lecturer's situational context will be outlined in the FPA.

Review and Evaluation of Faculty Performance

Based on BOR policy (8.3.4.3), full-time lecturers and senior lecturers are appointed by the institution on a year-by-year-basis. Lecturers and senior lecturers have the presumption of reappointment for the subsequent year unless notified in writing as follows.

- a. for lecturers with less than three years of full-time service to KSU, notification of non-reappointment is encouraged as soon as possible, but no specific notice is required;
- b. for lecturers with three or more years but less than six years of full-time service to KSU, notification of non-reappointment is at least 30 calendar days prior to the institution's first day of classes of the semester;
- c. for senior lecturers and lecturers with six or more years of full-time service to KSU, notification of non-reappointment is at least 180 calendar days prior to the institution's first day of classes of the semester.

Reappointment of lecturers and senior lecturers, and promotion of lecturers to senior lecturers are dependent not only on their performance in instruction and service, but also on the programmatic needs and financial exigencies of the College and its units.

Annual reviews must be conducted for lecturers and senior lecturers according to the following schedule. For lecturers in their first year of service to KSU, the department chair conducts a mid-year review in January for the period of mid-August to December. For lecturers and senior lecturers with two or more years of service to KSU, the annual reviews are conducted in January for the period of January to December of the previous year. Based on annual review feedback, reappointment of a lecturer or senior lecturer will be recommended by the department chair to the dean.

Based on BOR policy (8.3.8.1 and 8.3.8.2), a lecturer must submit a portfolio for promotion to senior lecturer after five years of consecutive service and will either be promoted to senior lecturer during the sixth year to begin in the seventh year of service or be terminated from the institution if not promoted to senior lecturer during the sixth year. Only in exceptional circumstances will a lecturer be reappointed as a lecturer after six years of consecutive service to the institution. Initial hiring at the level of senior lecturer is reserved for those individuals with extensive experience and accomplishments in higher education or corporate settings. The criteria for promotion to senior lecturer are evidence of highly effective teaching ability inside and/or outside of the classroom environment and value to the university in the area of teaching and student learning (or highly effective professional service and/or administration and leadership for lecturers/senior lecturers with these primary responsibilities). The same committee structure that is used for promotion for tenured and tenure-track faculty will be used. Promotion reviews for lecturers begin with the Department Review Committee, then proceed to the department chair, dean, provost/VPAA, and president (discrepant reviews and requests for an additional review also go to the College Review Committee). A lecturer who is not promoted to senior lecturer during the sixth year will be terminated from the university at the end of the sixth academic year, and a notice of non-reappointment should be provided to the lecturer by the non-reappointment deadline for lecturers with six or more full-time years of service to the institution (at least 180 calendar days prior to the institution's first day of classes of the next academic year).

Senior lecturers will submit portfolios for performance review beyond the department chair every six years. Lecturers will submit portfolios for performance reviews beyond the department chair every six years after the promotion review. In addition, senior lecturers and lecturers will have an initial portfolio submission during the third year of employment in that position. For lecturers, this third year performance review will provide feedback for progress towards the promotion to senior lecturer in the sixth year. For senior lecturers, this third year performance review will provide feedback for the sixth year review. During the third year review, strengths and weaknesses in performance will be identified. A successful review for promotion to senior lecturer in the sixth year restarts the six-year performance review cycle. The same committee structure that is used for third year review of tenured and tenure-track faculty will be used for the third and six year performance reviews of lecturers and senior lecturers; third and sixth year reviews stop at the level of the dean.

Review and Evaluation of Faculty Performance

Lecturers and senior lecturers must prepare a portfolio for promotion consideration, for third year and sixth year performance reviews. A lecturer's and senior lecturer's portfolio contents will follow the same guidelines as that of tenured and tenure-track faculty who are reviewed for tenure and promotion; however, a lecturer or senior lecturer's portfolio will consist of only Binder 1 as stipulated in section 5,VII (Portfolio Guidelines and Contents) with the addition of samples of teaching evaluations that demonstrate highly effective teaching and student learning. (Department guidelines should give specifics regarding student evaluations to be submitted and may allow for an additional binder, if deemed necessary.)

A lecturer's and senior lecturer's portfolio will be evaluated based on a highly effective accomplishments in two performance areas: 1) teaching, supervising, and mentoring of students; and 2) professional service (related to teaching assignments). For lecturers/senior lecturers with primary responsibilities in professional service and/or administration and leadership, their portfolios will be evaluated based on highly effective performance in those areas.

Annual reviews and/or portfolio feedback indicating poor performance with little to no improvement over time according to department and college tenure and promotion guidelines provide the basis for nonrenewal of lecturers and senior lecturers. Similar to the annual review and tenure and promotion process for tenured and tenure-track faculty, lecturers and senior lecturers have the option to respond in writing within 10 calendar days after receiving reviews of their performance. Response letters are directed to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Based on BOR policy (8.3.4.3), senior lecturers and lecturers who have served for six or more years of full-time service at the institution and received timely notice of non-reappointment shall be entitled to a review of the decision in accordance with the following published procedures developed by the institution. A senior lecturer or lecturer with six or more years of full-time service to the institution who is given notice of non-reappointment may opt to submit a letter appealing the non-reappointment. This letter must be addressed to the university-wide committee (current chairs of College Review Committees and two deans, see section 5,VII.B.), and the letter must state the grounds for the appeal. The university-wide committee will convene after the appeal letter has been received. The university committee will respond to the grounds stated in the senior lecturer's or lecturer's letter and may ask the administrator who provided written notice of the senior lecturer's or lecturer's non-reappointment to write a letter to the university-wide committee addressing the grounds addressed in the senior lecturer's or lecturer's letter. A copy of the university committee's recommendation and justification will be provided to the senior lecturer/lecturer, the senior lecturer's/lecturer's department chair and dean, and the provost/VPAA. A unit is justified when not reappointing a senior lecturer or lecturer for reason(s) of budgetary changes affecting the College and its units; a university committee cannot make a recommendation supporting a reversal of a notice of non-reappointment based on budgetary losses. Additionally, the university-wide committee only makes a recommendation. A final decision on a senior lecturer or lecturer's non-reappointment is made by the president, in consultation with the provost/VPAA, in cases where a senior lecturer or lecturer has requested a review by the university-wide committee.

2. General Expectations for Non-Tenure Track Faculty at the Professorial Ranks

Some KSU faculty are non-tenure track with professorial rank. These non-tenure track individuals will hold the rank of Assistant Professor, Associate Professor, or Professor. The workload for these individuals in the appropriate performance areas (Teaching, Supervision, and Mentoring of Students; Research and Creative Activity; Professional Service; and/or Administrative and Leadership) is outlined in their situational context and set forth in the Faculty Performance Agreement (FPA). In many cases, faculty in these positions may be assigned into roles and responsibilities to meet specific needs related to the University, college, and/or departmental mission.

Review and Evaluation of Faculty Performance

The holder of a non-tenure track faculty position with professorial rank is not eligible for consideration for the award of tenure or probationary credit toward tenure. Non-tenure track faculty members may apply for a declared, open tenure track faculty position and be considered through the normal search and screening process. Consistent with BOR Policy (4.1), administrative transfers from a tenure track faculty position with professorial rank to a non-tenure track faculty position with professorial rank require the approval of the department chair, dean, provost/VPAA, and president. The BOR request form to convert a tenure track position to a non-tenure track position is on the Academic Affairs webpage.

Departments and colleges with non-tenure track faculty with professorial rank must incorporate into their guidelines the criteria for the third year review, promotion, and sixth year review for these faculty. As indicated in Section 5, I (Introduction), establishment and revision to guidelines must be approved by the full-time permanent faculty in the department or college, as appropriate, the department chair (for department guidelines), the College Review Committee, the dean, and provost/VPAA.

Similar to tenure track faculty, faculty performance is evaluated for non-tenure track faculty with professorial rank through two processes: annual reviews and multi-year reviews. Non-tenure track faculty with professorial rank will follow the annual review processes and timelines outlined for tenure track faculty in Section 5, VII. A. (Format of Annual Review).

Consistent with BOR Policy (8.3.4.2), all non-tenured faculty members who have been awarded academic rank and who have served full-time for the entire previous year under written contract have the presumption of renewal for the next academic year unless notified in writing by the provost/VPAA or the president of the institution of the intent not to renew. Notice of intent to renew or not renew a non-tenure track faculty member with professorial rank should follow the schedule outlined in Section 7, IX.A. (Nonrenewal of Employment Contracts for Individuals with Faculty Status for All Non-Tenured Faculty).

Non-tenure track faculty with professorial rank are eligible to apply for promotion. The Board of Regents of the University System of Georgia (4.5) requires a minimum of four full academic years of service at KSU (including the year of review) at the rank of assistant professor to be eligible for promotion to rank of associate professor and five full academic years of service at KSU (including the year of review) at the rank of associate professor to be eligible for promotion to the rank of professor.

For Promotion to	Minimum Service in Rank
Associate Professor	4 years as Assistant Professor
Professor	5 years as Associate Professor

BOR policy (4.5) requires that strong justification should be provided for early promotion wherein the individual has served fewer than the minimum years in rank defined by BOR policy. At KSU, before a faculty member submits an application for early promotion, the faculty member should seek guidance from the department chair, dean, and provost/VPAA.

According to BOR policy (8.3.6), the earned doctorate or equivalent in training, ability, and/or experience is required for promotion to the rank of professor. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion.

Review and Evaluation of Faculty Performance

Non-tenure track faculty with professorial rank will submit portfolios for performance review beyond the department chair every six years. In addition, there is an initial portfolio submission during the third year of employment in that position. This third year performance review will provide feedback for an optional promotion review and for the required sixth year review (for assistant and associate professors) and for the required sixth year review (for professors). During the third year review, strengths and weaknesses in performance will be identified. During the sixth year review, there is an assessment of the candidate's strengths and weaknesses in the quality and significance of the faculty member's performance in the context of his or her individual roles and responsibilities. The overall outcome of the assessment will be categorized as either: 1) achieving expectations in sixth year review, or 2) not achieving expectations in sixth year review. The criteria for the optional promotion review are based on criteria established for non-tenure track faculty with professorial rank for the beginning level of the next higher rank as articulated in department, college, and university guidelines. A successful review for the optional promotion restarts the six-year performance review cycle. The same committee structure that is used for third-year review and promotion review of tenured and tenure-track faculty will be used for the third year, promotion, and six-year review of non-tenure track faculty with professorial rank; third and sixth-year reviews stop at the level of the dean.

Non-tenure track faculty with professorial rank must prepare a portfolio for the optional promotion consideration and the required third year and sixth year performance reviews. The portfolio contents will follow the same guidelines as that of tenured and tenure track faculty who are reviewed for tenure and promotion, see Section 5,VII (Portfolio Guidelines and Contents). There is no limit on the number and size of the binders for third year and for promotion reviews. There is only one binder for sixth year reviews.

Annual reviews and/or portfolio feedback indicating poor performance with little to no improvement over time according to department and college tenure and promotion guidelines provide the basis for nonrenewal of non-tenure track faculty with professorial rank. Similar to the annual review and tenure and promotion process for tenured and tenure track faculty, non-tenure track faculty with professorial rank have the option to respond in writing within 10 calendar days after receiving reviews of their performance. Response letters are directed to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

3. General Expectations for Clinical Faculty at the Professorial Ranks

Clinical faculty at Kennesaw State University are educators-practitioners in professional departments who have a background in their disciplinary area and who practice the discipline in the work setting. The following clinical ranks are recognized at KSU: Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor. The goal of these positions is to enhance the academic and professional development of students in the mission of the institution primarily in the performance areas of teaching, supervision, and mentoring of students and professional service. Clinical faculty must meet various standards for professional employability, depending on the discipline, to teach in a professional setting. Clinical faculty maintain a balance that is different from that of tenure track faculty regarding their workload model and expectations. Unless otherwise set forth in the Faculty Performance Agreement (FPA), clinical faculty generally spend less time engaged in research and creativity activity. Clinical faculty are typically making contributions in clinical, educational, industry, and/or professional settings on university, college, department committees, and local, regional, and national professional organizations that have an professional, applied focus.

The position is non-tenure track, and the holder is not eligible for consideration for the award of tenure or probationary credit toward tenure. There shall be no administrative transfers between tenure track and clinical track faculty positions. However, faculty holding one type of position may apply for a declared, open position of the other type and be considered through the normal search and screening process.

Review and Evaluation of Faculty Performance

Clinical faculty must hold, or be eligible to obtain, as applicable, board or other certification in the profession/discipline in which the individual will provide clinical, educational, industry and/or professional service. Exceptions must be approved by the department chair, dean, and provost/VPAA, prior to appointment.

A department must receive approval from the dean and provost/VPAA to become a clinical faculty appointment and promotion department. Departments and colleges with approval for clinical faculty must incorporate into their guidelines the criteria for the third year review, promotion, and sixth year review of clinical faculty. As indicated in Section 5, I (Introduction), establishment and revision to guidelines must be approved by the full-time permanent faculty in the department or college, as appropriate, the department chair (for department guidelines), the College Review Committee, the dean, and provost/VPAA.

Similar to tenure track faculty, faculty performance is evaluated for clinical faculty through two processes: annual reviews and multi-year reviews. Clinical faculty will follow the annual review processes and timelines outlined for tenure track faculty in Section 5, VII. A. (Format of Annual Review).

Consistent with BOR Policy (8.3.4.2), all non-tenured faculty members who have been awarded academic rank and who have served full-time for the entire previous year under written contract have the presumption of renewal for the next academic year unless notified in writing by the provost/VPAA or the president of the institution on the intent not to renew. Notice of intent to renew or not renew a clinical faculty member should follow the schedule outlined in Section 7, IX.A. (Nonrenewal of Employment Contracts for Individuals with Faculty Status for All Non-tenured Faculty).

Below are the general expectations for clinical faculty at the different ranks.

Clinical Assistant Professor

Faculty members at this rank are adapting to the expectations of the academy and KSU and getting established in the clinical specialty area. A pattern of effective and productive on-campus and off-campus contributions in clinical, educational, industry, and/or professional settings in the disciplinary area begins modestly, perhaps with a limited focus or local significance. These contributions expand in depth, focus, significance, and recognition, and productivity in later years.

Clinical Associate Professor

Faculty members at this rank make contributions to knowledge as a result of their clinical specialty contributions. These on-campus and off-campus contributions occur in clinical, educational, industry, and/or professional settings. The professional identities of clinical associate professors should become more advanced, more clearly defined, and more widely recognized as their careers progress. The faculty member establishes a strong record of clinical accomplishments with broader impact and recognition within and beyond the University.

Clinical Professor

Professors are experienced and senior members of the faculty who have become highly accomplished in their clinical specialty area. They are faculty whose careers have advanced to mature and higher levels of effectiveness and productivity. Professors have strong records of contribution to and leadership in clinical specialty areas. These contributions are in on-campus and off-campus work in clinical, educational, industry, and/or professional settings. Clinical professors are typically characterized as leaders, mentors, and experts, and these accomplishments merit regional, national, or international attention and recognition. Clinical professors continue to grow and develop in their clinical specialty area.

According to BOR policy (8.3.6), the earned doctorate or equivalent in training, ability, and/or experience is required for promotion to the rank of professor. Neither the possession of a doctorate nor longevity of service is a guarantee per se of promotion.

Review and Evaluation of Faculty Performance

Clinical faculty are eligible to apply for promotion. The Board of Regents of the University System of Georgia (4.5) requires a minimum of four full academic years of service at KSU (including the year of review) at the rank of assistant professor to be eligible for promotion to rank of associate professor and five full academic years of service at KSU (including the year of review) at the rank of associate professor to be eligible for promotion to the rank of professor.

For Promotion to	Minimum Service in Rank
Clinical Associate Professor	4 years as Clinical Assistant Professor
Clinical Professor	5 years as Clinical Associate Professor

BOR policy (4.5) requires that strong justification should be provided for early promotion wherein the individual has served fewer than the minimum years in rank defined by BOR policy. At KSU, before a faculty member submits an application for early promotion, the faculty member should seek guidance from the department chair, dean, and provost/VPAA.

Clinical faculty will submit portfolios for performance review beyond the department chair every six years. In addition, there is an initial portfolio submission during the third year of employment in that position. This third year performance review will provide feedback for an optional promotion review and for the required sixth year review (for assistant and associate professors) and for the required sixth year review (for professors). During the third year review, strengths and weaknesses in performance will be identified. During the sixth year review, there is an assessment of the candidate's strengths and weaknesses in the quality and significance of the faculty member's performance in the context of his or her individual roles and responsibilities. The overall outcome of the assessment will be categorized as either: 1) achieving expectations in sixth year review, or 2) not achieving expectations in sixth year review. The criteria for the optional promotion review are based on criteria established for clinical faculty for the beginning level of the next higher rank as articulated in department, college, and university guidelines. A successful review for the optional promotion restarts the six-year performance review cycle. The same committee structure that is used for third-year review and promotion review of tenured and tenure track faculty will be used for the third year, promotion, and six-year review of clinical faculty; third and sixth-year reviews stop at the level of the dean.

Clinical faculty must prepare a portfolio for the optional promotion consideration and the required third year and sixth year performance reviews. The clinical faculty's portfolio contents will follow the same guidelines as that of tenured and tenure track faculty who are reviewed for tenure and promotion, see Section 5, VII (Portfolio Guidelines and Contents). There is no limit on the number and size of the binders for third year and for promotion reviews. There is only one binder for sixth year reviews.

Annual reviews and/or portfolio feedback indicating poor performance with little to no improvement over time according to department and college tenure and promotion guidelines provide the basis for nonrenewal of clinical faculty. Similar to the annual review and tenure and promotion process for tenured and tenure track faculty, clinical faculty have the option to respond in writing within 10 calendar days after receiving reviews of their performance. Response letters are directed to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Review and Evaluation of Faculty Performance

If a tenure track faculty requests and is granted a conversion to a non-tenure track faculty position (See section VII- Personnel, Fiscal, and Institutional Policies, XIV. Conversion from Tenure Track to Non-Tenure Track Faculty Position) or if a non-tenure track faculty requests and is granted a conversion to another type of non-tenure track faculty position, the individual's clock is reset, since this is a different faculty type with a different set of expectations and guidelines. Thus, the faculty member will begin the first year in the new non-tenure track faculty position at the beginning of the next academic year after the approval of the conversion, and the faculty member will follow all performance evaluations appropriate for that new faculty type and rank.

Administrative Faculty

Administrative faculty have administrative matters as their primary area of responsibility. These faculty have academic rank and are normally located within the Division of Academic Affairs.

VII. Faculty Review Process

Faculty performance is evaluated through two basic, interrelated processes: annual reviews and multi-year reviews. Annual reviews give an evaluation of the faculty member's performance over one year within the context of the multi-year reviews. The multi-year reviews, involving multiple reviewers, are a more comprehensive examination of a faculty member's role in and contribution to the department, college, and University.

A. Format of Annual Review - FPA

The annual assessment of a faculty member's contributions to the University will be based upon his or her performance with regard to the items listed in the most recent year's Faculty Performance Agreement(s) (FPA). The basis of this assessment is an annual review document (ARD) that is compiled by the faculty member to demonstrate his or her progress toward the FPA items. This document will convey accurate information by which the faculty member is to be evaluated, counseled, and judged in her or his professional performance at KSU and must address contributions not only in terms of quantity but also in terms of quality and significance.

Since annual reviews form the basis for the distribution of merit pay raises, they need to be completed in a timely manner according to Board of Regents policies and schedules. The annual updating of the FPA needs to occur at the same time as the annual review, as the FPA is integral to the next annual review process. Together, the ARD and the FPA form a retrospective and prospective snapshot of a faculty member's performance that aid all levels of reviewers in properly assessing the contributions of the faculty member.

Since the ARD addresses items in the past year's FPA, the document must contain this FPA. The exact format and layout of the ARD and the FPA that a faculty member uses will be determined by his or her department. However, since the ARD and the FPA are integral to T&P decisions and must be consistent with the T&P criteria, the College Review Committee, the department chair, the dean, and the provost/VPAA must approve these formats.

The first-level reviewer will comment upon the entire ARD, with the format of the comments determined by the format of the ARD. The ARD and any comments must be printed out and signed by the faculty member and the reviewer. The entire package then is forwarded to the next administrative level for review. Within 10 calendar days from the review decision, the faculty member has the right to submit a written response to the entire package and to subsequent responses by the next level or levels of review. Response letters are directed to the reviewing administrator and copied to the next level of review. The administrator will respond in writing to the candidate and copy the next level of review. This response may include the reversal of the original decision. Such responses become integral to the ARD in its movement to all subsequent levels of review.

ARDs, FPAs, and any additional comments, such as response letters, must be submitted with document material for all T&P reviews, including third-year reviews.

Review and Evaluation of Faculty Performance

The detailed annual review and evaluation of faculty performance adheres to the following schedule:

Annual Review for Faculty in Their First Year

In August, the Department Chair meets with first year faculty to develop an FPA, which must include the period of mid-August to December. In January, the Department Chair conducts a mid-year review based on the faculty member's activity (provided in the ARD) in relation to the FPA goals for mid-August to December. The mid-year review is completed before the deadline for first-year nonrenewal decisions in February. During the mid-year review, development/updates to the FPA for the period of January to September occur.

Annual Review for Faculty in Their Second Year

In October, the Department Chair conducts a one-year review based on the faculty member's activity (provided in the ARD) in relation to the FPA goals for January to September. The one-year review is completed before the deadline for second-year non-renewal decisions in November. During the one-year review, development/updates to the FPA for the period of October to December (of the following year) occur.

Annual Review for Faculty Beyond the Second Year

In January of each year, the Department Chair conducts an annual review of faculty member's activity (provided in the ARD) in relation to the FPA goals for the previous calendar year. (The review period for 3rd year faculty is one year and two months (October to December)).

B. Multi-Year Reviews

Committee Structure and Process

Department committees are elected by the tenure-track faculty of the department. Department committees have a minimum of three tenured faculty members who must be tenured and have an FPA that specifies 30% or less in the area of Administration and Leadership outside the department. Participation in decisions for promotion to full professor is more restricted than other tenure and promotion decisions. For such decisions only faculty with rank of associate professor or above may participate in the decision process. In such cases, departments may elect ad hoc committee members from inside or outside the department to serve in reviewing full professor promotion cases (but not other cases that are up for consideration in the department). Specific departmental policies on electing ad hoc committee members for full professor promotion cases must be clearly stated in the departmental tenure and promotion guidelines. Individuals whose documents are under review do not serve on the review committee. A candidate under review for Post-Tenure Review can serve on the department T&P committee, since the candidate's portfolio starts at the college level.

For the purposes of tenure and review, the members of the college review committee are two tenured faculty members from each department. Members of the college committee are elected by the tenured and tenure-track faculty of the department. No person can participate in more than one stage of the review process.

Departmental representatives to the College Review Committee serve two-year staggered terms. When a department does not have two tenured faculty members who are eligible to serve, it will elect tenured faculty from outside the department. Faculty whose documents are under review may not serve on their departmental or College Review Committee.

In special cases requiring deviations from the established structure, permission must be obtained in advance from the provost/VPAA. Once permission has been obtained, the changes will be communicated to all affected parties.

Reviewers' deliberations shall be based on whether or not the candidate has met the standards for tenure and/or promotion in the department guidelines, in light of the evidence presented in the candidate's portfolio as well as the reviewers' first-hand personal observations of the candidate.

Review and Evaluation of Faculty Performance

Votes of review committees are by secret ballot. All deliberations and decisions of reviews are confidential and may not be discussed with the candidates or with others outside the review committee's membership. All reviewers should remember that e-mail is not a confidential medium; therefore, committee minutes, notes, drafts of review letters, or final letters may not be circulated by e-mail.

Tenure and Promotion Review (For Deans and VPs see sections below)

The review of tenure and promotion documents begins with the Department Review Committee. Documents are then reviewed in turn by the department chair and the college dean. Tenure and promotion of chairs begins at the level of the Department Review Committee, then proceeds to a committee of department chairs from the college, and finally proceeds to the dean with the remainder of the process to follow as ordinary cases of tenure and promotion.

Tenure and promotion portfolios without any negative decisions among required levels of review proceed from the dean to the provost/VPAA. At the request of the candidate under review, in the event of any negative decisions among required levels of review, or at the request of any of these levels (department, chair, committee of department chairs, dean), the portfolio goes to the College Review Committee which serves as the appeals committee for tenure and promotion cases. The college committee may request written clarification from previous levels of review and will have access to all portfolios in the current year in that college to see examples of successful portfolios in that year.

After the review and decision of the college committee (when such a review is necessary), the portfolio proceeds to the provost/VPAA for a decision. In cases where the portfolio did not go to the College Review Committee, the provost/VPAA may choose to send it to the appropriate College Review Committee for review and recommendation. In cases where the provost/VPAA is inclined to not support the previous levels of review, the provost/VPAA will send the portfolio to the College Review Committee.

Within 10 calendar days from the review decision, the faculty member has the right to respond to the committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter. The provost/VPAA makes a recommendation, and the portfolio then goes to the president, who makes a final recommendation. If, after the provost/VPAA review, a candidate for tenure or promotion believes that the process of review has been violated, he or she may request review under the provisions of the KSU Grievance Policy.

If a tenured faculty is under review for promotion and post tenure review simultaneously, the portfolio is reviewed by the department tenure and promotion committee and the department chair only for the promotion review. The portfolio is then reviewed by the dean for promotion and post tenure review. The portfolio is subsequently sent to the provost/VPAA for a promotion consideration. If the provost/VPAA is inclined not to support a recommendation of previous levels for promotion, if previous levels of review are discrepant for promotion, or if previous reviews are consistently negative for promotion, the provost/VPAA sends the portfolio to the college committee for a promotion and post tenure review. The provost/VPAA then provides a promotion review and finally the president provides a promotion decision. If the president provides a negative promotion review and the portfolio has not been reviewed by the college committee for post tenure review, this committee will meet and provide this review during spring semester.

If a non-tenure track faculty with professorial rank, including clinical faculty, is under review for promotion and sixth year review simultaneously, the portfolio is reviewed by the department tenure and promotion committee, department chair, and dean for a promotion recommendation and for a sixth year review. At the request of the

Review and Evaluation of Faculty Performance

candidate under review, in the event of any negative promotion recommendation(s) among required levels of review, or at the request of any of the review levels, the portfolio goes to the College Review Committee as an appeals committee for a promotion review and recommendation. The provost/VPAA then provides a promotion recommendation and finally the president provides a promotion decision.

If a faculty member has a joint appointment in two or more academic departments or across two or more divisions, the faculty member's joint appointment agreement, which delineates how the home unit and the sharing unit(s) will provide input during tenure and promotion processes, will be followed.

At each level, review committees and administrators must make a positive or negative decision on the question of tenure and/or promotion and must write a letter to be placed in the portfolio (copy to the candidate, copy to lower levels of review) (for administrative faculty, recommendation letters must be sent to the candidate's academic supervisors (e.g., department chair; dean) and administrative supervisors) (e.g. Center for Excellence in Teaching and Learning, Global Institute, etc.). A copy of the letter is sent to the provost/VPAA that includes the recommendation for tenure and/or promotion and articulates the strengths and weaknesses that contributed to the decision. Within 10 calendar days from the review decision at each level, the faculty member has the right to respond to a committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Third-Year Review

For non-administrative faculty, the review of third-year portfolios begins with the Department Review Committee, proceeding in turn to the department chair and the dean. The third-year review portfolio of a department chair is reviewed by the Department Review Committee, followed by the College Review Committee, and then the dean. The third-year review for other academic administrators (deans, other college-level administrators, and administrators above the level of dean) will mirror the first three levels of review for the tenure and promotion process.

At each level, review committees and administrators consider the progress of the candidate toward tenure or, in the case of instructors, toward promotion. A letter is written at each level of review outlining the strengths and weaknesses of the candidate with respect to this question. A copy of each review letter is sent to the candidate and a copy is placed in the portfolio.

Within 10 calendar days from the review decision, the faculty member has the right to respond to the committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Review of Deans

Review of deans begins with the Department Review Committee, proceeds to the College Review Committee, followed by a committee of department chairs from the college. The review of assistant/associate deans and college-level directors of centers and institutes begins with the Department Review Committee, proceeds to a College Review Committee, followed by a review by the dean. For the dean, assistant/associate deans, and college-level directors, documents are then reviewed by the provost/VPAA and president. If there is a request for another review by either the candidate under review or in the event of a discrepant decision or at the request of any of the levels, the portfolio can proceed to a committee of deans who serve as the additional level of review for tenure-track administrators above the level of dean.

Review and Evaluation of Faculty Performance

Within 10 calendar days from the review decision, the faculty member has the right to respond to the committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Tenure-Track Administrators above the Level of Dean

Review of tenure-track administrators above the level of dean (e.g., vice presidents, associate vice presidents, assistant vice presidents, and university-level directors of centers and institutes) begins with the Department Review Committee, followed by the dean of the candidate's college. The portfolio then proceeds to a special university-wide committee composed of the current chairs of the College Review Committees and two deans to be elected by the deans (the dean of the candidate's home department cannot serve on this committee). The portfolio proceeds to the provost/VPAA (for assistant/associate VPs and university-level directors of centers and institutes), and then to the president. If there is a request for another review by either the candidate under review, the department review committee, the college dean, the special university-wide committee, the provost/VPAA (in the case of the assistant/associate VPs and university-level directors), the president, or in the event of a discrepant decision, the portfolio can proceed to a committee of deans who have not previously reviewed the portfolio.

Within 10 calendar days from the review decision, the faculty member has the right to respond to the committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Post-Tenure Review

The review of post-tenure portfolios for faculty begins with the College Review Committee. Since the faculty member submits the portfolio to the college office, the dean's office will notify the department chair's office that the portfolio has been received. After the college committee's review a letter indicating the college committee's decision is sent to the department chair and the portfolio then proceeds to the dean. The dean then makes a summary decision. A letter indicating the dean's decision must be sent to the department chair. If there is a request for a second review by either the candidate under review, the College Review Committee, or dean, the portfolio can proceed to a committee of current chairs of the Department Review Committees in the college. Although the primary evidence considered by review committees/administrators for post-tenure review is the five most recent annual evaluations and a current curriculum vitae, faculty members for post-tenure review must submit all materials for Binder I.

Within 10 calendar days from the review decision, the faculty member has the right to respond to the committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. This response will become part of the portfolio that will be forwarded to the subsequent levels of review. The response letter should address the interpretation of the information in the portfolio but it should not include new evidence to be considered in the review process. The reviewer (committee or administrator) does not respond to this letter.

Based on BOR policy (8.3.5.4), administrators who have tenure and who may also have some teaching responsibilities will not be subject to post-tenure review as long as a majority of their duties are administrative in nature. When an administrator returns full-time to the faculty, he/she will be placed into the post-tenure review cycle and evaluated in the fifth year following return to the faculty and at subsequent five-year intervals.

Review and Evaluation of Faculty Performance

Note. The Academic Affairs webpage provides information on the distinction between college-level administrators and university-level administrators. <https://web.kennesaw.edu/academicaffairs/>

Queries about Process and Ethical Violations

Proposed revisions to the process are directed to the chair of the Faculty T&P Process Review Committee. Committee membership consists of the chairs of College Review Committees from the previous year. Disputes about the T&P procedures, including structure and content (conflict of interest or conflicting guidelines for example), will be directed to the chair of the process review committee for investigation and resolution. Violations of process (e.g., late letters, committees not elected according to guidelines, etc.), should be reported to the provost/VPAA as well as to all levels of review. In these cases, the college committee should make a recommendation to the provost/VPAA as to an appropriate course of action. Potential ethical indiscretions during the tenure and promotion process should be directed to the provost/VPAA.

Portfolio Guidelines and Contents

All faculty members who are considered for tenure, promotion, third-year progress, or post-tenure review must prepare a portfolio for consideration by all involved in the formal review process. On an annual basis (usually at the time of contract renewal), the Office of Academic Affairs will notify all faculty of the dates of their next eligible and their next required reviews.

Failure by a faculty member to submit the documentation required for tenure, promotion, third-year progress, or post-tenure review shall be considered by the review committee as not achieving expectations. In this case, a faculty development plan will be developed by the candidate and the department chair. The plan must include a requirement to submit materials for post-tenure review the following year. If, after one year, the tenured faculty member has not completed satisfactorily this faculty development plan, one of several consequences could occur as delineated for the case of a three-year developmental plan.

To initiate the review process, the faculty member submits his or her portfolio to the department office by the scheduled date in the fall semester. If in the course of its consideration of the portfolio, the review committee discovers what it deems to be an inadvertent omission of a required document, the committee will ask the supervisor or designee provide the missing item(s). During the review process, faculty members may have access to their portfolios, but such access must be solely for reference purposes, and only with supervision. For post-tenure reviews sixth year reviews for non-tenure track faculty with professorial rank (including clinical faculty) and all reviews for lecturers/senior lecturers, there is only one binder, and there is no size limitation on that binder. For all other reviews, the portfolio consists of two or more three-ring binders: Binder 1 and Binder(s) Containing Supporting Materials with the major sections tabbed and clearly labeled. The candidate's name and the type of review should be clearly labeled on the spine and front cover of each binder. The candidate may not add documentation to the portfolio after the submission deadline.

The specific material required for inclusion in the portfolio can be found in the next two sections. Beyond the required material, all faculty members submitting portfolios for review should make their own decisions on what additional information to include, especially those materials relating to accomplishments at prior institutions and accomplishments since their last tenure and/or promotion review at KSU. Although material from other institutions may be considered, the quality of more recent past accomplishments at KSU are major considerations for review decisions. All materials that demonstrate the quality and significance of the faculty member's work should be included in the portfolio and review committees should consider all of the materials included in the portfolio to make their recommendation.

Contents of Binder 1

Binder I must contain the following indexed sections:

- Cover page (standard form available on Academic Affairs web pages)
- Summary sheet (standard form available on Academic Affairs web pages)
- Narrative (no more than twelve pages, double-spaced, 12-point type, with one-inch margins). Sample narratives are available on the Academic Affairs web page. The narrative describes the quality and significance of the faculty member's contributions during the period under review in the following areas as appropriate:
 - Teaching, Supervising, and Mentoring of Students
 - Research and Creative Activity
 - Professional Service
 - Administration and Leadership
- Vita -

Vitas should be formatted to clearly demonstrate the quality and significance of the faculty members' accomplishments, especially to those beyond the department. An example of a vitae template can be found on the Academic Affairs webpage.

- Annual Review Materials (including ARDs and FPAs).
- Faculty up for tenure and/or promotion should include all annual review documents and supporting materials since their last third-year, tenure and/or promotion review.
- Faculty up for third-year review should include all annual review materials since their start date at KSU.
- Departmental guidelines (Administrative Faculty should include the guidelines from the department of their faculty appointment).
- Third-year review letters (for tenure (at all faculty ranks) and for promotion (from instructor to assistant professor or lecturer to senior lecturer)).
- Response letters from previous levels of review.

Contents of Binder(s) Containing Supporting Materials

Binder(s) containing supporting materials must contain the following indexed sections, as consistent with the faculty member's FPA:

- **Teaching, Supervising, and Mentoring of Students**

This section contains illustrative evidence of the quality and significance of the faculty member's teaching, supervision and mentoring. These materials may include, but are not limited to, the following (college and department guidelines may be more specific):

- Peer review letters
- Course syllabi
- Course materials
- Evidence of student learning
- Student evaluations
- Student survey results
- Evidence of advising activities
- Evidence of faculty development
- (See also Section Three, Assessment of Teaching, Supervision, and Mentoring.)

Review and Evaluation of Faculty Performance

- **Research and Creative Activities**

This section contains evidence of the quality and significance of the faculty member's research and creative activity. These materials may include, but are not limited to, the following (college and department guidelines may be more specific):

- Excerpts from conference programs/proceedings
- Conference presentation evaluations
- Title pages and abstracts from professional journals or the full article
- Title pages and tables of contents from books or the full books
- Evidence of grant solicitation
- Book, chapter and article reviews
- Copies of exhibit and performance programs
- Photographs of commissioned or exhibited art works

- **Professional Service**

This section contains evidence of the quality and significance of the faculty member's professional service. These materials may include, but are not limited to, the following (college and department guidelines may be more specific):

- Committee assignment documentation
- Copies of meeting minutes
- Copies of products developed
- Recognition by others of contributions
- Evidence of statewide, regional, national or international professional service

- **Administration and Leadership**

- This section contains evidence of the quality and significance of the faculty member's administration and leadership. These materials may include, but are not limited to, the following (college and department guidelines may be more specific):

- Documentation indicating leadership assignments
- Evidence of program evaluation
- Supervisor, peer and employee evaluations
- Copies of products developed

Beyond the material provided in each indexed section, the faculty member may wish to include a one-page summary (in each relevant section) of activity not readily supported by documentation.

VIII. Multi-Year Review Schedules

The schedule of reviews will be done in the following order:

<https://web.kennesaw.edu/academicaffairs/guidelines>

Tenure Reviews (for Tenure Track Faculty) and Promotion Reviews (for Lecturers, Non-Tenure Track Faculty with Professorial Rank (including Clinical Faculty), Instructors, and Tenured Faculty with Professorial Rank)	
Mid-August	Submit Portfolio to Department Office
Mid-August to Mid-September	Department T&P Committee review (see NOTE)

Review and Evaluation of Faculty Performance

Mid-September to Early October	Department Chair review (see NOTE) (Department Chair review can begin earlier, but no Chair decision should be made before the end of the optional faculty response deadline)
Early October	Portfolio is Transferred to the Dean's Office by the Department Chair
Early October to Early November	College Dean's review (see NOTE)
Early November	Portfolio is transferred to provost/VPAA's Office (except portfolios with any negative decisions or requests for additional review go directly to College committee)
November to December	College Committee review (portfolios with any negative decisions or requests for additional review)
November-December-January	Provost/VPAA Review and Referral to College Committee as needed
January to Early February	College reviews as needed Based on provost/VPAA's request (see NOTE)
February and March	Provost/VPAA and President recommendations (see NOTE)
April	Submission to Board of Regents for their records

Third-Year Reviews (For Lecturers and Senior Lecturers, Instructors, and All Faculty with Professorial Rank) and Sixth Year Reviews (for Senior Lecturers and Non-Tenure Track Faculty with Professorial Rank, including Clinical Faculty)

Mid-September	Submit Portfolio to Department Office
Mid-September to Mid-October	Department Review Committee review (see note)
Mid-October to Early November	Department Chair Review (see note) (Department Chair review can begin earlier, but no Chair decision should be made before the end of the optional faculty response deadline to the Department review)
Early November	Portfolio is Transferred to Dean's Office by Department Chair
Early November to Early December	College Dean Review (see note)

For Post-Tenure Review (for Tenured Faculty)

Early October	Teaching Faculty Submit Portfolio to Dean's Office
Early-October to Early November	College PTR Committee Reviews Teaching Faculty (see note)
Mid-November to Early January	College Dean Reviews Teaching Faculty (see note)

Review and Evaluation of Faculty Performance

The exact dates for the tenure and promotion, third year, and post-tenure review schedules can be found on the Academic Affairs webpage at <https://web.kennesaw.edu/academicaffairs/>

NOTE: Within 10 calendar days from the review decision, the candidate has the right to respond to the committee's or administrator's decision and justifications by submitting a written letter to the reviewing committee or administrator and copied to the next level of review. The reviewer (committee or administrator) does not respond to this letter.

IX. References

Angelo, T. A., & Cross, K. P. (1993). Classroom assessment techniques: A handbook for college teachers. San Francisco: Jossey-Bass.

Brand, M. (Nov/Dec 2000). Changing roles in research universities. *Change*, 32(6), 42-46.

Boyer, E. L. (1990). *Scholarship Reconsidered: Priorities of the Professoriate*. Princeton, NJ: Carnegie Foundation for the Advancement of Teaching.

Boyer, E. L. (1996). The Scholarship of Engagement. *Journal of Public Service & Outreach*, 1(1), 21.

Kennesaw State University. (2005) *View 21: Refining the public university experience for the 21st Century*.

Section Six

Services and Facilities

I. Library

Purpose

The Horace W. Sturgis Library is a charter member of SOLINET and is a member of the Online Computer Library Center, a major international library computing network with members located in the United States, Canada, Europe, and Japan, and it is designed to meet the teaching and learning needs of the greater university community. In this endeavor the library has acquired in excess of 600,000 books and government publications; over 3,300 serial publications, and well over 1.2 million pieces of microforms covering all fields of instruction offered by the university. An online tour and handbook for the library is available at the following web address: **www.kennesaw.edu/library**.

Library Hours

Monday-Thursday.	7:00 a.m. - midnight
Friday	7:00 a.m. - 8:00 p.m.
Saturday	8:00 a.m. - 6:00 p.m.
Sunday	1:00 p.m. - 10:00 p.m.

Library hours between semesters are always posted via the library index webpage, at the library Circulation Desk, and at all library entrances. Library hours are extended during exam periods and are posted in advance. For checkout of materials, the university identification card serves as a library card. Please visit the Circulation Desk or call 770-423-6202 for additional assistance.

Collections

Books

The books that circulate are located on the second and third floors. Access to the library's collection is through an online catalog. The library also offers an extensive collection of electronic books that cover a broad range of subjects and disciplines.

Microforms

Many research materials are available in microforms. The library has such collections as The Atlanta Constitution, Library of English Literature (LEL), Library of American Civilization (LAC), ERIC documents, Black Culture Collection, and an extensive history of nursing.

Periodicals

Most library periodicals are now available in electronic form and are available to faculty and students both on and off campus. These holdings include scholarly journals for research purposes and magazines for leisure reading. The library also continues to receive selected periodical titles in print format. Many back issues of journals are stored in electronic format while others are still available in microform. A complete list of all periodicals is available on the library's website. Periodical titles are also listed in the library online public catalog.

Electronic Resources

Sturgis Library offers an array of database services, including catalogs, indexes, and reference sources as well as full-text books and journals in support of the academic programs here at KSU. Database providers include EBSCO, ProQuest, Berkeley Press, GAIN, and Chadwyck-Healey. Most resources are available campus-wide through KSU's intranet and off-campus access is often available through the internet with proper authentication (KSU ID or NetID).

Services and Facilities

Special Collections

Difazio Children's Literature Collection

The library makes available over 8,000 children's books in a setting designed to inform and train students who expect to teach in elementary and middle schools. A carefully chosen collection by both library staff and education faculty, the facility supports a wide range of interests and needs for students and for children. The Children's Literature Collection is named in honor of the late John Difazio, professor of education at Kennesaw State.

Teen Literature Collection

Closely related to the elementary and middle school collections is the Teen Literature Collection which is designed to support resources to train secondary classroom teachers. This collection is located on the third floor outside the Difazio Room.

Bentley Rare Book Gallery & Special Collections

The Bentley Rare Book Gallery & Special Collections, named in honor of Fred and Sara Bentley, brings together a world-class collection of 15,000 items that spans the history of the written word in the Western World. This collection provides undergraduate students the opportunity to study original works firsthand. Recent additions to this collection includes a fourth folio Shakespeare dated 1685b and a first edition complete works of Chaucer dated 1542.

Visit the Bentley Rare Book Gallery webpage at: www.kennesaw.edu/library/bentley/BRBG.htm.

Government Documents

The Government Documents Collection houses print, microforms, and CD-ROMs covering a wide range of topics issued by the Federal Government. The Horace W. Sturgis Library, as part of the national depository system, makes books, periodicals, and agency data available to the eleventh Congressional District.

Visit the Government Documents webpage at: <https://www.kennesaw.edu/library/resources/findgovdoc.htm>.

Teacher Resource and Activity Center (TRAC)

The Teacher Resource and Activity Center is sponsored by the Bagwell College of Education and is located on the second floor of Kennesaw Hall. TRAC provides a variety of unique professional opportunities for all teachers in the geographic area served by the university. TRAC also has a large collection of books, magazines, and activity guides designed to help teachers create successful learning centers and bulletin boards for their classrooms.

Visit the TRAC website at www.kennesaw.edu/education/trac/.

Performing Arts Library

Located in the Joe Mack Wilson Building, the Performing Arts Library contains musical scores, long-playing recordings, performances of plays on tape and DVD, an ever-growing collection of compact discs, and a small collection of reference materials. Individual listening and viewing stations are available.

Visit the Performing Arts Library website at www.kennesaw.edu/arts/Performing_Arts_Library.shtml.

Services

Library Home page

The Sturgis Library home page is the single point of entry to all the library's resources. The home page may be accessed at www.kennesaw.edu/library.

Popular Books

A collection of current best selling fiction and nonfiction and genre fiction in such categories as science fiction and mystery is located just inside the reference area on the first floor near the entrance to the Reference area.

Borrowing Books

The automated book circulation system requires all users to have KSU ID cards. Books must be checked out personally by faculty members unless prior arrangements have been made with the Circulation Coordinator. The loan period for books checked out to faculty is the current academic year. Books may be renewed. All books are subject to recall if needed by other faculty or students. Faculty members are not charged overdue fines but are financially responsible for lost materials.

Reserve Material Policy

Faculty may reserve materials to be held at the Circulation Desk for class use. Materials may be in multiple formats including photocopies, binders of material, books, and videos. Faculty may submit requests for course-related reserves by using the online request form at www.kennesaw.edu/library/services/moreservices.htm.

Requesting Materials to be Added to the Library Collections

Faculty members are encouraged to recommend books for purchase by the library. They are also encouraged to periodically review the library's holdings in their particular subject specialties and to make suggestions for purchase. Books for the library will be purchased subject to the current curriculum needs of the university, overall balance of the collection, and available funds. New periodicals are selected on the basis of inclusion in an available indexing service and according to the same criteria applied to book selection. The final decision regarding the suitability of a book or periodical for the library's collection will be made by the library staff. Books and periodicals may be requested by using an online request form available at www.kennesaw.edu/library/services/faculty.htm. Please check to see if the library owns the item prior to requesting it.

Reference Service

Librarians are scheduled at the Reference Desk during most of the hours that the library is open. They provide assistance in using the online catalog, databases, periodical indexes, bibliographies, government documents, reference books and other library materials.

Library Orientation and Instruction

Library instructions sessions are available in all subject areas upon request. For more information about library instruction options or to schedule a session, please see the bibliographic instruction Web site at www.kennesaw.edu/library/services/bibinstrinfo.htm.

Interlibrary Loan

Interlibrary loan is a service provided to the faculty, staff, students, and current members of the KSU Alumni Association. Materials may be requested from libraries throughout the world. Patrons may request items by checking the ILL Web page at www.kennesaw.edu/library/services/ILL.htm. When requested articles are received, patrons are notified via their campus e-mail accounts. Most journal articles will be delivered electronically; others will be delivered via intercampus mail. Requested books may be picked up at the library Circulation Desk. All requests for photo duplication are subject to copyright laws.

Services and Facilities

University Archives and Records Management

Designed to identify, preserve, and make available records and papers of enduring value created or received by Kennesaw State University and its employees, the Department of Archives' primary mission is to preserve records documenting the organization and functioning of Kennesaw State University, including its establishment and its substantive programs. It also preserves records documenting significant people, things and events in the cultural life of the institution.

KSU's Records Management Program was created to promote and ensure the proper retention, maintenance, and disposal of records to satisfy the legal, fiscal and administrative needs of the University, and to provide assistance to staff with records management issues. Visit www.kennesaw.edu/archives/ for useful facts and tips on managing your department's records.

Other Libraries

KSU faculty may utilize any University System of Georgia library simply by presenting a current KSU ID. Interlibrary use cards which permit faculty to use private university libraries in the area are issued at the Reference Desk.

II. Center for Excellence in Teaching and Learning (CETL)

The Center for Excellence in Teaching and Learning (CETL) provides leadership, support, and advocacy for initiatives designed to enhance learning through teaching and scholarship. CETL cultivates an institutional culture that encourages, values, and rewards ongoing professional development that advances faculty effectiveness. The CETL Executive Director, Associate Directors, and CETL faculty fellows coordinate programs and services that include:

- consultation with faculty and departments on the assessment and enhancement of teaching in individual courses and across the curriculum
- facilitation and support for the scholarship of teaching and learning
- interdisciplinary faculty forums designed to promote reflection on teaching, collaboration, and mentoring across departmental and college lines
- collaboration with the KSU Faculty Development and Awards Committee and KSU Foundation to recognize and support teaching, scholarship, and professional service through awards and faculty development funding awards
- academic-based initiatives to enhance student recruitment, retention, and success
- a New Faculty Success Program, which is designed to establish a foundation for the future success of new faculty at KSU
- sponsorship of campus and regional workshops and conferences that focus on innovative approaches to teaching at the college/university level that promote student learning
- dissemination of online and print instructional enhancement resources
- promotion of teaching practices that recognize the diversity in the KSU student body, faculty, and community
- collaboration with instructional technology services units on campus to support training for faculty for technology enhanced teaching and student learning
- support and resources for professional development for department chairs
- enhancing collaboration among campus centers and student organizations to advance teaching and student academic success.

Visit the Center for Excellence in Teaching and Learning web site at <http://www.kennesaw.edu/cetl/> for more information on available resources and services.

III. Distance Learning Center (DLC)

The KSU Distance Learning Center provides centralized leadership, support and resources to the university, colleges, faculty and students in the growth, administration, creation, and enhancement of high quality distance learning activities. We are designed as a “one-stop shop” for all matters related to distance learning.

A short video introduction to the DLC and the services provided is available at:

<http://www.kennesaw.edu/dlc/dlcorientation.mov>

Technological support, instructional design, the development of high quality distance learning courses and programs, and access to campus wide resources in training and development are a fundamental part of our campus mission. Our focus is on collegiality, recognition of the faculty as subject matter expert, and the underlying philosophy that faculty members need not be technologists. Distance learning innovation, best practices, and 21st century learning are part of the growth and quality objectives.

The DLC also administers faculty online teaching certifications and online course certifications through the KSU/QM quality initiative.

To learn more about support resources for faculty and KSU distance learning programs Please visit: **<http://www.kennesaw.edu/distancelarning.shtml>**.

IV. Educational Technology Center (ETC)

The KSU Educational Technology Center (ETC) is one of the largest of the 13 Department of Education (DOE) Educational Technology Centers located throughout the state of Georgia. The KSU ETC is located in the Bagwell College of Education. The ETC serves educators in the upper third of the State, including metro Atlanta.

The KSU ETC provides comprehensive instructional, administrative, and technical training for Georgia educators. The KSU Educational Technology Center is also the founder of the “Georgia Framework for INtegrating TECHnology Program”. The A+ Education Reform Act of 2000 recognized Georgia’s InTech Professional Development Program as the premier technology integration training solution for Georgia educators. InTech is one acceptable path for meeting the special Georgia Technology Requirement.

Visit the Education Technology Center web site at **<https://web.kennesaw.edu/etc/>** for more information on available resources and services.

V. Audio Visual Technology Services (AVTS)

Audio Visual Technology Services (AVTS) is a core support unit of the Information Technology Operations Division at Kennesaw State University. AVTS is the primary unit charged with the design, support, installation, and review of audio-visual instructional, security, classroom, digital signage, and event technologies. AVTS is committed to utilizing an interrelated spectrum of current multimedia and emerging technologies to develop and further KSU academic, administrative, and developmental initiatives. In a collaborative effort with the other IT units, AVTS provides a critical piece of the strategic technology vision by establishing standards, providing training & consultation services, producing institutional mixed media projects, and providing oversight, maintenance, installation, technical support and troubleshooting services for all audio visual & multimedia equipment on campus.

Audio Visual Technology Services offers a wide range of technology services for KSU. AVTS supports audio/visual (AV) resources for all classes, conferences, and events on campus. In addition to maintaining KSU’s multimedia learning spaces, AVTS specializes in multimedia training, production assistance, and providing technical staffing

Services and Facilities

support for University events. The main office is located on the fourth floor of the Sturgis Library. Requests for assistance can be made by contacting AVTS at 770-423-6057, or through the AVTS website at <https://avts.kennesaw.edu/>.

New Media & Innovative Solutions

The New Media team focuses on campus multimedia development and support services. These include, but are not limited to, digital video production and post-production, media conversions and duplications, DVD authoring, video conferencing, AV technical event support, and event recording. All requests for media conversion or duplication are subject to copyright laws. Please visit the New Media section at <https://avts.kennesaw.edu/> for more information.

AV Installation Services

The AVTS Project Services Team is essential to the design, maintenance, and installation of integrated AV systems into state-of-the-art Presentation Classrooms. In 1998, AV Project Services designed and installed KSU's initial five Presentation Classrooms. Since then, at least one room in every classroom building on campus has been upgraded with presentation technology. In some cases, the integrated AV technology encompasses entire buildings, like Social Sciences (SO) and Prillaman Health Sciences (HS). Please visit <https://avts.kennesaw.edu/>, AV Equipment and Customer Service sections for more information and related service request forms.

AV Equipment Circulation

Faculty who anticipate assigning multimedia projects are encouraged to submit a Project Support Form at the beginning of each semester. Forms can be downloaded from: <http://avts.kennesaw.edu/forms/avCirculationRequestForm.html>. This will enable students to utilize KSU supported audio visual equipment. Students may check out equipment from the AV Circulation Center, located in Pilcher Public Service (PS), room 119. Please visit the Customer Service AV Circulation section at <https://avts.kennesaw.edu/> for policies, procedures, and additional information.

VI. Department of University College

The University College was formed in 2004-05 to provide an academic home for exploratory students who have not yet determined their academic major and also to provide greater visibility and significance to a variety of programs, academic support services, and projects. Many of the programs that are located in University College have a long history of excellence at KSU. Others are relatively new. All of them are focused on promoting student engagement and student success in and out of the classroom. University College houses interdisciplinary faculty, and the college works closely with units across campus to provide academically excellent programs and services that will enhance the college experience for all students. There are two departments in the University College: The Department of First Year Programs is nationally recognized for its first year experience, the First-Year Seminar course (KSU 1101) and the Learning Communities. All students entering Kennesaw State University with fewer than 15 semester hours are required to take KSU 1101 or enroll in a Learning Community. The Department of University Studies includes an award-winning Undergraduate Honors Program, the Joint Enrollment Honors Program for high school students, the Sophomore-Year and Senior-Year Experience Programs, and academic support instruction provided through Learning Support Programs, the English-as-a-Second-Language (ESL) Program, Supplemental Instruction Program and the Math Lab. University Studies also offers the B.S. degrees in Interdisciplinary Studies and Interdisciplinary Studies with an Environmental Studies concentration.

Visit the University College website at <http://www.kennesaw.edu/universitycollege/> for more information on its departments and programs.

VII. Teacher Resource and Activity Center

The Teacher Resource & Activity Center is sponsored by the Bagwell College of Education and open to all KSU students, faculty and staff. The center is designed specifically to meet the needs of professional teachers and education majors in the teacher preparation program and consists of a large resource collection and a production workroom. Special features include professional educator books and periodicals, textbooks for curriculum planning at all grade levels, theme-related activity guides, supplemental kits, and educational DVDs. The workroom is equipped with a copy machine, laminators, die cuts, spiral and heat binders, poster printers, paper cutters, badge makers and other assorted tools that support the development of classroom materials. Additional equipment, such as computers, opaque projector, tape recorders, CD players, and televisions with VCR/DVD players, is available for use in the TRAC. Friendly staff is available to assist visitors. Visit the Teaching Resource and Activity Center website for more information: <http://www.kennesaw.edu/education/trac>.

VIII. Writing Center

The Writing Center, located in the English Building, provides free, individualized writing instruction to any member of the university community. Additionally, the Writing Center serves as an important resource for faculty interested in enhancing or simply examining their teaching of writing and the writing of their students. The Writing Center Library provides a wealth of resources for faculty, including a growing collection of books on composition and rhetorical theory and practice, basic and ELL writers, literacy studies, linguistics, argument, writing centers and writing across the curriculum; the library also maintains a collection of current writing handbooks, including the official MLA, APA and Chicago style manuals.

Faculty are encouraged to visit—and to encourage students to visit—the Writing Center’s website at <http://www.kennesaw.edu/english/WritingCenter> for more information on any of the Center’s services, updated hours of operation, or to schedule an appointment. To schedule a brief outreach visit from a Writing Center tutor to your class, please email your request to writingcenter@kennesaw.edu.

IX. Student Success Services

The Student Success Services (SSS) Center is a comprehensive service center where students obtain help with educational, career, and personal concerns from a trained staff of counselors, specialists, and advisers. Such assistance is intended to support Kennesaw State University’s academic programs by offering relevant resources that facilitate the students orientation to the university, contribute to personal development, enhance academic success, and facilitate the selection of a major. All students are invited to come to the center from 8:00 a.m. until 7:00 p.m. Monday through Thursday and 8:00 a.m. through 5:00 p.m. on Fridays or call 770-423-6600 for counseling services, 770-423-6219 for undeclared and learning support advising services and 770-499-3547 for orientation and testing services. Programs and services offered by the Student Success Services Services Center include:

Orientation

A program designed to help the new student adjust to college. Included in the program are opportunities to meet university personnel, understand academic program offerings, and become aware of various organizations and services available to maximize student success.

Counseling and Testing

In an atmosphere of confidentiality, professional counselors offer assistance to students with a variety of concerns which may include career, personal, and academic counseling. Special seminars in study skills, time management, stress management, assertiveness, test-taking and other topics are conducted each semester during the academic year. All institutional testing is coordinated by the staff.

Services and Facilities

Advising

The Student Success Services (SSS) Center provides students who have not declared an academic program of study, including provisionals, audits, and Learning Support Program students with academic advising. A team of faculty and staff advisors meets with students in the SSS Center to help students plan academic course work, choose a program of study, identify career goals, and assist new students with concerns that may arise. SSS is part of the Kennesaw State University advising program whereby each department within the six colleges provides advising services to students who have chosen their programs of study. Once the undeclared SSS students select a specific program of study, they are referred to the respective college where faculty in the academic departments advise the students until graduation.

Student Athlete Support Services

Professional staff assist KSU student athletes by helping them succeed personally and academically. Student athletes receive assistance with advising, study skills, tutoring, orientation and registration. Life skills are offered as well as opportunities to volunteer as mentors for the community.

Collegiate Recovery Center

The Collegiate Recovery Center, a division of SSS Counseling Center, at Kennesaw State University provides an accepting and nurturing, safe environment to students recovering from addictive disorders in order to cultivate and support their academic, personal and professional goals for the purpose of leading honest, productive, substance free, healthy lives.

The primary purpose of the recovery center is to facilitate peer-to-peer support services and build a community of abstinence from alcohol and other drugs while supporting academic achievement.

Currently supporting 12 step recover meetings, our staff is available on-site in the University College building, Room 222, from 8am to 5pm to meet the other needs of our students. Plans are underway to develop an application process and program that will meet the needs of the collegiate recovery population at Kennesaw State University. For more information contact the Collegiate Recovery Center at 678-797-2538 or email: **recovery@kennesaw.edu**.

Student Success Services Resource Library

This room, located within the SSS Center, is open to all students without appointment. It houses informational material about careers, other colleges and graduate schools, CLEP, and free handouts about a wide range of educational, career; and counseling information. Computer terminals are available for using CASSI (Career Assisted Study Skills Instruction), PINPOINT career exploration program, and the Georgia Career Information Systems program.

X. Career Services

The Career Services Center at KSU provides a variety of opportunities and experiences which assist the students and alumni of KSU with pursuing their career goals. The Career Services Center is located on the second floor of Kennesaw Hall, Room 2617. The phone number is 770-423-6555.

Services provided include:

- The Online Career Portfolio: a career development tool that bridges the gap between what students are learning and what employers want to hear from them in an interview
- Resume writing assistance
- Experiential learning opportunities (Cooperative Education and Internships)
- Digitally recorded practice interviews

- Career search strategy assistance
- Internet career search assistance - <https://careerctr.kennesaw.edu/>
- Online job postings in corporate, non-profit, government, and all other industries (listings of hundreds of degree and Experiential learning opportunities are available at any time)
- Information on companies in Atlanta and beyond
- Resume referrals to employers in all industries (students and alumni must choose to make their resumes available for this service)
- On-Campus Recruiting: interviews that take place in the Career Services Center. Companies come to interview our graduating students and alumni for available positions each semester
- Career Fairs: a wide variety of general and industry specific career fairs are held throughout the year

XI. Information Technology Services (ITS)

Information Technology Services (ITS) provides campus infrastructure in terms of networking, telephones and wireless connectivity, as well as supporting all desktop and laptop computing on campus. ITS also provides enterprise software such as e-mail, identity management, wide area network file storage, and academic software applications to offices and ITS computer labs.

ITS Operations

The ITS Operations department serves as the central hub for all of the ITS departments, and as the central point of contact for all IT-related purchases. It is also responsible for the main KSU phone line.

All technology-related purchases must be approved by ITS Operations using the ITS Technology Purchases website at www.kennesaw.edu/techpurchases/. ITS approval is required to purchase computer, server or peripheral equipment, software and related services, and audio-visual equipment and related services, including AV equipment rentals.

KSU Service Desk

When technical assistance is needed, faculty, staff and students may contact the KSU Service Desk via telephone at 770-423-6999 or by e-mail at service@kennesaw.edu.

The Service Desk provides live support for NetID and KSUID access; Zimbra e-mail; WebCT Vista; Owl Express; malware, including viruses and spyware; Files.kennesaw.edu; web publishing, and Kronos. Information about additional services available through the KSU Service Desk can be found at <http://its.kennesaw.edu/service-desk/index.htm>.

The Service Desk also offers free IT training courses and workshops, many of which can be accessed using KSU's ComputerTrain website at <https://computertrain.kennesaw.edu/>. ComputerTrain is an online training system that is centered around blending online and classroom training methods. In the ComputerTrain system, you can attend online self-paced training courses, or register for classroom workshop training. All faculty, staff, and currently enrolled students at KSU have access to ComputerTrain.

Telecommunications

Telecommunications is responsible for all telephone connectivity at KSU, with the exception of Student Housing to include all moves, adds, changes, and repairs as requested by KSU personnel. Telecom is also responsible for the acquisition of pagers, and can assist you in obtaining approval for purchases of cell phones and PDAs.

Services and Facilities

Telecommunications is also responsible for all of the voice and data cable installed throughout KSU. Telecom works closely with Plant Operations Facilities - Planning and Design to ensure that the proper wiring infrastructure is provided in new and renovated buildings.

Per CIO policy, please do not attempt to move computer or telephone equipment belonging to KSU. To schedule telephone, computer and furniture moves, please complete the Telecommunications/Computer/Moving Services form found at http://its.kennesaw.edu/telecom/move_request.doc and fax it to 770-423-6903. For telephone-only moves, please fill out the Telephone Move request form at http://its.kennesaw.edu/telecom/telephone_move.doc and fax it to 770-499-3266.

To report telephone, voice mail or pager problems, please contact Telecommunications at 770-423-6029, and provide the extension, location, and a brief description of the telephone or pager problem.

Technology Outreach

The ITS Technology Outreach group is a cooperative team devoted to promoting technical awareness at KSU by facilitating the dissemination of knowledge between the people who implement technology on campus and the people who use the technology. Prior to implementation on campus, new software and related services are evaluated and extensively tested by Technology Outreach from the user's perspective to ensure that KSU benefits fully from this use.

Technology Outreach also offers hands-on information technology training; online tutorials; one-on-one sessions for help with specific applications, and end-user documentations to KSU employees. To learn more about the services available to you through Technology Outreach, visit <http://its.kennesaw.edu/techoutreach/facstaff.php>.

Information Technology Labs

The staff of the ITS Labs are committed to providing information technology leadership and support that enables Kennesaw State University to fulfill its instructional and administrative functions in an efficient, effective, and timely fashion. The Information Technology Labs are located on fourth floor of the Burruss Building; these labs are primarily "open labs" that are open for use by students during lab hours. Additionally, the second floor houses a lab which serves as the Accounting Resource Center. For additional information or lab hours, contact the Computer Lab at 770-423-6110, or visit their website at <http://its.kennesaw.edu/labs/index.htm>.

Information Security Office (ISO)

The Information Security Office (ISO) is charged with the responsibility of network and systems security at KSU. The ISO works with members of the KSU community including system administrators, students, staff and faculty to protect the KSU network and infrastructure. The ISO also cooperates with administrators at other sites, as well as law enforcement entities, in response to security incidents. For additional resources related to information security at KSU, visit the ISO website at <http://its.kennesaw.edu/infosec/>.

Employees are responsible for familiarizing themselves with University policies, including those related to Information Security and IT. For your convenience, the ISO maintains important information about current IT-related policy at KSU on their website at <http://www.kennesaw.edu/infosec/issp.php>. These policies serve not only to govern the responsible use of assets by KSU employees and students (i.e., the use and security of computer labs, telephone and fax usage, and user account security), but they also help KSU sustain compliance with State and Federal laws and regulations. Employees are strongly encouraged to review the policies located on this and related KSU policy web pages to ensure University compliance with applicable laws and regulations.

IT Inventory Management (ITIM)

The ITIM (IT Inventory Management) department of ITS is responsible for the setup, installation, relocation, and inventory management of PC desktop computers (Dell and Apple) and peripheral devices such as printers and scanners. ITIM supports staff, faculty, and computer lab machines campus-wide, including the main campus, KSU Center, Town Point, and Chastain Point.

To request relocation of existing IT equipment, complete the Telecommunications/Computer/Moving Services form found at http://its.kennesaw.edu/telecom/move_request.doc and fax it to 770-423-6903.

If you experience problems on Kennesaw tagged computing equipment on campus, please contact KSU Service Desk at 770-423-6999 or service@kennesaw.edu and a Service Desk technician will provide hardware assistance as promptly as possible.

Network Operations

The Network Operations department is responsible for installing and maintaining KSU's Network Infrastructure. KSU has over 100 subnets supplied by over 600 switches and two core routers that are connected with more than five miles of fiber optic cable. Supporting platforms and Operating Systems such as Windows 2000, Windows 2003, Novell Netware, HPUX, Solaris and Linux, this infrastructure also provides internet connectivity to over 20,000 users.

This department is also responsible for managing the Campus firewall, which helps protect KSU's network from outside attacks by viruses, Trojans, spammers and hackers. This firewall processes an average of 119,845,987 packets per day for KSU.

Client-Server

The Client-Server group provides many services, applications, and procedures that are important tools to help with the day to day tasks at KSU, while also researching, testing, and implementing new technologies for future use.

Offering in excess of 100 applications, the Client-Server group administers over 200 different servers (Windows, Linux, UNIX, and MacOS); supports student, staff and faculty e-mail, and provides identity management, web development, and enterprise backup solutions.

XII. Card Services

KSU's Card Services Center provides students, employees, and visitors with authenticated access to campus services and facilities. It serves as the access window to campus services available through Financial Services. In addition to validating your service entitlements, Card Services is responsible for:

- Issuing KSU ID cards
- Issuing parking decals
- Issuing Visitor Parking Lot Vouchers
- Issuing Alumni Parking Permits
- Issuing keys and card keys
- Managing the KSU Debit card program
- Managing Marketplace
- Assisting students in finding the right campus resource(s)

The Card Services Center is located in Suite 219 of the Carmichael Student Center (above the Food Court), and can be contacted by e-mail at IDservices@kennesaw.edu, or by phone at 770-499-3436. Visit the Card Services website at <https://financialservices.kennesaw.edu/cardservices/> for additional information about the services they provide.

Services and Facilities

Hours of Operation

Monday	7:30 a.m.-6:30 p.m.
Tuesday	7:30 a.m.-6:30 p.m.
Wednesday	7:30 a.m.-5:00 p.m.
Thursday	7:30 a.m.-5:00 p.m.
Friday	7:30 a.m.-2:00 p.m.
Saturday and Sunday	Closed

June & July Hours

Monday	8:00 a.m.-5:00 p.m.
Tuesday	8:00 a.m.-5:00 p.m.
Wednesday	8:00 a.m.-5:00 p.m.
Thursday	8:00 a.m.-5:00 p.m.
Friday	8:00 a.m.-5:00 p.m.
Saturday and Sunday	Closed

Keys

Faculty members may be issued keys for any area of the campus for which they need access to fulfill their assigned duties. Keys will be issued by written authorization only from the department chair/head, dean, or vice president (no telephone requests accepted). To request card key access or office, classroom, or file cabinet keys, complete a Key Request Form, located at: <https://financialservices.kennesaw.edu/cardservices/key-cards>, and fax it to the campus locksmith at 678-797-2011. You are responsible for picking up your keys from the Card Services Center, located above the Food Court in Suite 219 of the Carmichael Student Center.

Keys and keycards should not be loaned or otherwise allowed to be used in an unauthorized manner. Any lost or missing keys should be reported immediately to Public Safety at 770-423-6206. Any access-related service requests should be submitted to Plant Operations at 770-423-6224.

XIII. Auxiliary Services

Bookstore

The KSU Campus Bookstore, adjacent to the Carmichael Student Center, features a wide range of merchandise catering to the needs of students, faculty and staff. In addition to new and used textbooks, reference books, test preps, study guides, and supplies, the Bookstore features educationally priced software and hardware, greeting cards, postage stamps, general interest books, KSU insignia items and gifts, graduation related regalia, and a variety of sundries. Efficient ordering procedures ensure a complete selection of the books being used in each semester's courses while providing for periodic buybacks of textbooks. The Bookstore's staff can assist you with any special-order needs.

Main Campus Bookstore Hours

(770) 423-6261	
Monday – Thursday	7:30 a.m.-7:00 p.m.
Friday	7:30 a.m.-4:00 p.m.
Saturday	9:00 a.m.-2:00 p.m.
Sunday	Closed

Satellite Bookstore: Continuing Education Center Hours

(678) 797-2342

Monday – Thursday	4:00 p.m.-8:00 p.m.
Friday	Closed
Saturday	8:30 a.m.-11:30 p.m.
Sunday	Closed

During the first two weeks of the semester the Bookstore maintains extended hours and is open throughout the semester except when closed for official University holidays. If there is anything that you need or would like to see in the Bookstore, please contact the Bookstore Manager, Ms. Jamie Burns, at 770-423-6260 or jburns28@kennesaw.edu. The main customer service phone number for the store is 770-423-6261. All books and a selection of other merchandise can be viewed and purchased on the Bookstore's website at <http://bookstore.kennesaw.edu/home.aspx>.

Culinary Services

Culinary Services provides food services to KSU. Primary dining venues are located in the Carmichael Student Center food court, the Burruss Building, and the Social Sciences Building.

For your convenience, Culinary Services offers a K-Cash program that allows employees to charge meals against a pre-paid account using a KSU ID. K-Cash funds may be used to purchase food at any of KSU's retail venues, as well as entries into the meal plan buffet. Funds may be added through the online K-Cash Manager at <https://kcashmanager.kennesaw.edu>, or by visiting one of seven K-Cash Terminals across campus. Visit https://financialservices.kennesaw.edu/culinary/kcash_dining for terminal locations. Guest cards may also be purchased using the K-Cash terminals.

Campus dining locations are subject to operating hours when classes are in session. Summer hours are reduced and there is no Saturday service due to lower demand. For more information, menus, hours of operation, and catering options, visit the Culinary Services website at <https://financialservices.kennesaw.edu/culinary/> or call 770-423-6448

Carmichael Student Center Food Court

Copper Chef
Chick-fil-a Express
Pete's Arena Pizza
The Midnite Owl

Other dining options at this venue include a hot line (offering seasonal meals), a deli serving soup, salad plates and sandwiches made to order, Asian cuisine (hot entries & sushi), and pizza by the slice, as well as grab and go items such as yogurt parfaits, hummus and pita, crudité's of vegetables, fruit (whole & cut up), pastries, cereals, all day make your own waffles, and a large assortment of pre-made salads and sandwiches.

Burruss Building

Einstein Bros. Bagels

Social Sciences Building

Jazzman's Cafe

Campus Housing (not operated by KSU Culinary Services and Sodexo)

Hemingwayz

Services and Facilities

The Commons Dining Hall

- The Stone Mill Bakery
- The Grind Coffee Co.
- Dan's Deli
- The Campus Green
- Piatti
- Wok Your Way
- Hwy 41 Grille
- Apron Strings
- Globetrotter
- On the Fly

Catering for events can be arranged by contacting the KSU Catering Services department at **catering@kennesaw.edu** or 770-499-3554. To assist you in planning your event, classic catering menus can be found at **<http://www.kennesaw.edu/events/catering.shtml>**.

Distribution Center

The KSU Distribution Center is charged with managing furniture, fixtures, equipment, Bookstore inventory, and mail that moves to, from, and within the campus community. It provides a wide variety of services to the campus community, including Postal Services, Surplus Management, General Receiving, and Bookstore Receiving. Visit the Distribution Center's website at **<https://financialservices.kennesaw.edu/distribution/>** for important information about services and policies.

Parking Operations

To ensure efficient control of traffic and parking on campus, every motorized vehicle operated at Kennesaw State University must display a decal hang tag indicating it has been registered with the Department of Parking Operations. The type of hang tag issued to an individual will be based on their University status and will be assigned a specific class of parking areas. Hang tags are available at the KSU Card Services Center in Suite 219 of the Carmichael Student Center. You will receive a temporary parking pass from Human Resources at your orientation; however, faculty and staff are urged to obtain a hang tag as soon as possible to avoid citations and fines.

Visit the Parking Operations website at **<https://financialservices.kennesaw.edu/parking/>** for more information about parking regulations, costs of parking, FAQs, citation appeals, and a map of available locations.

Copy/Print Services

For printing and copying needs, faculty and staff have access to any of the administrative copy/print multifunction devices deployed around the campus, including departmental offices. Employees can make copies using their department's copy/print code and a KSU ID or departmental copy card at any Admin copier, and may print to any appropriately networked Canon printer.

For personal printing and copying, faculty and staff should add funds to their personal account online or by using K-Cash terminals. The K-Cash feature is also used by students; however, they must conduct any printing or copying on machines designated for student use. Employees can make copies on student copiers at the student billing rate using their K-Cash account only.

Contact the KSU Copy/Print Manager at **copyprint@kennesaw.edu** or 678-797-2200 with questions on Copy/Print functions, or to obtain a new Copier/Printer or Copy/Print supplies for your area. Additional information, including the locations of K-Cash Terminals and FAQs on printing and copying for faculty, staff, and students, can be obtained by visiting **https://financialservices.kennesaw.edu/copy_print/**.

Vending

Goods available for purchase using a vending machine include beverages, snacks, and sundries. For a complete listing of vendors and machine locations across campus, or to report a problem with one of KSU's vending machines, visit the Vending website at <https://financialservices.kennesaw.edu/vending/operations>.

XIV. Postal Services

Procedures for university mail:

- Outgoing mail is delivered to the Kennesaw Post Office no later than 4:00 P.M. by Kennesaw State University Postal Services Department, Monday through Friday.
- Incoming mail is picked up from the Kennesaw Post Office at approximately 9:30 A.M., daily, and is sorted, and delivered to campus department's mail rooms in their respective buildings, Monday through Friday.
- Zip Codes must be used on all mail. (The National Directory of Zip Codes is available on the Web. Their Web site is: <http://www.usps.com>.)
- Department mail box number must be used in return address on all university mail. Department mail box numbers in the address of all incoming and inter-campus mail. Mail drop numbers are available on our website and updated with new changes that occur.
- PERSONAL MAIL: The University will not pay postage for personal mail. Personal mail dropped at the mail center without postage will be returned to sender for proper postage to be affixed or will be sent out postage due to addressee.
- Letters requiring minimum First Class postage need not be sealed, and should not be nested. Letters with three or more pages, and letters not requiring postage to be affixed by the university must be sealed.
- Contents of the envelope must be properly folded and inserted so that it does not extend out of the envelope. If this procedure is not followed, the postage machine will tear the envelope and the contents.
- Certified mail should be marked clearly.
- All overseas mail should be identified as such, and separated from domestic mail, and, if larger than letter size, must have a properly filled-out and signed, U.S. Customs form PS form 2976 attached. Forms are available in the mailroom.
- All mailings over 200 pieces must go bulk mail, or be paid for by the department or organization. The Postal Services Supervisor must approve any deviation from this policy.
- Bulk Mailings: Departments are to prepare their own mailings. The KSU Postal Services will assist by providing instructions, Indicia, and USPS stickers, and final packing to the U.S. Post Office. Any standard or bulk mailings exceeding 5,000 pieces should be prepared by a State approved fulfillment company. ALL mailings should be pre-approved with the Postal Services Supervisor before final printing.
- The departments should separate their outgoing mail from their campus mail as well as from personal mail (i.e., mail that is stamped or does not pertain to the university). Any letter size envelopes on which the addresses are hand written should be separated as well.

XV. Telephone and Fax Usage Policies

The following is KSU's official Telecommunication Policies pertaining to telephone and fax machines:

- The number of telephone/fax lines are limited. Thus, reasonable and judicious use should be made of these resources. Frivolous, unnecessarily large or lengthy transmissions should be avoided.
- Personal use should be limited to necessary and reasonable use. All use of the telephone for personal business should be for short conversations to convey or get needed information.
- Fax and telephone transmissions that involve long distance service charged to the University are restricted to University business. Personal long-distance telephone calls may be made subject to the above stipulations, if charged to a personal account.

Services and Facilities

- Telephones are assigned to individuals. Movement of telephones must be approved by Information Technology Services prior to the move. Unauthorized use of telephones by one other than the person to whom the telephone is assigned is prohibited.
- Unauthorized use of FAX machines is prohibited.

A copy of the entire Telecommunications Policy is posted on the KSU web site at: <http://its.kennesaw.edu/infosec/directory.php>.

XVI. Print & Copy Services

Printing & making copies for faculty and staff is very simple. Faculty and staff have access to any of the admin copy/print multifunction devices deployed around the campus, including departmental offices. You can make copies using your KSU ID and copy/print code at any Admin copier and you may print to any Canon printer you have installed on your computer. Faculty and staff may add funds to a personal account at K-Cash terminals. This account would be used for personal copies.

Students can also make copies, or print files from any of the computers in the library and the labs on campus using their ID card. They go to any of the K-Cash to put money in their account and use equipment dedicated for student use.

Additional information on printing and copying for faculty, staff and students, including the locations of K-Cash Terminals, can be found on the KSU website at <http://www.kennesaw.edu/copyprint/> or by calling 678-797-2200.

XVII. Offices and Labs

There is no general university policy on the use of offices and labs on weekends and other times when the campus is normally closed. It is generally the case, however, the use of such facilities to which a faculty member has a key assigned is without restriction. Faculty members may be asked to identify themselves to campus police officers.

If a faculty member must have other persons (for example, students) in a building after hours, arrangements should be made with the department chair who will, in turn, notify the campus police in advance that the building will be in use.

Faculty members who return to campus for office work on weekends or other holidays should call campus police when they arrive and depart.

Eating, drinking and smoking are prohibited in the classrooms and several other areas of campus. These areas are clearly marked by permanent signs. Faculty members are expected to comply with this regulation and to assist with its enforcement among the students. Faculty members should also assist in encouraging proper sanitary practices in areas where eating, drinking and smoking are allowed.

XVIII. Computer Labs

The Use of Electronic Classrooms and Open Computer Labs is as follows:

- The ITS computer labs are staffed with trained lab assistants to support the various technologies offered. The labs contain state of the art printers and copiers. Consumable media is also available for a reasonable fee. Specialized software or equipment may be installed at the instructor's request.
- Group collaboration areas, special needs stations and wireless and plug-in network access are also available.

- Electronic classrooms may be scheduled for instructional purposes through the Office of University Events.
- Absolutely no food, no drink, no smoking, no chewing tobacco, and no item which may harm computing equipment is allowed in any computing facility. Failure to adhere to these conditions may result in exclusion from use of these facilities.

XIX. Check Cashing and Cash Advances

Check Cashing

Faculty and staff in good standing may cash personal checks without prior authorization (two-party checks are not accepted) by presenting a valid KSU ID at the following locations on campus:

KSU Bookstore

Adjacent to the Carmichael Student Center
770-423-6261

Hours:

Monday-Thursday 7:30 a.m.-7:00 p.m.

Friday 7:30 a.m.-4:00 p.m.

Saturday 9:00 a.m.-2:00 p.m.

Sunday Closed

Limit: \$50.00

Bursar's Office

Carmichael Student Center, room 236

Cashier: 770-423-6013

Hours:

Monday-Thursday 8:00 a.m.-6:00 p.m.

Friday 8:00 a.m.-5:00 p.m.

Saturday and Sunday Closed

(Hours listed apply to the duration of the term, with limited services available 5:00 p.m. to 6:00 p.m. Office hours are 8:00 a.m. to 5:00 p.m. between terms).

Limit: \$100.00 (personal checks in excess of \$100.00 may be permitted but will require prior approval from the Bursar or an assigned representative)

Cash Advances

Cash advances are issued to employees for one of two purposes: travel expenses or the purchase of items for the University. It is important to note that any advances not cleared within 60 days of the issue date will be collected as a payroll deduction.

Cash advances for travel expenses are limited to employees who are unable to pay for lodging, meals, and other incidental travel expenses with their own funds, and be reimbursed by the University upon completion of the trip with submission of a travel expense statement. Procedures are in place to prepay airfare, registration, and lodging to limit the need for cash advances.

If purchasing items for the University, cash advances are to be issued only if a P-card is unavailable.

Additional information on cash advance policies and procedures may be found on the Financial Services website at: https://financialservices.kennesaw.edu/accounts payable/cash_advances.

Services and Facilities

XX. Indoor and Outdoor Campus Facilities

The use of indoor and outdoor physical education facilities and fields of Kennesaw State University for recreational purposes is limited to students, faculty, staff, and alumni at prescribed times set aside for this purpose.

- The Office of Intramural and Recreation Services in the Student Life Center has responsibility for the use of the intramural field, swimming pool, weight room, gym and tennis courts during certain hours each semester. During these hours, users of these areas will be required to show an official university ID card. Each KSU participant is entitled to have one guest accompany him or her. Guest passes are available in advance in the Student Life Center during normal work hours. Please contact the Athletic Department or the Department of Health, Physical Education and Sport Science for use of the practice, softball or baseball fields, or for information on the use of the non-intramural-supervised time.
- The use of these facilities for non-instructional purposes is not to interfere with any scheduled programs of the university. The university reserves the right to cancel posted hours for special events. A schedule is posted each semester and summer term and available from the Office of Intramural and Recreation Services in the Student Life Center.
- All posted non-instructional hours are determined by the chair of the Department of Health, Physical Education and Sport Science in consultation with Intramurals, Athletics and Continuing Education. The “free play” hours are available under the supervision of an authorized and trained supervisor for the facility through the Office of Intramural and Recreation Services of the Student Life Center. The gymnasium and weight room are never used during “free play” hours without appropriate supervisors, i.e., weight room and gym assistants.
- Lockers are available when using the facilities. Bring your own lock. Due to the limited number of lockers, no overnight lockers are available. Locks are the responsibility of individuals. Do not leave valuables unlocked at any time.
- Only basketball shoes are allowed on the gymnasium floor.
- Intramural tennis court hours are posted each semester and summer term by the coordinator of Intramural and Recreational Services. To use the courts, individuals must be in accordance with posted rules and regulations. When supervisor is on duty, sign in and show current and valid ID card. If no supervisor is on duty, show ID upon request, and give estimated time of use.
- The use or possession of drugs or alcohol are not permitted on campus. The use of tobacco and smoking are not permitted when using indoor facilities.
- Parking is permitted in designated parking areas (lots) only. To prevent damage or injury, street parking next to playing fields while they are in use is prohibited. No overnight or extended parking is allowed in the area adjacent to the physical education building.
- Because of possible damage to facilities and injury to others, the university facilities are not available for the following activities:
 - Flying model airplanes or driving golf balls.
 - Racing go-carts, motorcycles, or other motorized vehicles.
 - Practicing with bow and arrow, firearms, or other dangerous equipment.
- If a faculty member or group needs to reserve the intramural field for an event, the reservation may be made with the Office of Intramural and Recreational Services in the Student Life Center. If a faculty member or group needs to reserve other fields or facilities, reservation forms are available from the Department of Health, Physical Education and Sport Science.
- Rules and regulations governing the indoor and outdoor facilities are administered by the Department of Health, Physical Education and Sport Science (HPS) and the Office of Intramural and Recreational Services in the Student Life Center.

XXI. Food Services

The University provides retail food services under an agreement with Sodexo Campus Services. Dining venues are located in the Carmichael Student Center food court, the Burruss Building, and the Social Sciences Building. In the student center you will find national brands such as Chick-fil-A, WOW Café & Wingery, Krispy Kreme Donuts, Freshens, & Starbucks coffee. Other dining options include a hot line (offering seasonal meals), a deli serving soup, salad plates and sandwiches made to order; Asian cuisine (hot entries & sushi), and pizza by the slice, as well as grab and go items such as yogurt parfaits, hummus and pita, crudités of vegetables, fruit (whole & cut up), pastries, cereals, all day make your own waffles, and a large assortment of pre-made salads and sandwiches.

During the Fall and Spring semesters, the student center food court is open Monday - Thursday from 7:30 a.m. - 8:00 p.m. and Fridays from 7:30 a.m. - 2:00 p.m.; closed Saturdays and Sundays. The Midnite Owl (Freshens, Starbucks, and grab 'n go items) remains open until 8:30 p.m. on Monday - Thursday.

Einstein Bros. Bagels offers full service in the Burruss Building where bagels are baked fresh daily. Operating hours are from Monday - Thursday 7:30 a.m. - 8:00 p.m. and Fridays 7:30 a.m. - 2:00 p.m.; Saturdays 7:30 to 1:00; closed Sundays.

Jazzman's, which features coffee drinks, teas, smoothies, and grab 'n go soups, salads, and sandwiches, is located in the Social Sciences Building. Pastries are baked fresh daily on the premises. Hours are Monday - Thursday; 7:30 to 8:00 p.m.; Friday 7:30 a.m. - 3:00 p.m.; closed Saturday and Sunday.

Faculty, staff and students may deposit funds on their KSU ID cards to use for food purchases in a general declining balance account. This can be accomplished at the K-Cash Terminals located around campus (Student Center near the Bursar's office, Sturgis Library, 4th floor Burruss, 3rd floor Social Sciences, 1st floor Science, 2nd floor English, and 2nd floor Bagwell). You may also manage your account online (add funds, see transactions, suspend use) at <https://kcashmanager.kennesaw.edu>. For information about this program, call 770-423-6154.

Campus dining locations are subject to operating hours when classes are in session. Summer hours are somewhat reduced and there is no Saturday service due to lower demand. Please see our website at <http://www.kennesaw.edu/dining>, check out the signs at each venue or call 770-423-6448 for more information, menus, and hours of operation as well as catering options.

Catering for events can be procured by contacting catering@kennesaw.edu by email or calling the catering office at 770-499-3554.

XXII. University Events

This department handles requests for all event and related service logistics at KSU. Academic course scheduling is handled through the Registrar's office; but all space requests for meetings, events, or conferences are facilitated through University Events. You must request space for your event. University Events coordinates vital campus support resources like Plant Operations, Catering, and Public Safety to ensure that your event is a success. Through the use of a comprehensive scheduling tool, space requests are processed to facilitate the best utilization of all campus space in conjunction with efficient use of resources and staffing. This streamlined process enables consistent communications and integration for Master Calendar utilization.

XXIII. Student Development

Student Development coordinates support services, programs and activities to enrich the college experiences of specifically identified student populations, including minority students, international students, adult learners, and

Services and Facilities

students with disabilities. In addition, the department provides an avenue for individuals to engage in volunteer service in the community through Volunteer Kennesaw State University (VKSU). Through its three satellite centers - Cultural Awareness and Resource Center, Lifelong Learning Center, and Global Village - students are provided a place to gather; a broad array of information, access to computers and other equipment, and knowledgeable, friendly support staff to ensure that students have a positive and supportive home on campus. Student Development provides programming for the campus community that encourages multicultural understanding and supports the University's global learning initiative. Located in the Carmichael Student Center, Suite 267, Student Development is open from 8:00 a.m. to 7:00 p.m., Monday through Thursday, and 8:00 a.m. to 5:00 p.m. on Fridays, and can be reached by phone at 770-423-6443.

The Odyssey Program, a peer mentoring program, is also coordinated by Student Development. The Odyssey Program helps first year and transfer students make a smooth transition to college life at Kennesaw State by pairing them with a more experienced KSU student.

Adult Learner Programs

The mission of Adult Learner Programs (ALP) is to support and enhance the educational and developmental experiences of the adult learner. A variety of innovative services, programs, and activities are offered in an effort to meet the needs of this population.

The resources offered by ALP promote the integration of non-traditional students into campus life, while they manage lifestyles that may also include family responsibilities and employment. Offerings include: a peer mentoring program, academic and parenting workshops, as well as individual consultations for prospective non-traditional students. The staff members of ALP act as liaisons and advocates that help non-traditional students succeed in the university environment. In addition to these services, ALP provides an opportunity for student-parents to participate in a childcare subsidy program that helps to defray costs. Other major programs sponsored by ALP include: The WINGS Ceremony for graduating seniors that recognizes those individuals who have helped them through college, and the Adult Learner Information Seminar for beginning non-traditional KSU students. Adult Learner Programs is located in the Lifelong Learning Center, Carmichael Student Center Room 261. (http://www.kennesaw.edu/stu_dev/alp)

Lifelong Learning Center

The Lifelong Learning Center (LLC) serves as a resource center for adult learners (students over the traditional 18-23 year-old college age or living the "non-traditional" life-style that includes the responsibilities of family and employment). The center makes the university experience more pleasant and beneficial by providing services specifically designed for students returning to college or starting college later in life. Academic support services include eight computers networked to Information Technology Services, laptop ports and wireless internet access as well as a fax machine. Math tutors are available by appointment. Math support videos and DVDs are also available for student check-out. Resources in the LLC include: information and referral services, literature racks with academic information, campus activities, community services information, and family related magazines. The LLC provides a study/social networking area with a free telephone, kitchenette (complete with microwave, refrigerator, toaster oven), and free coffee and tea. The LLC is located in Room 261 of the Carmichael Student Center and is open from 8:00 a.m. to 7:00 p.m. Monday through Thursday and 8:00 a.m. to 4:00 p.m. on Friday during spring and fall semesters. Summer and semester break hours are 8:00 a.m. to 5:00 p.m. Monday through Thursday, and 8:00 a.m. to 4:00 p.m. on Friday. For additional information, visit our website: www.kennesaw.edu/stu_dev/alp or call 770-423-6701.

Disabled Student Support Services

Kennesaw State University provides program accessibility and reasonable accommodations for persons defined as disabled under Section 504 of the Rehabilitation Act of 1973 or the Americans with Disabilities Act of

Services and Facilities

1990. A number of services are available to help disabled students with their academic work. In order to make arrangements for special services, students must visit the Office of DisAbleD Student Support Services and arrange an individual assistance plan. Certification of disability is required. Special services are based on medical and/or psychological certification of disability, eligibility for services by outside agencies and ability to complete tasks required in courses. Any individual with a disability who wishes to participate in an activity or program offered by the institution and needs accommodations should contact the office sponsoring the program at least five days prior to the date of the program so that arrangements can be made. Accommodations may include, but are not limited to, handicap-accessible parking spaces, academic testing facilities, classroom accessibility, modifications of printed materials, sign language interpreters, assistance with getting class notes, permission to record lectures, library and laboratory assistance, adaptive computer equipment, and referral to community resources. (http://www.kennesaw.edu/stu_dev/dsss/)

Eligible students deliver certification letters to faculty at the beginning of each semester identifying the approved accommodations. The Assistant Director of DisAbleD Student Support Services works with faculty members to assure that students with special needs receive appropriate accommodations. Workshop materials on relevant topics designed to meet the unique needs of students with disabilities are available frequently during each semester. Individual assistance with study skills, assignment completion, and test preparation is available.

Students, faculty and staff are encouraged to become active members of DisAbleD Student Support Services Advisory Committee and to have a part in promoting awareness of the important contributions made by students with disabilities to the life of the university and the community. The committee also works to increase the accessibility of the university and to represent the interests of students with disabilities to the university administration. Individuals with hearing impairment may contact the university's Assistant Director DisAbleD Student Support Services by TTY at 770-423-6480.

International Student Retention Services

The Office of International Student Retention Services (OISRS) serves as an advocate and resource for international students. The OISRS provides counseling and advising pertaining to cross-cultural adjustment, academic concerns and referrals regarding financial matters. Once students become enrolled at KSU, it is the goal of the OISRS to retain them until they receive their degrees. The OISRS is also responsible for implementing the mandatory Port of Entry International Student Orientation. All newly admitted F1 graduate, undergraduate and transfer students are required to attend this orientation. The office seeks to provide international students with pertinent information that will enhance their matriculation and success at Kennesaw State University. International students should note that in order to stay in status they must maintain full-time academic status during the fall and spring semesters but may be part time in the summer or choose not to attend. (http://www.kennesaw.edu/stu_dev/isrs/)

The Assistant Director of International Student Retention Services develops and implements educational, social and cultural activities, programs and workshops for international students. Services such as the International Student Association Liaison Program and Friends of Internationals Community Program are available to assist students in their adjustment to a different culture.

International students may come to Kennesaw State University by themselves but they are not alone. Once a student is enrolled, he/she automatically qualifies for mentoring under the Odyssey Peer Mentoring Program. This program matches each new international student with a currently enrolled experienced international student. The Office of International Student Retention Services takes the responsibility of retaining international students very seriously. In addition to the above, the OISRS offers international students exposure to the Global Village - a gathering place for internationally centered activities, resources, discussions, exhibits - and to an online International Student Handbook. The OISRS helps coordinate KSU's requirement of mandatory International Health Insurance for medical protection for each international student.

Services and Facilities

The Assistant Director of the OISRS is also the advisor for the International Student Association (ISA). The ISA brings together students of all countries for intercultural, social and sports exchanges. The International Festival is one of the largest projects sponsored by the ISA. Every year, the International Student Association also sponsors trips to American historic and cultural sites.

For more information come by the OISRS located in Room 255 in the Student Center.

Minority Student Retention Services

A number of factors have a direct or indirect impact upon retention of students of color at major institutions of higher education. Kennesaw State University is no exception. These factors include the quality of support services, professors' expectations and attitudes, campus climate with regard to socialization and programming, and the sense of belonging experienced by the students.

The Office of Minority Student Retention Services (OMSRS) provides minority students with essential resources, services, and opportunities to aid in their retention, progression and completion of their academic careers at Kennesaw State University. This office facilitates academic success for minority students by offering the following resources:

Minority Advising Program (MAP), which tracks, monitors, and facilitates academic success and retention strategies for minority students enrolled in each of Georgia's 34 public colleges and universities; **The Cultural Awareness and Resource Center (CARC)**, located on the second floor of the Carmichael Student Center which offers an array of tutorial services, technical, and media resources that cater to the needs of African, African American, Hispanic American, Asian American, and Native American students; **KSU Professionals Empowering Our Potential Leaders for Excellence (P.E.O.P.L.E)**, a program that matches students with faculty and staff members for mentoring and/or informal academic advising; **Making the Grade**, a series of workshops on a range of subject matters including career and relationship development to help students excel in various aspects of life at, and beyond, KSU; **Sources of Scholarship (S.O.S.)** Program, a services that informs students about scholarships and grants; **KSU Minority Report**, a newsletter which keeps members of the Kennesaw State University (KSU) informed of our efforts and initiatives to serve our minority students; and the **KSU Black History Celebration Committee**, a group of KSU students, faculty, and staff who collaborate to provide events to inform KSU and surrounding communities of the achievements and history of Black people during the Spring Semester.

The MSRS also actively encourages students to become involved in the various student organizations on campus. The **African American Student Alliance (AASA)** is the student organization that is directly affiliated with this office and provides leadership and funding for the annual **KSU Black History Celebration**. We are also in direct contact with members of various minority student organizations, including the Mexican American Student Alliance, the KSU Chapter of the NAACP, Distinguished Black Gentlemen, Ladies of Distinction, KSU Gospel Choir, KSU Black Alumni Society, and the National PanHellenic Council (NPHC) for historically Black Greek letter organizations.

The **KSU African American Male Initiative** specifically address the retention needs of African American males at KSU through assessment, intergenerational mentoring initiatives, and celebration of academic and leadership achievements. The student organization, **Distinguished Black Gentlemen** is directly associated with this initiative. Their purpose is to elevate the minds and academic standards of African American men on campus and those who are specifically invested in their interests.

For more information about the OMSRS, contact the Assistant Director for Minority Student Retention Services at 770-423-6443. For information regarding the services and resources in the CARC, please call at 770-423-6512. You can also visit us online at http://www.kennesaw.edu/stu_dev/msrs.

Student Community Service/Volunteer Kennesaw State University

Student Community Service is an important outreach for Kennesaw State University. It affords students an opportunity to serve the community in keeping with the mission of the University. Utilizing partnerships with a number of organizations and non-profit agencies, the University seeks to address various community needs.

Information regarding community service projects can be obtained through Volunteer Kennesaw State University (VKSU), a campus center that coordinates a variety of service placements and projects. Information may also be obtained at the VKSU web site, http://www.kennesaw.edu/stu_dev/vksu. VKSU matches student volunteer skills and talents with community needs. Since 1984, in cooperation with more than 400 community agencies, VKSU has served as a clearinghouse for volunteer placements, which include: Habitat for Humanity, Red Cross Blood Drives, MUST Ministries, and providing tutoring/mentoring services to at risk children from Cobb County and Marietta Schools. In addition to traditional volunteer placements, VKSU also regularly coordinates group service projects called Involve to Solve.

VKSU also serves an educational role by providing a practical opportunity for students to explore career options and experience volunteer services in their major fields of interests. Public service can provide valuable job experience as a prelude to career opportunities. Students are invited to stop by the VKSU office where student employees will help them review service opportunities. The office is located on the second floor of the Carmichael Student Center, Room 264, and is open 9:00 a.m. to 6:30 p.m. Monday through Thursday and 9:00 a.m. to 5:00 p.m. on Friday.

XXIV. Department of Student Conduct and Academic Integrity-SCAI

The Department of Student Conduct and Academic Integrity -SCAI (formerly Judiciary Program) was developed in 1985 to adjudicate infractions of the university's student code of conduct and other university policies. Through a system of hearing officers, campus courts (hearing panels), and trained advisers, alleged infractions are considered and sanctions are assessed when appropriate. The SCAI strives to assure a fair and impartial consideration of charges of misconduct against any student.

The SCAI Panel is composed of at least fifteen selected students and twenty-two appointed faculty/staff members who are trained to participate knowledgeably in the SCAI process. The training enables panel members to hear complaints, arrive at fair and impartial conclusions and deliver clear and direct recommendations.

The SCAI department exists to advise and assist faculty, staff, and students on issues relating to the student code of conduct. Those issues include concerns about student academic honesty and /or disruptive behavior. The SCAI department structure includes hearing officers and the University Court, which handles charges against students for alleged violations of the KSU Student Code of Conduct, and the traffic court, which hears appeals of student parking citations. Each court (hearing panel) is composed of both faculty/staff and student members of the SCAI panel. In addition, if requested, an SCAI panel member may have the opportunity to act as an adviser on behalf of the student or faculty member, assisting in the preparation and presentation of a case before the university court.

Students are invited to apply to become a member of the SCAI panel. Requirements include:

- a minimum 2.8 overall G.P.A.;
- a strong interest in protecting the reputation of the University by assuring that the rules of the Code of Conduct are upheld;
- successful personal interview(s);
- two personal references who will attest to your character and integrity;
- a commitment to uphold thy SCAI Code of Ethics, attend meetings and training sessions, and volunteer to serve on campus courts when available.

Services and Facilities

For more information, please contact the Director of the Student Conduct and Academic Integrity Department at (770) 499-3403 or visit the KSU SCAI Department web page at www.kennesaw.edu/SCAI/

XXV. Student Financial Aid

Kennesaw State University is committed to ensuring that a postsecondary education is accessible to qualified students. In order to accomplish this commitment, the Office of Student Financial Aid subscribes to the following goals to assist students in paying for their educational investment:

- Evaluate the family's financial ability to pay for educational costs
- Distribute limited resources in an equitable manner
- Provide a balance of gift aid and self-help aid

A wide variety of financial aid programs from scholarships, grants, employment, and loans are available to help students with educational costs. Most awards are based on financial need while some are awarded in recognition of merit or achievement.

If you have any questions, feel free to visit our office in Kennesaw Hall, view our Web site at http://www.kennesaw.edu/financial_aid, contact any staff member at (770) 423-6074, fax at (770) 423-6708, or e-mail at fnaid@kennesaw.edu. Our mailing address is:

Office of Student Financial Aid
Kennesaw State University
1000 Chastain Road, #0119
Kennesaw GA 30144-5591

XXVI. Department of Student Life

The Department of Student Life houses a number of units designed to help students engage with the campus community and get involved in the life of the campus. The areas that fall under the umbrella of the Department of Student Life are Student Involvement, the Office of Fraternity/Sorority Life, Student Media, and Intramural & Recreation Services.

Student Involvement

Registered Student Organizations

Students are invited to join any of our nearly 200 registered student organizations (RSOs) in the following categories:

Honor Societies	Academic
Performance	Cultural
Political	Sports
Fraternities/Sororities	Media
Faith-based	General Interest

In some cases, RSOs are eligible to receive a limited amount of funding from student activity fees to help support their activities. RSOs regularly publicize their activities inside the James V. Carmichael Student Center and in The Sentinel. A number of RSOs have office space on the 3rd floor of the Student Center. Please visit the website at www.kennesaw.edu/student_life.

Student Government Association (SGA)

The SGA is advised by the Assistant Director for Student Involvement. SGA is the premier student organization on campus, serving as the voice for all KSU students to the KSU administration. SGA meets weekly during fall and spring semesters, and a number of SGA senators serve on campus-wide committees. SGA committees are as follows: Academic Affairs, External Affairs, Operations, Press & Public Relations, and Student Services.

The SGA offices are located on the third floor of the James V. Carmichael Student Center in rooms 374 and 376. All students are welcome to attend any of the SGA meetings.

Kennesaw Activities Board (KAB)

KAB is the premier programming group on campus. Through its programming areas, KAB sponsors a wide variety of out-of-class events, activities, and programs. The Board enhances overall student life on campus by providing the following types of programs: comedy, films, lectures, music, outdoor activities, and variety performers. KAB also sponsors the student event portion of KSU Homecoming, held during fall semester, and sponsors KSU Day each spring. KAB provides free DVD rentals on campus through its CineKAB program.

The KAB office is located on the third floor of the James V. Carmichael Student Center, room 375, and the telephone number is 770/423-6279. CineKAB is located in room 215 of the Student Center and the phone number is 770/423-6592. KAB general meetings are held weekly and all students are invited to become involved with the many activities of this organization.

The Office of Fraternity and Sorority Life

KSU is home to a large number of national and international fraternities and sororities. The Assistant Director of Fraternity & Sorority Life and the Office of Fraternity & Sorority Life (OSFL) are located in room 164 of the Carmichael Student Center. In addition to social activities, fraternities and sororities hold many cultural, educational, and service events.

As of Fall 2009, the fraternities and sororities on campus are:

NPHC Council

Alpha Kappa Alpha Sorority, Inc.
Delta Sigma Theta Sorority, Inc.
Sigma Gamma Rho Sorority, Inc.
Zeta Phi Beta Sorority, Inc.
Alpha Phi Alpha Fraternity, Inc.
Kappa Alpha Psi Fraternity, Inc.
Omega Psi Phi Fraternity, Inc.
Phi Beta Sigma Fraternity, Inc.

Panhellenic Council

Delta Phi Epsilon Sorority
Gamma Phi Beta Sorority
Phi Mu Fraternity

Interfraternity Council

Delta Chi Fraternity
Delta Tau Delta Fraternity
Kappa Sigma Fraternity
Pi Kappa Phi Fraternity
Theta Chi Fraternity

Services and Facilities

Multicultural Greek Council

Interested Ladies of Lambda Theta Alpha Latin Sorority, Inc.
Lambda Theta Phi Latin Fraternity, Inc.

Fraternity & Sorority Honor Societies (MGC)

Gamma Sigma Alpha
Order of Omega

KSU Student Media

Student Media offers students opportunities to develop talents in several areas, to gain an in-depth knowledge of University activities and to learn skills that will be useful long after the University years are over. There are five student media organizations:

- The Sentinel: KSU's weekly newspaper, which is published every Tuesday.
- Talon Monthly: KSU's monthly student feature magazine.
- Share: KSU's literary/art magazine, providing a publishing outlet for the creative talents of KSU students.
- KSU Owl Radio: the student-run Internet radio station, which has been broadcasting live since July 2007.
- New Media Group: provides experience in multimedia activities relevant to the electronic media, including web pages and streaming, mediated presentation, and convergence issues. The New Media Group manages the KSU Clubs Portal and can assist RSOs with their web presence.

Student Media is student-run and is an excellent learning opportunity for students. All media outlets are located in the James V. Carmichael Student Center, and are overseen and advised by the Associate Director of Student Life for Student Media. Please visit the website: www.ksumedia.com.

Intramural & Recreation Services

Intramural and Recreation Services is the unit that is home to all intramural and recreation-related activities. Housed in the Student Recreation & Wellness Center, Intramural & Recreation Services offers personal fitness programs, exercise classes, outdoor programming and equipment, club sports, intramural sports leagues, and a number of special events throughout the year.

The Student Recreation and Wellness Center

The Student Recreation & Wellness Center houses the Intramural & Recreation Services office and the Wellness Center. The facility is approximately 45,000 square feet of space located across from the award-winning Campus Green. The facility includes two floors of dedicated fitness space for strength training and cardiovascular activity; 2-court gymnasium; day lockers; locker rooms; group exercise classes; XP Power Performance Room; Equipment Check-out Desk; and Seminar Room for Wellness Programs as well as Intramural Sports and Nature Bound Programs. Students, staff, faculty and alumni are welcome.

Nature Bound

Nature Bound is an outdoor adventure organization aimed at creating an opportunity to build friendship and character through experiencing the outdoors. Nature Bound provides participants with new ways to enjoy and preserve the wilderness areas in which it explores. A collaborative relationship between Intramurals and the Center for Student Leadership, Nature Bound is a group composed of people from different backgrounds who all enjoy the outdoors. Facilitated outdoor excursions, such as rafting, backpacking, caving, hiking, and climbing, are available. The goal of all Nature Bound programs is to instill values such as conservation, social interaction, responsibility, self-respect, and leadership. Nature Bound also welcomes faculty and staff members to volunteer as advisors for trips and excursions. Contact the Intramural & Recreation Office for more information.

Club Sports

KSU has an active and winning Club Sports program featuring such sports as wrestling, soccer, lacrosse, ice hockey, rugby, wakeboarding, and cheerleading, to name a few. Many of the Club Sports teams participate locally, regionally, and nationally against teams from other universities and colleges. Visit the website at <http://clubs.kennesaw.edu/clubsports/>.

Fitness Programs

A variety of fitness programs are offered designed to meet the needs of participants. Intramural and Recreation Services offers a personal training program, strength and conditioning areas and a cardiovascular training area.

Group Exercise

A great selection of group exercise classes is offered each semester in a variety of locations within the Student Recreation & Wellness Center. The classes range in length of time from 30 minutes to one hour. The classes are comprised of sessions that focus on aerobic activity, toning, or mind/body connection.

Intramural Sports

Intramural Sports is comprised of organized sport leagues, tournaments and other special events for the KSU community. All KSU students, as well as faculty and staff, are encouraged to participate. Leagues are offered in various sports throughout the year and all skill levels are welcome. Whether a seasoned veteran or a rookie looking to get involved in something new, Intramural Sports is bound to have something for everyone.

Equipment Checkout

Equipment Checkout is located in room 136 in the Student Recreation & Wellness Center. Students, staff, faculty, and alumni may check out a variety of equipment. Outdoor recreation equipment is also available for rent. A valid KSU ID is required to check out equipment. Alumni must have a picture ID.

For more information about Intramural and Recreation Services, please visit the website at www.kennesaw.edu/student_life/intramurals.

XXVII. Center for Student Leadership (CSL)

The Center for Student Leadership (CSL) focuses on providing students resources, training and programs that enhances their leadership skills and abilities. The CSL sponsors the Leaders IN Kennesaw (LINK) program, the Center for Student Leadership Fellows, the Presidential Fellow program, the Northwest Crescent Leadership program, the New Hope for Georgia Leadership program, the Nancy S. King/Rebecca S. Casey Women's Leadership Initiative, and the Arts Leadership Initiative. Visit the Center for Student Leadership website at <http://www.kennesaw.edu/csl/> for more information on the center's programs.

XXVIII. Center for Health Promotion and Wellness

The Center for Health Promotion and Wellness, housed in the WellStar College of Health and Human Services, encourages students and employees to assume more responsibility for their health and well-being through awareness and education. Our primary goal is to enhance and provide a balance in the intellectual, emotional, physical, social, environmental, and spiritual development of the whole person. We also strive to provide an environment that is supportive of positive health practices. Programming focuses on helping students and employees reduce lifestyle risk factors. The Center also serves as a learning center for future exercise and health science students.

Services and Facilities

The Center for Health Promotion and Wellness promotes wellness through a variety of avenues including:

- Special events: Lunch-n-learns, health fairs, guest speakers, health screenings, CPR classes, eating disorders awareness week, national collegiate alcohol awareness week, and the Great American Smokeout.
- Wellness Works, KSU Employee Fitness Center: Open to KSU employees and their
- family members. The Center is located at the KSU Center, Suite 475 and offers the following for a small monthly fee: student personal training, professional personal training, monthly newsletters, aerobic equipment, free weights, weight machines, and group fitness classes. These classes include Pilates, Step Aerobics, Jazzercise, Cycling, and Cardio-Kickboxing. To join or for more information, please visit http://www.kennesaw.edu/col_hhs/wellness/efc/groupfit.html.
- Peer Health Education: Peer Health Educators (PHE's) are student volunteers who are trained and certified in developing, implementing, and evaluating fun interactive wellness programs for fellow students. Peer Health Educators help make the campus healthier, safer, and more enjoyable. Request a PHE today.
- Don't Cancel that Class: A program designed to provide faculty members with an alternative to canceling classes.
- Nutrition Services: Students can meet with a registered and licensed dietitian for an assessment of their current eating habits, challenges, lifestyle, medical conditions, and overall nutritional needs. They will receive expert advice for losing weight, gaining weight, help with an eating disorder, getting health conditions such as diabetes and high blood pressure under control, and much more!
- Health Assessments: Check your current level of health by having your blood pressure, heart rate, vision, body mass index, weight, and height checked.
- Fitness Assessments: How is your fitness level? We offer MicroFit computerized fitness evaluations for cardiovascular endurance, body composition, muscular strength, and flexibility. The computerized testing allows for pre and post test comparisons.
- Educational Materials: The Wellness Resource Center contains videos, books, magazines, journals, newsletters, and brochures on a variety of health and wellness topics. The Center also has computer programs where you can analyze your diet, assess your stress level, look up prescription drug information, and get healthy cooking tips and recipes. For more information on the Center for Health Promotion and Wellness, visit http://www.kennesaw.edu/col_hhs/wellness.

XXIX. Emergency and After-hours Assistance

Strategic Security and Safety (SSS)

The department of Strategic Security and Safety is responsible for the development and maintenance of KSU's emergency preparedness, mitigation, response, and recovery system. To aid in this effort, KSU utilizes a layered emergency alert and notification system that ensures all customers are prepared and can respond to any emergency or disaster including fire, bomb threats, active shooters, chemical spills, pandemic outbreaks, and inclement weather.

Additionally, SSS maintains a volunteer team of over 200 trained Crisis Coordinators who serve as immediate responders should a campus emergency occur. During a crisis, follow the instructions you receive from emergency personnel and building Crisis Coordinators.

For additional information about KSU's campus emergency procedures, FAQs, and other emergency preparedness resources, visit <http://www.kennesaw.edu/sss/> or call SSS at 770-423-6985.

Public Safety/Police

Located in the Public Safety Building (building 20) adjacent to the West Parking Deck, KSU's Department of Public Safety is on duty twenty-four hours a day to protect lives and property at Kennesaw State University. The building's lobby is open 24/7 and has a telephone providing all-hours access to the KSU Police Communications Center. The customer service window is open during normal business hours (Monday-Friday, 8:00 a.m.-5:00 p.m.).

Services and Facilities

If you need emergency police assistance, contact Public Safety at 770-423-6666 (ext. 6666 from any campus phone) immediately. Emergency phones have been installed in a variety of locations on campus and can be found inside buildings, elevators, and in many outdoor areas. To use a campus emergency phone, simply press the call button once and the emergency phone will auto-dial KSU's Police Emergency Dispatch at 770-423-6666. Contact the KSU Police any time you become aware of criminal activity, or if a law enforcement, fire, or medical emergency occurs on campus. KSU Police officers will respond immediately and ensure that, when appropriate, off-campus emergency resources are notified (e.g., Kennesaw or Cobb County Police and Fire departments, or paramedics and emergency medical transport).

Non-emergency requests for assistance, including unscheduled after-hours access, should be made by calling 770-423-6206 or ext. 6206. Scheduled after-hours building access should be approved by the responsible chair or department head, and is governed by all policies for normal building, office, and lab use.

Visit <http://www.kennesaw.edu/police/frames.html> for more information about KSU's Public Safety/Police Department and to access campus safety resources and publications like "Safe and Sound" and "Sexual Assault: Myths and Reality", which contain crime prevention tips and other timely information on campus crime statistics and campus safety policies.

KSU Health Clinics

KSU Health Clinics serve to provide KSU faculty, staff, and students with cost-effective, high quality, and accessible healthcare related to health promotion, disease prevention, and the diagnosis and treatment of urgent and episodic illness. Medical information is confidential and will not be released without the patient's written consent except as required by law. Clinics are housed in the following locations:

House 52 - Appointment Clinic

1000 Chastain Rd. House #52, #5200
Kennesaw, GA 30144
770-423-6644

Hours:

Monday, Tuesday and Thursday	8:00 a.m.-5:30 p.m. (1st appointment at 8:15 a.m.)
Wednesday	9:00 a.m.-5:30 p.m. (1st appointment at 9:15 a.m.)
Friday	8:00 a.m.-5:30 p.m. (Walk in visits only)
Saturday and Sunday	Closed

There are a limited number of spaces to park at the Appointment Clinic. Please walk to the Appointment Clinic to avoid potential parking violations.

Village Walk-in/Same Day Appointment Clinic

1000 Chastain Rd. Bldg #37, #3700
Kennesaw, GA 30144
770-423-6644

Hours:

Monday, Tuesday, and Thursday	8:00 a.m.-5:30 p.m.
Wednesday	9:00 a.m.-5:30 p.m.
Friday, Saturday, and Sunday	Closed

(Hours are subject to change during holidays and school breaks.)

To access the Village Clinic, park at the Central deck and walk across the pedestrian bridge. The Clinic is located next door to Gateway Newsstand.

Services and Facilities

After-hours Medical Emergencies

For after-hours medical emergencies, please call our main line at 770-423-6644 and choose Option #4 to speak to an on-call Nurse Practitioner. Although KSU does not assume responsibility for the overall health and physical well-being of its students, it does assume a reasonable degree of responsibility for the safety and welfare of its student body by encouraging students participation in nominally priced accident and sickness insurance plans and by maintaining adequately equipped first-aid stations at strategic locations on campus. No student with a contagious disease may attend classes, and every student is held individually responsible for adhering to this regulation.

Any student who requires special consideration because of any physical handicap should have his/her physician write an explanatory letter to the vice president for student success giving full details of the disability and any limitations or restrictions on his/her activities. If an individual becomes seriously ill or involved in an accident warranting medical attention, the KSU Police should be contacted immediately by dialing 770-423-6666 (ext. 6666). There are police officers who are trained in C.P.R. and are State-certified First Responders on duty during normal operating hours. Comprehensive medical facilities are reasonably accessible to the campus.

In the event it becomes necessary to seek medical attention beyond minor first-aid treatment, the following steps will be taken:

- If the individual is conscious and alert and indicates a desire for an ambulance to be called, the attending officer will summon the ambulance service indicated by the individual.
- If the individual is unconscious, he/she will be treated and then transported by ambulance (at the individual's expense) to a hospital best suited to handle the individual's needs. This decision is usually made by ambulance personnel.
- The university will assume financial responsibility for the ambulance for any student who is injured while participating in a sanctioned intercollegiate athletic activity.
- Efforts will be made to notify the next of kin of any individual who is sick or injured on campus.

Section Seven

Personnel, Fiscal, & Institutional Policies

Faculty Appointments and Contracts

I. Faculty Appointments

Appointments to the faculty with academic rank and administrative faculty appointments with rank and/or tenure-track status are made through the Office of the Provost and Vice President of Academic Affairs, typically upon the recommendation of a department head and dean. Such appointments are approved by the president.

Tenure-Track Appointments

Tenure and tenure track appointments are restricted to regular full-time teaching faculty employed on a continuing basis and to academic administrative faculty with professorial rank (i.e., Assistant Professor, Associate Professor, Professor).

Instructors are not eligible for tenure and do not automatically earn credit toward tenure, but can become eligible for tenure if promoted to assistant professor with the appropriate credit toward tenure being granted upon promotion.

Non-Tenure-Track Appointments

- Lecturers and Senior Lecturers (as defined below) (see also Board of Regents (BOR Policy Manual Sections 8.3.8.1 and 8.3.8.2)
- Full-time and part-time clinical faculty with rank
- Part-time and Adjunct Faculty
- Full-time research, instructional, or administrative faculty with rank who are explicitly employed in a non-tenure track status

Corps of Instruction – Faculty with professorial rank, instructors, lecturers, senior lecturers, and teaching personnel with such other titles as may be approved by the BOR shall constitute the Corps of Instruction.

Professorial Rank – Faculty who hold an earned doctorate, acceptable terminal degree, or other acceptable credential, are appointed to one of the professorial ranks (See Section 5 of this handbook for additional information regarding expectations for rank, performance, promotion, and tenure).

- a. Assistant Professor, Clinical Assistant Professor, and Librarian Assistant Professor** – relatively inexperienced faculty who are in an early stage of becoming established in their academic careers in higher education.
- b. Associate Professor, Clinical Associate Professor, and Librarian Associate Professor** – experienced faculty members who have established a solid foundation for continued success in the academy, but who may be at an early stage of academic career development.
- c. Professor, Clinical Professor, and Librarian Professor** – highly experienced and senior members of the faculty who have become highly accomplished in their teaching effectiveness and scholarship or service.

Instructors – Regular full-time faculty who are not eligible for appointment at one of the professorial ranks, typically because they do not hold an earned doctorate or other acceptable academic credential. As indicated in Section 5 of this handbook in the section on Instructors (VI.A.1), instructors cannot be awarded tenure, and instructors hired without the doctorate or other acceptable, terminal academic credentials are expected to complete the terminal degree as soon as possible after appointment to KSU. Instructors must be reviewed and recommended for promotion to assistant professor in their sixth full academic year of employment at KSU

Personnel, Fiscal, & Institutional Policies

or be given a terminal employment contract for their seventh year. Instructors who are promoted to assistant professor must be reviewed for tenure no later than their sixth year after promotion to assistant professor or in their ninth year of full-time employment at KSU, if that date comes earlier. Tenure requires the earned doctorate or its equivalent in training, ability, and/or experience. (See Section 5 of this handbook for additional information regarding expectations for rank, performance, promotion, and tenure).

Lecturers - To carry out special instructional functions such as basic skills instruction, instructional staff members may be appointed to the position of lecturer. Lecturers are not eligible for the award of tenure. Not more than 20% of KSU's FTE corps of primarily undergraduate instruction may be lecturers and/or senior lecturers. Lecturers and senior lecturers are appointed on a year-to-year basis. Deadlines for providing written notice to lecturers and senior lecturers on non-reappointment for the subsequent year are provided in Section 5 of this handbook in the section on non-tenure-track faculty (VI.B.).

Senior Lecturers - Lecturers who have served for a period of at least six years at KSU will either be promoted to senior lecturer during the sixth year or be terminated from the institution; only in exceptional circumstances will a lecturer be reappointed as a lecturer after six years of service to the institution. Initial appointment at the rank of senior lecturer is reserved for those with extensive experiences and accomplishments. Promotion to senior lecturer, or initial appointment at the rank of senior lecturer, requires approval by the president and must be reported as a matter of information to the Senior Vice Chancellor for Academics and Fiscal Affairs when promotions for ranked faculty are transmitted to the University System Office. Reappointment procedures for senior lecturers follow the same reappointment procedures as those for lecturers. Senior lecturers are not eligible for the award of tenure.

II. Graduate Faculty Status

Appointment to graduate faculty carries approval to teach graduate courses, eligibility to participate on graduate committees, and eligibility to elect representation to graduate committees. Graduate faculty are expected to demonstrate a high level of scholarly activity and active professional involvement and are required to demonstrate teaching expertise at advanced and specialized levels as appropriate for graduate programs. Graduate faculty appointment is a consideration in all performance reviews. The level of activity devoted to graduate teaching, scholarly activity, and service in order to maintain graduate program involvement factors in assigning faculty load. Graduate faculty status and teaching graduate courses does not alone determine a faculty workload model which includes reductions in teaching assignments.

Criteria for Graduate Faculty

The Commission on Colleges of the Southern Association of Colleges & Schools (SACS), which grants KSU its essential institutional accreditation, focuses heavily on institutional compliance with the accreditation criteria pertaining to meeting the minimal faculty credentials to teach at the college level and having on file evidence that documents compliance. The specific requirements are reflected in the following excerpts from the Criteria on Accreditation (2000):

Graduate Programs

Each faculty member teaching courses at the master's and specialist degree level must hold the terminal degree, usually the earned doctorate, in the teaching discipline or a related discipline. In some instances, the master's degree in the discipline may be considered the terminal degree, such as the M.F.A.; in others, a master's degree in the discipline coupled with a doctoral degree in a related discipline is considered appropriate.

All faculty members teaching courses at the doctoral degree level must hold the earned doctorate in the teaching discipline or a related discipline.

Personnel, Fiscal, & Institutional Policies

The Commission recognizes that in unusual cases institutions may appropriately include as graduate faculty members those who have demonstrated exceptional scholarly or creative activity, or professional experience, but who may not possess the required academic credentials. There also may be an occasion when a new graduate discipline is in its formative stage in higher education and there are no faculty members available with academic credentials in the discipline. In either case, when an institution presents evidence of competence or academic credentials other than the doctorate in the discipline for its graduate faculty, it must justify the employment of such faculty.

It is the responsibility of the institution to keep on file, for all full-time and part-time faculty members teaching graduate courses, documentation of academic preparation, such as official transcripts and, if appropriate for demonstrating competence, official documentation of professional and work experience, technical and performance competency, records of publications, and certifications and other qualifications.

Appointment to Graduate Faculty

Guidelines for determination of graduate faculty status and length of term are as follows:

Full

For a Full Appointment to the Graduate Faculty of KSU, a faculty member must:

- hold a full-time tenure track position at KSU at the rank of Assistant Professor or above,
- have a record of effective teaching (a minimum of five classes) at the graduate level, either at Kennesaw State or at another College/University within five years of the time of application for, or renewal of, graduate faculty status,
- have a track record and active program of scholarship consistent with the College's expectations for graduate faculty. For the Coles College of Business, the faculty member must be Academically Qualified (AQ) as per Coles College performance guidelines, and
- hold the terminal degree, or in unusual cases, have demonstrated exceptional scholarly activity or professional experience.

Full Appointments are made for a period of five years.

Provisional

For a Provisional Appointment to the Graduate Faculty of KSU, a faculty member must:

- hold a full-time tenure track position at KSU at the rank of Assistant Professor or above,
- have some experience teaching graduate classes, or demonstrate high potential for effective teaching at the graduate level as evidenced by undergraduate teaching record, scholarly activity, or professional experience,
- have an active program of scholarship. For the Coles College of Business, the faculty member must be AQ as per Coles College performance guidelines, and
- hold the terminal degree, or in unusual cases, have demonstrated exceptional scholarly activity or professional experience.

A provisional appointment is typically awarded to new faculty without an extensive record of teaching at the graduate level, or to faculty who have not yet demonstrated a track record of scholarship consistent with the College's expectations for graduate faculty. Provisional appointments may be for a period up to three years.

Temporary

For a Temporary Appointment to the Graduate Faculty of KSU, a faculty member must:

- hold a full-time tenure track position at KSU at the rank of Assistant Professor or above,

Personnel, Fiscal, & Institutional Policies

- have some experience teaching graduate classes, or demonstrate high potential for effective teaching at the graduate level as evidenced by undergraduate teaching record, scholarly activity, or professional experience in a particular area related to a course or other assignment, and
- hold the terminal degree, or in unusual cases, have demonstrated exceptional scholarly activity or professional experience. For the Coles College of Business, the faculty member must be AQ as per Coles College performance guidelines.

A temporary appointment is typically awarded to a full-time faculty member who will teach a graduate course or serve on a student committee, but will not do so on a continual basis. Temporary appointments are typically made for a one-year period only and do not entitle faculty to serve on campus-wide governing bodies as a representative of the graduate faculty or to vote as a graduate faculty member. A faculty member expecting to have longer-term involvement with a graduate program should apply for and meet the criteria for Provisional or Full status at the end of the one-year period.

Permission to Teach Graduate Courses

Non-tenure track full-time faculty or administrators, part-time faculty, and adjunct faculty may be reviewed for permission to teach graduate classes concurrent with (or after) official appointment to the KSU faculty. In order to receive permission to teach graduate classes, non-tenure track full-time faculty or administrators, part-time faculty, and adjunct faculty must:

- have some experience teaching graduate classes, or demonstrate high potential for effective teaching at the graduate level as evidenced by undergraduate teaching record, scholarly activity, or professional experience in a particular area related to a course or other assignment, and
- hold the terminal degree, or in unusual cases, have demonstrated exceptional scholarly activity or professional experience. For the Coles College of Business, the faculty member must be AQ or Professionally Qualified (PQ) as per Coles College performance guidelines.

Non-tenure track full-time faculty or administrators, part-time faculty, and adjunct faculty may receive approval to teach graduate courses for a period of up to three years. Approval to teach graduate courses is contingent upon reappointment to a specified position each year during the three-year period.

Process for Appointment

The Vice President for Research and Dean of the Graduate College and the graduate program directors decide whether to approve full appointment or provisional appointment to the graduate faculty. The Vice President for Research and Dean of the Graduate College approves temporary appointment to the graduate faculty. The Vice President for Research and Dean of the Graduate College also grants permission to teach graduate classes for non-tenure track full-time faculty or administrators, and part-time or adjunct faculty. Instructions for requests for appointment to graduate faculty are available through the Graduate College website (<http://www.kennesaw.edu/graduate/faculty.html>).

Review and Appointment Schedule

All individuals assigned to teach graduate courses must be reviewed for graduate faculty status prior to teaching a graduate class.

Faculty will be reviewed for Full Graduate Faculty membership or Provisional Graduate Faculty membership at any time. Appointment is effective immediately upon approval.

Faculty may be reviewed by the graduate dean for temporary graduate faculty status or for permission to teach graduate courses at any time. Appointment is effective immediately upon approval.

Ex Officio Members of the Graduate Faculty

The president, provost and vice president for academic affairs, academic deans, and department chairs serve as ex-officio, non-voting members of the KSU graduate faculty. Ex-officio membership on the graduate faculty does not carry approval to teach graduate courses or direct graduate students. Administrative faculty may hold both ex-officio and regular appointments to the graduate faculty.

III. Guidelines for Joint Appointments*

A. Joint Academic Appointments

I. Introduction

Critical to the mission of Kennesaw State University are collaborative academic endeavors that provide opportunities for faculty to teach, conduct research, and provide professional service across programs, departments, and colleges. These guidelines describe the process for establishing formal collaborative endeavors between academic units at Kennesaw State University.

A faculty member may request a joint appointment in two academic units in a variety of ways. For example, a faculty member may meet with the department chair for each of two academic departments where joint appointment is desired. Ultimately this request will lead to a request for approval from the Provost and Vice President for Academic Affairs (VPAA). Academic units may wish to modify existing lines or establish new lines with joint appointments in two units. Whether from an individual faculty member or an academic unit, all requests for joint appointments must: a) demonstrate that they help fulfill the missions of the departments, college and the university; and b) clearly show how they allow the faculty involved to achieve successful performance evaluations.

Below are basic definitions and guidelines to assist faculty and administrators in developing, requesting, and implementing joint appointments across units.

II. Definitions

Academic Unit: an academic program, department, division, college, institute, school or center.

Home Unit: the unit most relevant to the discipline of the faculty member making the request for the joint appointment and with which the faculty member feels the closest identity.

Joint Appointment: faculty members hold joint appointments if they have appointments in two or more KSU units (academic or administrative).

Sharing Unit: an academic unit that has joined with a faculty member's identified home unit in a collaborative manner to support a joint academic appointment.

III. Guidelines

Prior to the development of the joint appointment, a Memorandum of Understanding between the sharing unit and the home unit must be developed which addresses the specific critical elements listed below. The involved academic units must submit this Memorandum of Understanding to the Provost/VPAA for review and approval. The Memorandum of Understanding must identify or state:

- a. units involved in the joint appointment.

**These guidelines were modified from two sources: The University of Michigan's, and the University of Wisconsin-Milwaukee's policies and procedures for joint faculty appointments.*

Personnel, Fiscal, & Institutional Policies

- b. home unit of the jointly appointed faculty member. The home unit will have the lead responsibility in the management of personnel issues and coordination of annual performance evaluations, merit decisions, tenure, and promotions in rank reviews. For tenure-track or tenured faculty, the commitment of tenure and rank will be within the home unit. Often but not always, the home unit will be the unit with the higher workload fraction. As a general guide, the designated home unit should be the unit that is most relevant to the faculty member or administrator's discipline, inclusive of the faculty members area of intellectual/creative pursuits, and that which the individual faculty member feels the closest identity.
- c. terms of the appointment (e.g., academic year; twelve months, etc.).
- d. tenure status of the appointment (e.g., tenured, tenure track or non-tenure track).
- e. rank or title of the applicant for the appointment.
- f. workload distribution between the two units and whether this is for the duration of the joint appointment or up for review at designated times; if the latter, state the times.
- g. eligibility criteria and expectations regarding membership on unit level committees.
- h. joint appointee's office location, access to instructional support materials, secretarial support, and research support.
- i. method in which the home unit will modify their evaluation and review processes for annual review, tenure, promotion, and post-tenure review to be inclusive of the sharing unit's input on faculty performance (see Evaluation of Appointee for additional information)
- j. processes which will be formulated to conduct joint appointment faculty searches, interviewing, and hiring.
- k. mechanisms applicable revenues are managed if generated by a joint appointee with an externally funded grant.
- l. process for modifying or terminating the joint academic appointment.

A formal Letter of Approval must be procured from the Provost/VPAA, with copies to each unit involved, Academic Affairs, and the applicant, certifying the joint appointment with all of the stipulations noted above.

IV. Evaluation of Appointee

The evaluation procedures of the home unit should be followed for joint academic appointments. The evaluation procedures of the home unit must recognize the jointly appointed faculty members' multiple academic commitments and should base evaluations on their total performance, inclusive of interdisciplinary instruction, scholarly activities, and service. The annual evaluative processes and forms typically used within the home unit should be modified to ensure that the sharing unit has notable input in the evaluation process. While the administrator of the home unit will be responsible for completing the evaluation, the administrator of the sharing unit must also provide a written performance evaluation pertaining to the faculty member's performance of responsibilities within sharing unit. This evaluation must be included in all evaluation documents. The final evaluation completed must be reflective of these two unit level administrators' perspectives. Prior to commencement of the appointment, both sharing unit administrators should make sure that jointly the appointed faculty member understands the explicit evaluation criteria that will be applied to their work in each unit.

Personnel, Fiscal, & Institutional Policies

The responsibility of conducting tenure and promotion review of jointly appointed faculty lies with the home unit. However, as in the annual evaluation process, the sharing academic unit must have equitable opportunity for input during the review. Accommodations must be made in the home unit's processes (e.g., peer review committee structures, administrative review formats, etc.), which will provide appropriate representation of the sharing academic units' collegial peer and administrative involvement. Written documentation delineating these accommodations in the home unit's tenure and promotion processes should be agreed upon between the sharing units prior to requesting a joint academic appointment approval from the Provost/VPAA.

In order to resolve personnel conflicts, the home and sharing units must identify the steps jointly appointed faculty should follow if they experience concerns about the terms of the joint academic appointment and/or the actions of the units involved. In general, it is recommended that an individual faculty member's concerns be first expressed at the most appropriate lowest level of either the home or sharing unit. Appropriate upper levels of administration related to the academic units should become involved only if the units' efforts to resolve the difficulty prove to be unsatisfactory. If problems persist, the relevant upper level administrators should undertake to resolve them.

If a unit has concerns about a jointly appointed faculty member's performance or conduct, the administrator most knowledgeable about the concern should handle the difficulty. Each unit administrator has a responsibility to notify the faculty member's sharing unit of the problem, and work jointly towards resolution. Assurance of the faculty member's appropriate due processes among all involved is critical. Disciplinary action, if deemed necessary, toward the jointly appointed faculty member must be recommended jointly through appropriate channels.

V. Additional Information

Each unit should provide the jointly appointed faculty member with opportunities to participate broadly in the life of the academic community. Ideally, the joint appointments will afford the faculty member substantive opportunities for involvement in scholarly activities and organizational responsibilities in each of the sharing units.

A jointly appointed faculty member's overall effort and access to resources must be comparable, in total, to faculty who hold an academic appointment in only one unit. Such resources may include mentoring, space, equipment, travel funds and other sources of funding.

The faculty member who holds a joint appointment is expected to play an active role in helping the sharing academic units effectively collaborate together. The faculty member should make the effort to become familiar with each college's expectations and procedures. If these procedures conflict, the faculty member should speak up in a timely way. The faculty member should inform the relevant administrators of issues that arise as a result of the joint appointment.

VI. Tenure Track Faculty

If the appointment is for a tenure track faculty member, the home unit should identify a mentor for the jointly appointed faculty member who is familiar with his or her interdisciplinary work. The mentor should provide feedback and advice for the faculty member on a regular basis throughout the year. At least once a year, the mentor and faculty member should meet together to discuss the faculty member's performance and progress.

VII. Changes in Appointment

Over the course of their academic careers at Kennesaw State University, faculty members with joint appointments may wish to change the terms of the original agreement. Sharing units may also wish to change the terms of their arrangements with other units or with individual jointly appointed faculty members. Thus, policies and

Personnel, Fiscal, & Institutional Policies

procedures should be in place that allow for reconsideration of the terms of the agreement. In particular, the policies and procedures should address: a) workload modifications, b) budgetary issues, c) negotiation of the "home unit", and d) redefining the joint appointment arrangement.

VIII. Hiring Jointly Appointed Faculty

The responsibility of hiring faculty into newly created joint appointment lines, or replacing faculty in an existing joint appointment line lies with the home unit. However, the sharing academic unit must have equitable opportunity for input during the search and selection process. Accommodations must be made in the home unit's normal hiring processes, e.g., committee structures, interview formats, administrative recommendations, etc., which will provide appropriate representation of the sharing academic units' collegial peer and administrative involvement. A Request To Make An Offer To The VPAA Form must be signed by both administrators of the sharing units.

B. Joint Academic and Administrative Appointments Involving Two or More Divisions*

I. Introduction

Critical to the mission of Kennesaw State University are collaborative endeavors between Academic Affairs and one of the other administrative units (e.g., Student Success) that provide opportunities for individuals to teach, conduct research, and provide professional service across divisions. These guidelines describe the process for establishing these types of formal collaborative endeavors at Kennesaw State University.

An individual may be placed in a joint appointment in two administrative units in a variety of ways. Ultimately this request will lead to a request for approval from the Provost and Vice President of Academic Affairs (VPAA) and the vice president of the other unit. Administrative units may wish to modify existing lines or establish new lines with joint appointments in two units. Whether from an individual or an administrative unit, all requests for joint appointments must: a) demonstrate that they help fulfill the missions of the individual units and the university, and b) clearly show how they allow the individuals involved to achieve successful performance evaluations.

Below are basic definitions and guidelines to assist individuals and administrators in developing, requesting, and implementing joint appointments across units.

II. Definitions

Administrative Unit: an academic program, department, division, college, institute, school or center or a non-academic unit such as a department, center, or division.

Home Unit: the unit most relevant to the primary function of the individual involved in the joint appointment and with which the individual feels the closest identity.

Joint Appointment: individuals hold joint appointments if they have appointments in two or more KSU units (academic or administrative).

Sharing Unit: a unit that has joined with an individual's identified home unit in a collaborative manner to support a joint appointment.

* These guidelines were modified from two sources: *The University of Michigan's*, and *the University of Wisconsin-Milwaukee's policies and procedures for joint faculty appointments*.

III. Guidelines

Prior to the development of the joint appointment, a Memorandum of Understanding between the sharing unit and the home unit must be developed which addresses the specific critical elements listed below. The involved units must submit this Memorandum of Understanding to the Provost/VPAA and the VP of the other unit for review and approval. The Memorandum of Understanding must identify or state:

- a. units involved in the joint appointment.
- b. home unit of the jointly appointed individual. The home unit will have the lead responsibility in the management of personnel issues and coordination of annual performance evaluations, merit decisions, tenure, and promotions in rank reviews as may be applicable for the particular individual. For tenure-track or tenured faculty, the commitment of tenure and rank will be within the academic unit. Often but not always, the home unit will be the unit with the higher workload fraction. As a general guide, the designated home unit should also be the unit that is most relevant to the individual's discipline/expertise area, inclusive of the area of intellectual/creative pursuits, and that which the individual feels the closest identity.
- c. terms of the appointment (e.g., academic year; twelve months, etc.).
- d. tenure status of the appointment (e.g., tenured, tenure track or non-tenure track).
- e. rank or title of the applicant for the appointment.
- f. workload distribution between the two units and whether this is for the duration of the joint appointment or up for review at designated times; if the latter, state the times.
- g. eligibility criteria and expectations regarding membership on unit level committees.
- h. joint appointee's office location, access to instructional support materials, secretarial support, and research support.
- i. method in which the home unit will modify their evaluation and review processes for annual review, tenure, promotion, and post-tenure review as applicable to be inclusive of the sharing unit's input on performance (see Evaluation of Appointee for additional information).
- j. processes which will be formulated to conduct joint appointment searches, interviewing, and hiring (for new positions only).
- k. mechanisms by which applicable revenues are managed if generated by a joint appointee with an externally funded grant.
- l. process for modifying or terminating the joint appointment.

A formal Letter of Approval must be signed by both the Provost/VPAA and the VP of the other unit, with copies to each unit involved and the applicant, certifying the joint appointment with all of the stipulations noted above.

IV. Evaluation of Appointee

The evaluation procedures of the home unit should be followed for joint appointments. The evaluation procedures of the home unit must recognize the jointly appointed individual's multiple commitments and should base evaluations on their total performance, inclusive of instruction, scholarly activities, service and administrative

Personnel, Fiscal, & Institutional Policies

responsibilities. The annual evaluative processes and forms typically used within the home unit should be modified to ensure that the sharing unit has appropriate input into the evaluation process. While the administrator of the home unit will be responsible for completing the evaluation, the administrator of the sharing unit must also provide a written performance evaluation pertaining to the individual's performance of responsibilities within the sharing unit. This evaluation must be included in the all evaluation documents. The final evaluation completed must be reflective of these two unit level administrators' perspectives. Prior to commencement of the appointment, both sharing unit administrators should make sure that jointly the appointed individual understands the explicit evaluation criteria that will be applied to their work in each unit.

The responsibility of conducting tenure and promotion review of jointly appointed faculty lies with the academic unit. However, as in the annual evaluation process, the non-academic sharing unit must have equitable opportunity for input during the review. Accommodations must be made in the academic unit's processes (e.g., peer review committee structures, administrative review formats, etc.), which will provide appropriate representation of the non-academic units' collegial peer and administrative involvement. Written documentation delineating these accommodations in the home unit's tenure and promotion processes should be agreed upon between the sharing units prior to requesting a joint academic appointment approval from the vice presidents.

In order to resolve personnel conflicts, the home and sharing units must identify the steps jointly appointed individuals should follow if they experience concerns about the terms of the joint appointment and/or the actions of the units involved. In general, it is recommended that an individual's concerns be first expressed at the most appropriate lowest level of the either the home or sharing unit. Appropriate upper levels of administration related to the units should become involved only if the units' efforts to resolve the difficulty prove to be unsatisfactory. If problems persist, the relevant upper level administrators should undertake to resolve them.

If a unit has concerns about a jointly appointed individual's performance or conduct, the administrator most knowledgeable about the concern should handle the difficulty. Each unit administrator has a responsibility to notify the individual's sharing unit of the problem, and work jointly towards resolution. Assurance of the individual's appropriate due processes among all involved is critical. Disciplinary action, if deemed necessary, toward the jointly appointed individual must be recommended jointly through appropriate channels.

V. Additional Information

Each unit should provide the jointly appointed individual with opportunities to participate broadly in the life of the university community. Ideally, the joint appointments will afford the individual substantive opportunities for involvement in scholarly activities and/or organizational responsibilities in each of the sharing units.

A jointly appointed individual's overall effort and access to resources must be comparable, in total, to individuals who hold an appointment in only one unit. Such resources may include mentoring, space, equipment, travel funds and other sources of funding.

The individual who holds a joint appointment is expected to play an active role in helping the sharing units effectively collaborate together. The individual should make the effort to become familiar with each unit's expectations and procedures. If these procedures conflict, the individual should speak up in a timely way. The individual should inform the relevant administrators of issues that arise as a result of the joint appointment.

VI. Tenure Track Faculty

If the appointment is for a tenure track faculty member, the academic unit should identify a mentor for the jointly appointed faculty member who is familiar with his or her academic work. The mentor should provide feedback and advice for the faculty member on a regular basis throughout the year. At least once a year, the mentor and faculty member should meet together to discuss the faculty member's performance and progress.

VII. Changes in Appointment

Over the course of their careers at Kennesaw State University, individuals with joint appointments may wish to change the terms of the original agreement. Sharing units may also wish to change the terms of their arrangements with other units or with jointly appointed individuals. Thus, policies and procedures should be in place that allow for reconsideration of the terms of the agreement. In particular, the policies and procedures should address: a) workload modifications, b) budgetary issues, c) negotiation of the "home unit", and d) redefining the joint appointment arrangement.

VIII. Hiring Jointly Appointed Individuals

The responsibility of hiring individuals into newly created joint appointment lines, or replacing individuals in an existing joint appointment line lies with the home unit. However, the sharing unit must have equitable opportunity for input during the search and selection process. Accommodations must be made in the home unit's normal hiring processes, e.g., committee structures, interview formats, administrative recommendations, etc., which will provide appropriate representation of the sharing academic units' collegial peer and administrative involvement. A Request To Make An Offer To The VPAA Form must be signed by administrators of both of the sharing units.

IV. Employment Contracts

Full-time faculty are issued either a fiscal year (12-month) or academic year (9-month) employment contract annually, usually in June preceding the start of a new fiscal year on July 1. These are "term" contracts for a period of only one year. A faculty member will not be reemployed in a subsequent year unless there is a new and separate contract issued for that year. (See section on Non-renewal of Employment Contracts for further information in this regard).

V. Filling Vacant Faculty Positions

A teaching or administrative faculty position (i.e., a personnel line in the budget) is either "vacant" or "filled." The position is filled when an individual has been formally appointed to and actively holds the position. A vacant position has, or at the time of appointment has, no active incumbent. Full-time teaching positions fall into 1 of 3 categories: 1) a permanent, full-time tenure-track faculty vacancy, 2) a permanent, full-time non-tenure-track faculty vacancy, and 3) a temporary full-time faculty vacancy. A permanent academic teaching faculty position or administrative faculty position will normally occur in one of 3 instances: 1) the retirement of a faculty member or academic administrator who has an annual academic year or fiscal year contract, 2) the resignation/non-renewal of a faculty member who has an annual academic year or fiscal year contract, or 3) the addition of a new budgeted, line-item, faculty teaching or faculty administrative position approved by the Provost and other appropriate academic administrators.

The filling of vacant faculty and academic administrator positions on a continuing basis involves a formal search and screening process. This process is conducted within the academic affairs division for teaching faculty positions, academic administrative faculty positions, and other high-level administrative faculty positions at the request of the president. Coordination of these searches is provided by the academic affairs office.

Personnel, Fiscal, & Institutional Policies

The academic search and screening process proceeds according to established guidelines. The guidelines for filling faculty vacancies are available on the academic affairs office website. As mentioned in the guidelines, all faculty and staff members involved in faculty searches are required to successfully complete the KSU Search Committee Educational Online Training workshop every five years in order to understand the legalities related to search practices and learn about nuances associated with the diversification of applicant pools before beginning service on a search committee.

<https://web.kennesaw.edu/academicaffairs/vacancies>

VI. Faculty Relocation and Moving Expenses Policy

Relocation and moving expenses may be provided to new, regular faculty members and administrators if funds are available in the department or college budget and relocation assistance benefits the university and its recruitment effort. The exact amount of reimbursable relocation expenses will be determined on a case-by-case basis and specified in the written offer of employment. Please refer to **<https://web.kennesaw.edu/hr/content/relocation>** for the complete relocation policy and to access the KSU Relocation and Moving Expense Reimbursement form.

VII. Redirection and Reassignment of Filled Faculty Positions

Specific job duties and responsibilities of teaching and administrative faculty are constantly subject to change or modification as the circumstances and needs of the university and its units change. Departmental or unit reorganization or elimination may result in significant staffing changes. Administrative unit heads have the responsibility to manage the assignment, reassignment, redirection, and reorganization of job duties and responsibilities of the employees in their units.

Sometimes, the changes that are made in the assigned duties and responsibilities of an individual who fills a teaching or administrative faculty position on a continuing basis are so significant that they warrant an additional or changed job title. When the role of a filled position is redirected in this manner, necessitating a title change, the change is typically made through administrative approval channels. Since such change constitutes reassignment or redirection and does not involve or result in a "vacant" position, no search and screening process is necessary; the one position involved is already filled.

For example, when a tenured department chair elects to give up his/her administrative responsibilities and assume the role of a full-time teaching faculty member, that change in title and function is approved administratively. The individual already holds a continuing faculty status at KSU and does not have to reapply and go through another search and screening process to shift job responsibilities from one KSU faculty role to another.

Likewise, when a teaching faculty member has a portion of his or her load reassigned from instruction to administration which warrants the addition of an administrative title such as coordinator, director, etc., that change in title and function may also be approved administratively. Again, that individual already holds a continuing faculty role at KSU which has simply been redirected. There is no need to reapply or go through another search and screening process to shift job responsibilities for that filled but redefined faculty position.

In the administrative faculty positions of instructional department chair and above (see faculty search policy document section for specific policies), administrative reassignment is not sufficient for a permanent or continuing appointment. If current KSU faculty are to be eligible to take on one of those positions on a continuing appointment basis, they must emerge as the candidate of choice from a search and selection process. Academic tradition and procedural guidelines in the University System restrict internal administrative redirection and reassignment prerogatives in these cases.

Personnel, Fiscal, & Institutional Policies

Administrative faculty positions of department chair and above may be reassigned administratively out of the responsibilities of those positions to other faculty roles. KSU faculty in other roles can be reassigned administratively to the role of acting or interim administrative faculty positions of instructional department chair or higher. However, internal candidates for an administrative faculty position of instructional department chair or higher (on a continuing appointment basis) must formally apply for those positions as part of a standard search and screening process. In these cases, if a vacant faculty position does not exist because the previous administrative faculty remained on the KSU faculty in another capacity, a new vacant position would typically have to be created in the institutional budget.

Reassignment of a faculty administrator into other roles and unit(s) will be preceded by a discussion with the unit(s) involved. Administrative faculty serve in their administrative roles at the pleasure of their department/unit head and ultimately the president. Administrative reassignment does not constitute constructive discharge.

Administrative faculty who hold positions in non-instructional departments and who do not hold regular academic rank and tenure or tenure-track status usually do not have the option of reassignment to the role of a teaching faculty member in an instructional department. Rarely would such administrative faculty have an option of reassignment to a different set of administrative faculty responsibilities in their or another department on a continuing basis. Reorganizations and reassignments that affect such individuals may result in the university's election of its option for the non-renewal of a completed employment contract or possibly to a mutual agreement that results in a change in status within the classified staff system. (It is not uncommon for administrative faculty in non-instructional departments to have emerged from classified staff roles earlier in their careers.)

VIII. Nonrenewal of Employment Contracts for Individuals with Faculty Status

A. All Nontenured Faculty

Consistent with BOR Policy (Section 8.3.4.2), all non-tenured faculty members who have been awarded academic rank (instructor; assistant professor; associate professor; professor; clinical assistant professor; clinical associate professor; clinical professor; librarian assistant professor; librarian associate professor; and librarian professor) and who have served full-time for the entire previous year under written contract have the presumption of renewal for the next academic year unless notified in writing by the provost and vice president for academic affairs or the president of the institution on the intent not to renew. For non-tenured faculty with academic rank, the intent to not renew a non-tenured faculty member is the prerogative of the institution, and written notice of intent not to renew follows this schedule:

- a. at least three (3) months before the date of termination of an initial one-year contract;
- b. at least six (6) months before the date of termination of a second one-year contract;
- c. at least nine (9) months before the date of termination of a contract after two or more years of service in the institution.

This schedule of notification does not apply to persons holding temporary or part-time positions, or persons with courtesy appointments, such as adjunct appointments.

Personnel, Fiscal, & Institutional Policies

B. Full-time Lecturers and Senior Lecturers

Based on BOR policy (803.04), full-time lecturers and senior lecturers are appointed by the institution on a year-by-year basis. Lecturers and senior lecturers have the presumption of reappointment for the subsequent year unless notified in writing as follows.

- a. for lecturers with less than three years of full-time service to KSU, notification of non-reappointment is encouraged as soon as possible, but no specific notice is required.
- b. for lecturers with three or more years but less than six years of full-time service to KSU, notification of non-reappointment is at least 30 calendar days prior to the institution's first day of classes of the semester.
- c. for senior lecturers and lecturers with six or more years of full-time service to KSU, notification of non-reappointment is at least 180 calendar days prior to the institution's first day of classes of the semester.

Reappointment of lecturers, senior lecturers, and promotion of lecturers to senior lecturers are dependent not only on their performance in instruction and service, but also on the programmatic needs and financial exigencies of the College and its units.

IX. Removal of a Faculty Member for Cause

The president of an institution may at any time remove any faculty member or other employee of an institution for cause. Cause shall include willful or intentional violation of the policies of the Board of Regents or the approved statutes of an institution. A tenured faculty member or a non-tenured faculty member, before the end of his or her contract term, may be dismissed for any of the following reasons provided that the institution has complied with procedural process requirements:

- Conviction or admission of guilt of a felony or of a crime involving moral turpitude during the period of employment — or prior thereto if the conviction or admission of guilt was willfully concealed;
- Professional incompetency, neglect of duty, or default of academic integrity in teaching, in research, or in scholarship;
- Unlawful manufacture, distribution, sale, use or possession of marijuana, a controlled substance, or other illegal or dangerous drugs as defined by Georgia laws; teaching or working under the influence of alcohol which interferes with the faculty member's performance of duty or his responsibilities to the institution or to his profession;
- Conviction or admission of guilt in a court proceeding of any criminal drug offense;
- Physical or mental incompetency as determined by law or by a medical board of three or more licensed physicians and reviewed by a committee of the faculty;
- False swearing with respect to official documents filed with the institution;
- Disruption of any teaching, research, administrative, disciplinary, public service or other authorized activity;
- Such other grounds for dismissal as may be specified in the statutes of the institution.

Any student, faculty member, administrator or employee acting individually or in concert with others, who clearly obstructs or disrupts, or attempts to obstruct or disrupt any teaching, research, administrative, disciplinary or public service activity, or any other activity authorized to be discharged or held on any campus of the University System is considered by the Board to have committed an act of gross irresponsibility and shall be subject to disciplinary procedures, possibly resulting in dismissal or termination of employment.

Procedures for removal of a faculty member shall be those specified in the Board of Regents, section 8.3.9.2.

X. Visiting Faculty Appointments

Faculty members who are employed at another institution and are temporarily employed at Kennesaw State University for a designated short-term period may be appointed as a Visiting Faculty member. These faculty may be on a temporary leave of absence or sabbatical from their home institution, an executive on loan, or a visiting international faculty member and are expected to return to their home institution at the end of their appointment at Kennesaw State University. The same appointment process for temporary and part-time faculty is used for visiting faculty.

XI. Temporary Faculty Appointments

Faculty members employed on a “temporary” basis, typically nine months, are appointed at Kennesaw State University. The appointment letter for this individual states explicitly at the time of employment that there is no official institutional commitment of continuing employment beyond the single term of the temporary assignment. Such a temporary appointment can be made without a formal search and screening process, but it requires administrative recommendation and approval at all levels between the position’s department and the president. A temporary appointment is typically made in circumstances where a new vacant position has been created or an existing position has been vacated unexpectedly, and there is insufficient time to conduct a proper search for a “continuing” appointment before the instructional and/or administrative services from that filled position are needed by the university. However, departments must attempt to fill a continuing, budgeted full-time, tenure-track or non-tenure-track position with a permanent faculty member as soon as possible. A temporary faculty appointment can be renewed each academic year for up to three consecutive academic years. Unless there are special circumstances (e.g., multiple year leave, grant buy-out, or failed national search), and prior approval by the provost and vice president for academic affairs, permanent positions must not be filled by a temporary faculty member for more than three consecutive academic years.

XII. Part-time Teaching Faculty Appointments

Kennesaw State University employs part-time teaching faculty on a course-by-course, semester-by-semester, as-needed basis. Such part-time faculty are considered temporary employees, appointed and hired through administrative channels, largely at the level of the instructional. There are two designations for part-time faculty at Kennesaw State University:

- Part-Time, a designation used for the majority of part-time faculty who teach in the academic disciplines, and
- Part-Time Clinical, a designation reserved for part-time faculty in applied programs.

Academic Qualifications

Part-time faculty must meet the same minimum requirements for academic preparation and credentials as their full-time counterparts. In order to teach undergraduate classes, part-time faculty must hold at least a master’s degree in the academic area in which they teach or have completed at least 18 graduate semester hours in the teaching discipline. A terminal degree in the discipline is required for part-time faculty to teach graduate courses. In exceptional cases, outstanding professional experience and demonstrated contributions to the teaching discipline may be presented and justified in lieu of formal academic preparation.

Academic Rank

Faculty rank for part-time faculty will be assigned according to the individual’s highest degree and academic experience, as is the case with full-time faculty. All part-time faculty, regardless of the academic rank they hold, are not eligible for tenure or tenure-track status.

Personnel, Fiscal, & Institutional Policies

Appointment of Part-Time Faculty

Appointment as a part-time faculty member is initiated formally through a written recommendation by the department chair from the faculty member's home department. Upon approval and recommendation by the dean, the provost and vice president for academic affairs issues the formal offer letter and part-time employment agreement on behalf of the university. A part-time faculty member's appointment file should contain the written recommendation from the department chair and dean for appointment, a resume or vita, and official transcripts of all graduate work completed.

No guarantee of employment is issued to part-time faculty at the time of appointment. An appointment as a part-time faculty member only constitutes eligibility to be employed if needed and as needed by the university at some future date. The department chair arranges part-time teaching assignments on a semester-by-semester basis and is not obligated to employ part-time faculty for subsequent semesters. These appointments are reviewed comprehensively each spring by department chairs for the purpose of determining formal reappointments for the coming year. In keeping with the temporary and as-needed status of part-time faculty, a decision not to renew an appointment can be made at the institution's discretion; non-renewal notice provisions do not apply to part-time faculty.

Compensation and Benefits

Total compensation for part-time faculty is determined on a course-by-course basis, semester-by-semester. The level of compensation per course is set in the annual part-time faculty agreement and takes into account highest degree, meritorious service at KSU, and nature of the course. Part-time faculty employed on an as-needed basis are not eligible to participate in the university's fringe benefit programs.

Attainment of an earned doctorate or terminal degree will raise the compensation level and rank of a part-time faculty member once his/her next annual appointment is renewed. The department chair must notify the Office of Academic Affairs of this achievement, and official transcripts showing the new degree must be provided for the personnel files in that office.

Teaching Load (Academic Course Assignments)

According to BOR policy (4.2), a part-time faculty member cannot exceed more than one-half time for the year at KSU, and a part-time faculty member teaching at KSU and one or more other USG institutions must limit his/her employment to less than half-time employment for the year across all the USG institutions. When two or more KSU departments need to employ the same part-time faculty member, the department of the primary assignment is responsible for coordinating the part-time faculty member's total load and keeping it within the bounds of less than half-time. Faculty receiving Georgia Teacher Retirement System benefits also must restrict their part-time employment to a less-than-half-time basis following retirement. Upon appointment at KSU, part-time faculty will verify in writing that they are in compliance with this policy.

KSU's guidelines for defining the workload for teaching faculty appear in Section 4 of the Faculty Handbook. This supplemental statement serves as the operational definition of what the upper limits of a less-than-half-time faculty load will be at KSU from the perspective of the Provost/VPAA. It is important to note the distinction made in KSU's workload guidelines between a "full faculty load" and a "full teaching load" and the reference to a "principally teaching model" for workload as described in the Faculty Handbook. The Provost's interpretation of the upper limit of a less-than-half-time faculty workload is the teaching of no more than five three-hour courses or four four-hour courses during the 9-month academic year (two during one semester and three or two during the other). An increase can be made up to six three-hour courses during the 9-month academic year if there is a single course preparation. The six three-hour courses can be distributed as three during one semester and three during the other or four during one semester and two during the other, but not five during one semester and one during the other. One or both of the following conditions make this "teaching load" a less than-half-time "faculty load":

Personnel, Fiscal, & Institutional Policies

Unlike the expectations for full-time faculty, there are no additional or minimal KSU expectations for the part-time colleague to be engaged in professional service, scholarship, academic achievement or advisement responsibilities at KSU.

The four or five courses are typically limited to two course preparations (or six courses with one course preparation) offered repeatedly for multiple sections, reflecting substantially less preparation effort than would be required for teaching several different courses. Likewise, the granting of dual credit for a single class would constitute substantially less “contact time” than teaching two distinct classes.

During the Summer Session, a part-time faculty member should be limited to teaching no more than one three-hour or four-hour course in order to be employed less than half-time during that abbreviated term. An increase can be made up to two three-hour courses if there is a single course preparation.

Credit Hour Equivalency (Non-academic Course or Non-instructional Assignments)

Part-time faculty members teaching non-academic courses (i.e., Continuing Education courses) or participating in non-instructional assignments (i.e., grant work or workshops) are paid per assignment rather than the standard instructional semester hour rate for academic course assignments. However, these non-academic course or non-instructional assignments must be accompanied by a credit hour equivalency because such assignments are included in the part-time faculty member’s less-than-half-time faculty workload.

Performance Review

The instructional effectiveness of part-time faculty will be evaluated by department chairs each semester and will be considered in decisions to employ part-time faculty in subsequent semesters. When reviewing the teaching effectiveness, the department chair should follow the general institutional policy on assessing teaching effectiveness outlined in Section 4.V. of the Faculty Handbook. Part-time faculty members who demonstrate notable performance in teaching effectiveness two semesters a year for at least three consecutive academic years may be recommended by their department chairs for a merit adjustment in their course compensation.

XIII. Conversion from Tenure-Track to Non-Tenure-Track Faculty Status

In accordance with BOR policy (4.1), a tenure-track faculty member may request a conversion from a tenure-track to non-tenure track faculty status. The request form, which is on the Academic Affairs webpage (<https://web.kennesaw.edu/academicaffairs/forms>), must be approved by the faculty member’s dean, the provost, and the president.

XIV. Salary Conversion for Fiscal and Academic Year Appointments

According to BOR policy (4.3.5), when a faculty member on an academic year contract is given a fiscal year administrative appointment, the institution should pay the faculty member an administrative stipend based on the job description and responsibilities related to the administrative role. The administrative stipend will be identified separately from the base salary amount in the faculty member’s contract and the contract will specify that the stipend is no longer available when the administrative appointment ends.

The nine-month faculty salary is set based on a comparison to other faculty members in the administrator’s academic department who have similar rank and qualifications. Because all KSU academic administrators are on twelve-month contracts, a twelve-month salary is determined by multiplying the nine-month salary by 1.3. An administrative stipend may be added to the twelve-month salary based on market conditions for a particular po-

Personnel, Fiscal, & Institutional Policies

sition, and/or to recognize additional requirements and/or unique qualifications for the position. Some academic administrators may not receive administrative stipends because their nine-month faculty salary equates to the appropriate twelve-month administrative salary.

Calculating the total administrative salary in this manner allows for both consideration of internal equity (salaries for faculty already employed by KSU) and external equity (market salaries for individuals holding similar administrative positions at other institutions.)

If an academic administrator leaves the administrative position to return to the faculty, the administrative stipend is removed and the salary is converted from twelve to nine-months by dividing the twelve-month salary (minus the administrative stipend) by 1.3.

Merit dollars are available for the full amount of the administrative salary including the stipend. Based on the recommendation of the supervisor and the approval of the Provost and Vice President for Academic Affairs, the merit pay increase can be applied to the total salary, or used to increase the stipend. Stipend amounts are renewed yearly, and the administrator's supervisor should adjust the stipend as needed in order to maintain both an appropriate nine-month faculty salary and a competitive twelve-month administrative salary including stipend.

Forms for administrative stipend requests are available through the Faculty Affairs Office in Academic Affairs.

XV. Adjunct Faculty Appointments

The University System of Georgia usually reserves "adjunct faculty status" for courtesy or honorary appointments by institutions. The primary characteristic that usually distinguishes "part-time faculty status" from "adjunct faculty status" is that part-time or visiting faculty are compensated for their services, and adjunct faculty are not.

KSU grants adjunct faculty status through the office of the provost and vice president for academic affairs, typically upon the recommendation of a department chair and dean. Adjunct faculty are individuals who regularly make significant volunteer contributions of their personal time, talents, energy and resources to the instructional program of the university. Regular and significant volunteer contributions are typically made by student teaching supervisors, nursing preceptors, coop and internship supervisors, regular guest lecturers (who provide significant components of courses or programs annually) and others. These courtesy appointments will be made on an annual basis, renewable at the discretion of the university and serve as a small token of the university's appreciation and recognition for the valuable contributions made to the instructional program and its students.

The title, "Adjunct Professor" will be used for the courtesy appointments of individuals who hold a doctoral or equivalent terminal degree. All others will be appointed "Adjunct Instructor." Adjunct instructors will normally be expected to hold at least a master's degree unless the individual has established an exceptional record of accomplishment and demonstrated success in the area of contribution to the university's instructional program. Submission of formal credentials and transcripts will not be required for these courtesy appointments.

Unless a special exception is granted by the provost and vice president for academic affairs (and required credentials and transcripts are on file), adjunct faculty will not serve as the instructor of record for any KSU course or grade roster. Adjunct faculty will normally not be compensated by KSU for their contributions or service, nor will they normally have employment status at KSU. Adjunct faculty status is courtesy or honorary appointment and earns no credit toward tenure.

Supervising Master Teachers

Because of their unique contribution to the preparation of teachers through the on-site supervision of student teachers, the provost and vice president for academic affairs has granted an exception and these adjunct faculty can serve as the instructor of record for student supervision only. Because they are the instructor of record, the required credentials and transcripts must be on file in the office of academic affairs.

Adjunct Faculty Appointments for KSU Staff

Occasionally some Kennesaw State University staff employees teach courses as the instructor of record as part of their overall workload. Because they are not paid additional compensation for teaching a course, these staff members are appointed as adjunct faculty. As an instructor of record, the required credentials and transcripts must be on file in the office of academic affairs.

XVI. Visas for Non-U.S. Citizens

Faculty members must have current, valid proof of employment eligibility in the US due to citizenship, status as a permanent resident or status as an employment-eligible non-resident when they begin work at KSU.

Non-resident international faculty at KSU can be sponsored either as short term visiting scholars (J-1 visa) through the Institute for Global Initiatives or for extended employment under an employment sponsored visa (such as an H1B) through Human Resources. International faculty may contact Human Resources for advice and assistance regarding employment eligible visa status. Department chairs wishing to sponsor short-term scholars for J-1 visas should contact the Office of International Services and Programs for assistance.

KSU sponsors filings for employer-sponsored petitions (ex. H1B) and permanent residency for full time tenure track faculty only. Information is available from Human Resources and at <https://web.kennesaw.edu/hrinternational/>.

XVII. Employment of Relatives

The basic criteria for the appointment and promotion of employees in the University System shall be appropriate qualifications and performance as met forth in the policies of the Board of Regents (see BOR Policy Manual Section 8.2.3). Relationship by a family or marriage shall constitute neither an advantage nor a disadvantage.

No individual shall be employed in a departmental or unit which will result in the existence of a subordinate-superior relationship between such individual and any relative of such individual through any line of authority. As used herein, "line of authority" shall mean authority extending vertically through one or more organizational levels of supervision or management (BR Minutes, 1989-90, p. 250).

For the purpose of this policy, relatives are defined as husbands and wives, parents and children, brothers, sisters and any in-laws of any of the foregoing (BR Minutes, February 14, 1973, p. 312).

Subsection B. will not apply to:

- temporary or part-time employment of children under age 25;
- any individual employed as of February 14, 1990, at any institution where a relative of such individual then holds a superior position at least one level of supervision removed from such individual in any line of authority; or
- exceptions approved by the Board of Regents upon recommendation of the chancellor as being clearly in the best interest of the institution and the University System (BR Minutes, 1989-90, p. 250).

XVIII. State Restrictions on Kennesaw Faculty Employment Elsewhere in the University System

According to State law as recently interpreted by Georgia's Attorney General, employees of one unit of the University System are generally not to be employed by another unit or office of the University System. This includes part-time and/or summer teaching employment. Exceptions can be made, but special conditions must be met, involving negotiated written agreements between the two institutions.

If you are engaged in or plan to accept any additional employment elsewhere in Georgia's University System over and above your employment at Kennesaw State, please contact your department chair so that steps can be taken to bring your plans into compliance with State Law.

XIX. Reaffirmation of Equal Employment Opportunity Affirmative Action Policies

Kennesaw State University continues its policy of implementing equal opportunity to all students, employees, and applicants for employment or admission without regard to race, color, religion, sex, national origin, age, veteran status, physical or mental disabilities, or sexual orientation. The university shall take action, to the extent allowed under state and federal law, to ensure fulfillment of the policy including, but not limited to, the following areas:

- Recruiting and enrollment of students and the conduct of educational activities
- Recruitment, hiring, and promotion
- Rates of pay or other forms of compensation
- Selection for training
- Layoff or termination
- Fringe benefits

The policy of Kennesaw State University is consistent with the requirements and objectives of Executive Order 11246, as amended, Vietnam Era Veterans Readjustment Act of 1974, as amended, Sections 503 and 504 of the Rehabilitation Act of 1973, The Americans With Disabilities Act of 1990, and their implementing regulations. It is the objective of the university to obtain, without discrimination, individuals qualified and/or trainable for positions by virtue of job related standards of education, training experiences or personal qualification.

In keeping with the above listed federal regulations, Kennesaw State University does not and will not unlawfully discriminate against any student, employee, or applicant for employment or admission with regard to any position for which the student or employee qualifies. Kennesaw State University will provide reasonable accommodation for all employees, students, and applicants for employment with physical and mental disabilities as required by law.

The rights of employees, students and applicants to file a complaint or assist in an affirmative action/equal opportunity investigation or assist in an investigation under the Americans with Disabilities Act of 1990, Sections 503 and 504 of the Rehabilitation Act of 1973 or the Vietnam Era Veterans Readjustment Assistance Act of 1974, as amended, are recognized and supported by Kennesaw State University.

The following persons are responsible for ensuring the compliance and continued affirmative implementation of this policy:

Personnel, Fiscal, & Institutional Policies

Dr. Flora Devine

University Attorney and Special Assistant
to the President for Legal Affairs

Office: 3435 Kennesaw Hall

Telephone: (770) 499-3562

FAX: (770) 420-4410

Title IX Coordinator (for faculty)

ADA Officer (for faculty)

Ms. Carol J. Pope, Director,

Student Development

Office: 269C Carmichael Student Center

Telephone: (770) 423-6443

FAX: (770) 423-6667

ADA Officer (for students)

504 Coordinator (for students)

Kennesaw State University policy on equal employment opportunity will be reviewed and revised periodically for the purpose of updating and measuring the progress of the university against stated objectives.

The staff, faculty and student body are encouraged to join the Provost and Vice President for Academic Affairs and me in giving their full support in the implementation of this policy in order to ensure a wholesome nondiscriminatory atmosphere on the Kennesaw State University campus.

Dr. Ken Harmon

Provost and Vice President for Academic Affairs (faculty)

Office: 4429 Kennesaw Hall

Telephone: (770) 423-6023

Date: August, 2009

Daniel S. Papp, President

XX. Processing Out at the End of Employment

Letters of resignation should be submitted to the department chairs with copies to the Provost and Human Resources. Employees who are leaving Kennesaw State University must contact HR to schedule an exit interview and/or initiate the process of separating from employment in order to ensure timely and accurate processing of final paychecks.

Compensation & Benefits

XXI. Academic Year Pay Procedures

Each paycheck will include one-tenth of the faculty member's academic year salary. Fringe benefit deductions that are required for 12-month coverage (e.g., health insurance, long-term disability insurance, etc.) are deducted on a monthly premium schedule August through December and on a seven-fifths monthly premium schedule January through May. In utilizing this method, the full-year's premiums are deducted over the 10 paychecks. Paychecks are distributed by electronic transfer (direct deposit) for all full-time and part-time faculty as required by Board of Regent policy. The first five checks will correspond to the fall semester and the last five will be for the spring semester.

XXII. Summer Employment and Compensation

All faculty members employed under academic year contracts are eligible for employment during the summer term for extra compensation. This extra compensation cannot exceed 33-1/3% of their salary for the immediately preceding academic year (BOR policy 8.3.12.3). This 33-1/3% is from any funding source including grant funds or employment at another USG institution. The university makes no guarantee of availability of summer employment. Any employment opportunities are dependent on enrollment and the best interests of the uni-

Personnel, Fiscal, & Institutional Policies

versity. Summer employment opportunities may include instructional or non-instructional assignments. Non-instructional assignments include sponsored program activities and/or other special assignments for the university (usually limited to high priority needs such as SACS self study preparation, special initiatives, etc.) and require the prior approval of the faculty member's college dean. Compensation for instructional assignments is at the rate of 10% of the faculty member's academic year salary for a three semester hour course. Summer compensation for field supervision and individualized course instruction will be based upon the approved equivalents of such activity per semester hour or per 3-hour semester course. Compensation for non-instructional assignments will vary with the assignment and should be based on the percentage of time devoted to the project. For example, if a faculty member devotes approximately half a full-time summer commitment to the non-instructional assignment, they would be paid 15% of their academic salary. Faculty employed during the summer term are to be paid in two checks, one on the last working day in June and the other on the last working day in July.

XXIII. Faculty Compensation and Benefits while Teaching or Doing Research Abroad

KSU Faculty Exchanges

If one's teaching and research abroad are part of an official KSU exchange (i.e., has the Department's, College's, Institute for Global Initiatives, or University System's sponsorship and endorsement), salary and benefits will ordinarily be continued as usual. The faculty member is simply on a special assignment when doing teaching and research abroad.

Leave Without Pay

Faculty members who individually negotiate international teaching and research opportunities that occur during the contract term of KSU's academic year should approach their department chair, dean, and the provost for permission to take an appropriate leave. Such leave is ordinarily without pay. However, so long as the leave is approved by the President, University contributions to fringe benefits such as health insurance and life insurance can continue. While on leave without pay, the individual is "off the clock" in terms of earning years of service toward tenure, promotion, or retirement. Once proper approval for the leave of absence has been obtained, the faculty member must contact Human Resources to make arrangements for continuing and/or discontinuing benefits elections.

Fulbright Grants

KSU strongly supports the U.S. government's Fulbright-Hays programs in international education. If a faculty member is offered an opportunity abroad on a Fulbright teaching or research grant, a president's approved leave and continuation of benefits as outlined in the previous section will typically apply. In addition, the Office of Academic Affairs is open to discussion of partial leave with pay in conjunction with the Fulbright compensation in order to make acceptance of this prestigious award financially feasible for KSU faculty. Contact Mr. Dan Paracka, KSU's Fulbright-Hayes advisor, at 770-423-6336 for assistance with Fulbright Hayes Grants.

XXIV. Overload Compensation Guidelines

According to the Board of Regents Academic Affairs Handbook (section 4.10), overload compensation may be paid under certain circumstances. The BOR policy states:

Under certain circumstances, qualified teaching faculty and administrative faculty may be called upon to take on additional teaching, research, or service responsibilities at the home institution. Whenever possible in this situation, the institution should consider adjusting the individual's primary duties to incorporate the extra du-

ties associated with the overload(s). If it is determined that a workload adjustment cannot be made, the faculty member's contract should be amended to reflect a temporary change in compensation warranted by the additional responsibilities. A contract modification should also be done when faculty are involved in joint staffing agreements that warrant additional compensation at another USG institution (see Section 5.3.3 in the Business Procedures Manual).

Contract modifications should be done using the USG Contract Addendum for Temporary Overload Compensation. Because overloads involve a modification to a faculty member's original contract, Section 5.3.2 of the Business Procedures Manual on Extra Compensation does not apply to faculty overloads.

KSU's procedures for complying with and interpreting Regents Policy are outlined below. Prior approvals for proposed overload compensation are expected to be secured using the required form (which is on the Academic Affairs webpage) before the overload assignment commences.

Conditions of an Overload Assignment

Faculty who assume overload assignments for overload pay must meet expectations in all of their normal in-load work assignments. In-load work assignments typically include the expected full-time commitment of the faculty member to teaching, supervision and mentoring duties, professional service (including administration), scholarship and creative activity, and academic achievement and professional development. Overload pay is not appropriate for an individual if the work can be readily assigned on an in-load basis to another qualified person or if the individual's existing assignments can accommodate the work or can be readily reduced, rearranged, or reassigned in order to accommodate the work on an in-load basis.

Since KSU is in full or partial operation seven days a week in the mornings, afternoons and evenings, many faculty do not share the same daily or weekly work schedules. A "normal full load" must take flexible scheduling into account, regardless of when and where an individual's faculty-related work is done during the week.

Avoiding Conflicts with Regular Duties

Because faculty are salaried professional employees, overload assignments are most acceptable when the nature of the work in the overload assignment is significantly different from the nature of an individual's work assignments in the normal full load. When the nature of the work is similar for in-load and overload pay, the potential for an appearance of a conflict of interest or conflict of obligation exists and should be avoided or thoroughly justified. Faculty members who write themselves into grants or contracts for services that involve overload pay create the potential for a perceived conflict of interest or obligation.

When an apparent conflict of interest exists within a department, college, or division, an administrator at another level of authority beyond that unit must confirm that the overload compensation is appropriate and does not constitute a conflict of interest or obligation.

Teaching a degree credit course typically constitutes a substantial workload assignment. KSU faculty loads are considered too heavy by most faculty to justify the teaching of extra degree credit courses on an overload basis. Every effort should be taken to avoid assigning degree credit courses on an overload basis.

Faculty with the rank of dean and above will not be eligible for overload pay because of the extensive workload carried by those individuals and the breadth of their professional obligations in those positions. Exceptions, if any, must be approved by the president.

XXV. KSU Employee Benefits

KSU Human Resources Benefits Website - <https://www.kennesaw.edu/hr/benefits/>.

XXVI. Employee Benefits

All benefited employees must contact Human Resources to enroll or waive participation in benefit programs and payroll deduction. Changes, additions, deletions, etc., are also made by requests filed with Human Resources.

Income Tax

Kennesaw State University deducts from each employee the standard federal personal withholding tax. A W-4 form must be completed and signed by each new faculty member. The number of exemptions claimed and the social security number of the respective faculty member must be included. The State of Georgia requires completion of a G-4 tax form which includes identification of similar information. Any desired changes in exemptions claimed during the course of a calendar year must be made in Human Resources Department. Questions or requests for additional information should be directed to this office.

KSU Foundation Annual Fund

The main purposes of the KSU Foundation are to further the interests of Kennesaw State University by helping support, guide and protect it and to assume fiduciary responsibility for private gifts to Kennesaw State. Contributions to the KSU Foundation Annual Fund can be made through payroll deduction. For more information regarding the KSU Foundation and how to contribute, please visit the KSU Foundation website at <http://www.kennesaw.edu/foundation/index.shtml>.

Social Security

Kennesaw State University faculty members are covered by Social Security. The withholding rate changes from year to year. For updated withholding information, refer to <https://web.kennesaw.edu/hr/emp/forms/>.

State Charitable Contributions

As an employee of the State of Georgia, you have the opportunity to elect to contribute part of your wages or salary to charitable health and human care organizations in Georgia through payroll deduction. The participation election process occurs once a year and the contributions are deducted from your paycheck for the entire calendar year of your election. You will be notified during the annual election process.

Retirement Contribution

All faculty members who work halftime or more are eligible for Teacher Retirement (TRS) or Optional Retirement Plan (ORP). Faculty are required to participate and, once enrolled, the plan is irrevocable. If a member receives one-half or more of a month's salary, the actual salary paid will be listed and the contributions will be deducted. Member contributions are tax sheltered and may change every year.

Voluntary Retirement Plans

KSU offers a 403(b) plan and a 457(b) plan as voluntary, tax-deferred, retirement savings plans to supplement the TRS and ORP plans. You have the opportunity to invest pre-tax money into one or both of these plans. Further information regarding these plans and how to enroll is located through the following link: https://web.kennesaw.edu/hr/content/retirement_ksu.

Voluntary Withholding Plans

Tax Deferred Annuities/Deferred Compensation

This service is provided by the university upon application by the faculty member. The offering of the withholding service in no way indicates the university's endorsement of any provider company's offering.

The Payroll Savings Bond Program

Payroll deductions for the purchase of savings bonds is a service offered to employees.

Credit Union of Georgia

The credit union is located in the KSU Center and an ATM is located in the Student Center. Loan payments and savings account contributions are payroll deducted at the employee's request.

Kennesaw State University Foundation Annual Fund

Contributions to the Kennesaw University Foundation can be deducted through payroll.

Charitable Contributions

Payroll deductions for charitable contributions will be handled under the guidelines of the State Charitable Contributions Program.

Direct Deposit of Paychecks

Direct deposit of paychecks is available with the financial institution of an employee's choice. There are two methods of direct deposit enrollment: one is via the HR Self-Service application, the other is to complete a Direct Deposit enrollment form and submit to Payroll. The enrollment form must have attached a check marked "void". A pre-notification with the bank is required with either method. The employee may receive on "paper" check before the pre-notification process is complete. The paper check will be mailed to the home address on file in Human Resources. Direct deposit advices, which show the employee's paycheck information, are not mailed. Advices may be viewed/printed 24/7 via the HR Self-Service application. Direct deposit enrollment may be cancelled at any time via HR Self-Service.

Flexible Spending Account

Kennesaw State University offers eligible employees the opportunity to participate in flexible spending account benefit programs for both dependent care and health care. The flexible spending account plan year covers a 12-month calendar year period beginning on January 1, or upon date of eligibility. Employees eligible for other benefit programs offered by Kennesaw State University are also eligible for participation in the flexible spending accounts program. An employee may elect to contribute a portion of his/her salary to an individual spending account(s) to pay for eligible dependent care and/or health care costs incurred during a plan year. Employee contributions are made on a salary reduction (i.e., before-tax) basis. Enrollment in the flexible account programs must be made during the first 31 days of employment or during the designated open enrollment period. For more information, visit <https://web.kennesaw.edu/hr/emp/forms>.

Vacation Leave

Teaching faculty who receive contracts with work commitments of less than twelve (12) months do not accrue vacation (annual) leave. Teaching faculty who receive twelve (12) month contracts accrue vacation (annual) leave at the rate of 1 3/4 days per month. The maximum number of days of vacation (annual) leave that may be carried from one calendar year to the next is 45 days. Earned vacation (annual) leave shall be taken at times mutually acceptable to both the employee and his/her department chair. In the event of termination of employment or conversion to a work commitment of less than twelve months, accrued vacation (annual) leave shall be paid in a lump sum amount. The maximum amount of paid vacation (annual) leave shall be 45 days.

Personnel, Fiscal, & Institutional Policies

Sick Leave Benefit and Reporting Responsibility for Faculty

One of the faculty's employment benefits in the University System of Georgia is the award, accumulation and use of sick leave. A day of sick leave (8 hours) is awarded to a faculty member for each month of full-time employment. Accumulated unused sick leave is summarized monthly on an eligible faculty members pay stub.

The use of accumulated sick leave allows a faculty member to continue to be paid a salary during days when the faculty member is unable to perform his/her teaching, service, scholarship, and professional development responsibilities due to illness, injury, disability (including maternity leave), or family leaves and emergencies. If the use of accumulated sick leave extends into a sixth consecutive work day, the individual must contact Human Resources to file for the use of Family Medical Leave Act (FMLA). Once a faculty member's unused accumulated sick leave has been exhausted, the individual shifts to a leave without pay status if the individual is unable to resume his/her faculty responsibilities. While this shift automatically occurs, the individual must contact Human Resources to discuss benefits continuation and further FMLA requirements. The faculty member should also contact the Academic Affairs Faculty Affairs office to complete those Leaves of Absence (Paid and Unpaid) forms as well.

The sick leave benefit is particularly important during periods of long-term disability, illness, or injury. If a faculty member has sufficient accumulated sick leave, this paid leave can provide an important financial bridge between the onset of a disability and the delay in the start-up of disability insurance benefits. All employees are afforded long-term disability benefits. Short-term disability and "bump up" for long-term disability are optional coverages.

Accumulated sick leave also may provide a benefit at retirement. Effective July 1, 1998, House Bill 859 provided that accumulated sick leave could be used for retirement benefit purposes under the Teachers Retirement System. Effective July 1, 1999, one month of service credit in Georgia Teachers Retirement is granted for each 20 days of accrued sick leave not used or paid. The employee must have at least 60 days of accrued sick leave in order to be eligible for this benefit. For more information, visit <http://www.trsga.com>.

Faculty frequently work days, nights and weekends teaching and preparing for classes; grading, mentoring and supervising students; conducting scholarship and creative activities; performing professional service; attending professional development workshops and conferences; pursuing formal academic achievements; and participating in work-related special events. The resulting work schedules of the faculty are highly diverse, variable, and flex-time oriented. Thus, the reporting of sick leave taken necessitates the exercise of substantial initiative and professional judgment on the part of individual faculty members.

Whenever the faculty member is unable to fulfill his or her responsibilities during a day that is usually devoted to teaching, service, scholarship or professional development and those responsibilities are not completed at another time during the month, that day should be reported as a day (8 hours) of sick leave. Although many faculty devote more than 40 hours a week to their full range of faculty responsibilities, no more than 40 hours a week are expected to be reported as sick leave if a faculty member is unavailable or incapacitated for a week's time. Resuming some, but not all, of one's KSU responsibilities while on sick leave requires only partial use of sick leave days in proportion to the amount of work not completed.

Sick leave applies to days in a work week in which the faculty member is unavailable or incapacitated, regardless of whether the faculty member has formal teaching responsibilities on those sick days or not. Having a colleague cover one's classes does not relieve the faculty member from the responsibility of reporting sick leave taken.

If one's sick leave extends beyond one week, the faculty member is required to submit to the administrator to whom he/she reports and subsequently to the Human Resources Department, a physician's statement, confirming the need for an extended leave and indicating when the faculty member could be expected to resume his or her work responsibilities, along with a request to use the Family Medical Leave Act (FMLA).

For more information on FMLA, visit http://www.kennesaw.edu/hr/ben_loa.shtml.

The faculty member who takes sick leave is typically responsible for making arrangements for the coverage of missed classes and meetings, notifying the person to whom he/she reports at KSU, rescheduling his/her appointments, and reporting the number of days of sick leave used each month to the payroll office.

Faculty members are expected to report the use of sick leave to the payroll services at least monthly, copying the administrator to whom he/she reports. Repeated failure to make appropriate reports of sick leave taken constitutes neglect of duty by a university employee and is subject to appropriate restitution and disciplinary action. Department chairs, directors, deans, and vice presidents are responsible for ensuring to the best of their abilities that sick leave is being reported in a proper and timely manner by faculty members in their administrative units.

Military Leave With Pay

Military Leave With Pay: "Military duty", for the purpose of these regulations, shall include any ordered military duty in the service of the State or the United States. It shall include schools conducted by the Armed Forces of the United States. To be identified as "Military Duty", such duty must be performed by a member of one of the Armed Forces and must be of less than thirty (30) days duration.

Regular employees shall be entitled to leave with pay while engaged in the performance of military duty and while going to and from such duty. Military leave with pay may not exceed 18 workdays in any one Federal Fiscal year (October 1 through September 30). In the event the Governor declares an emergency and orders employees to State active duty as a member of the National Guard, the leave may be extended over the 18-day limit. Under these circumstances, the employee has the option to continue group insurance benefits. After an employee has exhausted his/her paid military leave, the University may pay the employee for his/her accumulated vacation/annual leave upon request from the employee.

Reemployment Rights of Members of a Reserve Component of the Armed Forces Called to Extended Active Duty

Federal statute mandates that personnel who are members of a reserve component of the Armed Forces and, who either volunteer or are ordered to extended national active service, must be afforded reemployment and all other benefit rights.

Upon release from extended federal military service, employees are entitled to resume their positions and to receive all benefits they would have received had they not been mobilized. This includes, but is not limited to salary and all annual salary increases, pension benefits, promotions, vacation and sick leave entitlement, employment status, seniority and insurance benefits. Consistent with the policies of the Board of Regents, these employees shall not be discharged from their positions, without cause, within one year after such restoration of employment.

Within ninety days of their release from active duty, employees must make application to be restored to their position. The law considers such persons to have been on furlough or leave of absence during the time of their service. Employees will be required to submit copies of their military orders to the Department of Human Resources that document a call to active military status and a release from active duty.

Maternity Leave

Disability due to pregnancy shall be considered as any other disability and appropriate sick leave provisions of these policies shall apply. The length of absence from work allowed for a female employee due to pregnancy will be determined by her physician. After accrued sick and vacation leave has been exhausted, pay will cease unless the employee is on disability. Human Resources must receive written notification from the attending physician,

Personnel, Fiscal, & Institutional Policies

indicating both the time of departure from work and the subsequent return to work that he/she recommends for an employee due to a pregnancy as required by the Family Medical Leave Act. (See also "Extended Absences from Teaching Responsibilities," Instructional Responsibilities, Section 3, XI). The faculty member should also contact the Academic Affairs Faculty Affairs office to complete those Leaves of Absence (Paid and Unpaid) forms as well.

Family Medical Leave Act (FMLA)

Family medical leave offers assistance to employees by providing job-protected leave to eligible employees for certain family and medical reasons. The leave may be paid, unpaid, or a combination of paid and unpaid depending on the employee's circumstances and as specified by the policy. A Leave of Absence (LOA) lasting more than five (5) consecutive business days will be designated by KSU as a qualified leave as allowed under the Family Medical Leave Act (FMLA) if it is for one of the following reasons:

- The employee's own serious health condition, including an on-the-job injury or occupational disease covered by Workers' Compensation, which causes the employee to be unable to perform the functions of his or her job
- The care of an immediate family member with a serious health condition
- The birth and care of a newborn child
- The legal placement of a child with the employee for adoption or foster care
- An immediate family member has been ordered to active duty
- To care for an immediate family member who has been injured during active duty in the U.S. Armed Forces (allowed to take up to six months of leave)

A qualified FMLA entitles the eligible employee to up to twelve work weeks of leave during any twelve month period; twenty-six weeks to care for an immediate family member who has been injured during active duty in the U.S. Armed Forces. While on FMLA, the employee may continue to participate in group benefits as appropriate and will have job protections as defined by federal guidelines. An employee utilizing available paid sick time accrued will continue to be paid while on FMLA. Once all available sick time has been exhausted, employees with available paid vacation time will continue to be compensated until such vacation time has been exhausted, unless they specifically request to instead go uncompensated. EXCEPTION: Employees who have elected to participate in KSU's Short Term Disability Plan may elect to offset their disability payments with their sick and/or vacation time so that they receive up to 100% of their pay while on leave. Short Term Disability benefits only apply to the serious health condition of the employee and must be approved through the insurance company.

Employees requesting FMLA must complete the KSU FMLA request form and submit it along with the University System of Georgia's FMLA Medical Certification form to Human Resources. The Medical Certification form includes a section where a health care provider must verify the existence of a serious health condition. In the case of a foreseeable leave, an employee is required to give at least 30 days notice prior to beginning FMLA. In the event that the leave is not foreseeable, the employee is required to advise HR as soon as practicable. Whenever possible, the employee requesting FMLA should set up an appointment with HR to provide required paperwork and make preparations regarding compensation and benefits. The faculty member should also contact the Academic Affairs Faculty Affairs office to complete those Leaves of Absence (Paid and Unpaid) forms as well.

Additional Guidelines

If requested by the employee, intermittent leave may be granted at the discretion of the institution. Spouses employed by the University System of Georgia are jointly entitled to a combined total of twelve work weeks of family leave for the birth and care of a newborn child, for the placement of a child for adoption or foster care, or for the care of a child who has a serious health condition. Entitlement to of FMLA leave expires at the end of the 12-month period that began on the date of the birth or placement. Any such FMLA leave must be concluded within this one-year period.

Continuation of Benefits Upon Termination or Death

If your Group Life Insurance terminates because you leave our employment or because of your death, your dependent's Group Life protection may be continued and your spouse may have 31 days within which he/she may convert the Dependent Group Life Insurance to an individual policy. See your certificate for further details of continuance of protection. You may also continue your health insurance under the COBRA provision.

Upon Retirement

If you retire with at least 10 years of continuous service in the University System of Georgia, your health, life, and dependent life insurance may be continued. Certain restrictions pertain to the continuance of dependent life and the employee's life insurance. Dependent life is reduced by 50%. The employee's coverage is affected based upon the original date of employment. Information about your insurance is available from Human Resources.

Faculty and Administrative Emeritus Status and Benefits

BOR policy (8.3.18) and KSU policy state that KSU confers, at its discretion, the title of "emeritus" on any retired and tenured professor or associate professor who, at the time of retirement, had ten or more years of honorable and distinguished service in the University System of Georgia. KSU may confer, at its discretion, the title of "emeritus" on any Board of Regent's approved retired administrative officer who, at the time of retirement, had ten or more years of honorable and distinguished service to the University System of Georgia. KSU's president may recommend the emeritus title for faculty members of other ranks upon the recommendation of the dean of the college in which the faculty member was employed. This title may be conferred by the USG-BOR upon the recommendation of the KSU president.

XXVII. Teacher's Retirement System

Contribution Rates

Current contribution rates can be found at: <https://web.kennesaw.edu/hr/content/trs-orp-retirement-options>.

Membership

All newly hired eligible employees who are employed as much as one-half time or more are required to make an election to TRS or opt out and go with the ORP within the first 60 days of employment. Failure to make an election within the first 60 days of employment automatically defaults the employee to participation in TRS. Upon membership to TRS, members are required make contributions as a condition of their employment. Members whose employment is reduced to less than one-half time are no longer eligible to make contributions to the plan and, because of this, do not accrue any additional service unless employment is increased to as much as one-half time.

Membership Applications and Numbers

All new eligible employees, including former members who have lost active membership or withdrawn, must complete membership applications in order to be assigned active membership numbers.

Benefits Calculation

TRS is a defined benefit pension plan which uses a formula ($2\% \times$ each year of service \times the average of the highest 24 consecutive months' salary) to calculate the benefit amount payable upon retirement. The monthly retirement benefit amount is payable for the lifetime of the covered individual. Cost of living adjustments are also applied to the benefit amount as designated by TRS, usually every six months.

Personnel, Fiscal, & Institutional Policies

Retirement Income Eligibility

A participating employee is vested for retirement income from the TRS provided upon obtainment of ten years of creditable service. Vested members are eligible to retire at the age of 60, or has completed 30 years of creditable service, regardless of age.

A regular employee who becomes totally and permanently disabled may retire at any age, provided he or she has at least 9 1/2 years of creditable service.

Any employee who terminates employment before becoming eligible for retirement, may withdraw the employee's accumulated contributions plus all interest credited to the account.

If a terminating member of TRS elects to receive direct payment of taxable contributions and interest rather than electing a direct roll-over, TRS will withhold 20% for federal income tax. This new withholding amount will be in addition to the 10% Federal excise tax for payment of contributions and interest to terminating members who withdraw monies before age 59 1/2. Contributions to TRS made prior to July 1, 1987, will be mailed directly to the terminating member since it has already been taxed and may not be rolled over.

Effective July 1, 1998, a new statute concerning the employment of individuals with state agencies covered by the Teachers' Retirement system (TRS) or by the Employees' Retirement System (ERS) was passed. The statute stated that any vested member of TRS, who on or after January 1, 1997, became or becomes an employee or an employer normally covered by the Employees' Retirement System (ERS), may elect to remain a member of TRS. An election must be made within sixty (60) days of such employment, or by September 30, 1998, whichever is later. Such elections are irrevocable. Effective July 1, 1998, any vested member of ERS, who on or after January 1, 1997, became or becomes an employee of an employer normally covered by TRS, may elect to remain a member of ERS. An election must be made within sixty (60) days of such employment, or by September 30, 1998, whichever is later. Such elections are irrevocable.

Further Information

A handbook of information about TRS retirement titled "Your Teacher's Retirement System ... Facts for Members" is available from Human Resources or by visiting the TRS website at www.trsga.com. The handbook and/or the website on retirement should be consulted regarding questions such as withdrawal of member contributions, payment of interest, provisions for establishing credit for previous service, survivors' benefits, freezing membership, and disability retirement. More information is also available at https://web.kennesaw.edu/hr/content/retirement_ksu.

XXVIII. Regents' Optional Retirement Plan (ORP)

Eligibility

Regular faculty members and exempt staff employed at least one-half time are eligible for the plan. Newly hired eligible employees or other employees first becoming eligible for the ORP must make an election within 60 days after the date of employment or date of eligibility. During the election period, eligible employees must choose either ORP or TRS. If the ORP is chosen, a choice between approved companies must be made. Failure to make an election within the 60 day period shall be an irrevocable election to become or remain a member of TRS.

Irrevocability

When an eligible employee elects participation in the Regents' Optional Retirement Plan he/she is no longer eligible for TRS unless he/she ceases to be employed by an institution of higher education in a position eligible

for ORP, is employed in the public schools of Georgia, returns to the University System of Georgia in a position not eligible for participation in ORP or elects to participate in TRS.

Contributions

The contribution rates may change annually. For current contribution information, visit https://web.kennesaw.edu/hr/content/retirement_ksu.

Vesting

Contributions to the Optional Retirement Plan vest immediately. ORP is a defined contribution plan which means benefits payable upon retirement are contingent upon amounts contributed and any investment income they generate.

Payouts

Account balances may be paid out in a lump sum or as an annuity upon a participant's termination of service, permanent and total disability, retirement or death subject to any constraints specified by the investment product.

Change in Investment Providers

Participants may elect to change investment providers four times per calendar year, effective at the first of each calendar quarter; January 1, April 1, July 1, and October 1. Please contact Human Resources to request this change. You must complete the ORP Vendor Allocation Election/Change Form and submit it to Human Resources along with a copy of the new Provider application form, if applicable.

Change in Investment Funds

Participants may change the funds to which they allocate contributions without restrictions subject to the rules of the ORP investment provider. Please contact the investment provider directly to make a change. For more information, visit <https://web.kennesaw.edu/hr/content/trs-orp-retirement-options>.

XXIX. Leaves of Absence

KSU leaves of absence policies conform to the BOR's leaves policies (8.2.7.4, 8.2.7.5, 8.2.7.6, 8.2.7.7, and 4.9.2). The faculty member requesting the leave must ensure that the appropriate leave of absence form, which is on the Academic Affairs webpage, is completed, including securing appropriate administrative approvals, and returned to the Academic Affairs office.

1. Leaves of absence of one year or less with or without pay may be granted by the KSU president and reported to the chancellor. Extensions of such leaves, or the initial granting of leaves of more than one year, require the approval of the chancellor or his/her designee.
2. In considering a request for a leave with pay, the KSU president adheres to BOR policy that such leave shall be granted only for the purposes of promoting scholarly work and encouraging professional development. The president will examine carefully the program or project on which the employee proposes to work, and he/she will also consider the likelihood of the faculty member's being able to accomplish the purposes for which leave is requested. It is expected that scholarly and professional leaves shall be granted without pay where the leave is supported by an external grant or stipend. In considering the request for a leave, the president will take into consideration the effect that the granting of the leave will have on the institution or the department in which the faculty member is a member. If the faculty member's work cannot be handled by other faculty and/or staff and if funds are not available for the employment of a substitute, the president will be justified in refusing to recommend that the leave be granted or in deferring action upon the request for a leave. For extensions of educational and professional leaves, or

Personnel, Fiscal, & Institutional Policies

the initial granting of such leaves of more than one year; the president's request to the chancellor for such leaves must include the following:

- A statement that the faculty member's absence will not adversely affect institutional programming.
- Strong justification for the request for leave with pay to a faculty member who has not been employed at KSU for at least three years.
- A statement of the direct and significant benefits that will accrue to the institution as a result of the faculty member's activities during the period of leave.
- If the granting of leave with pay will require additional institutional expenditures, provide a note of that fact.
- The amount of leave pay, determined with reference to the following:
 - The normal rate of leave pay shall be considered as an amount up to one-half of the regular salary of the faculty during the period of leave.
 - Extraordinary justification must accompany a recommendation of leave pay in an amount exceeding one-half of the faculty member's regular salary during the period of leave or for leave pay at full regular salary for the period of leave.
 - The amount of any external stipend or any other external remuneration to be received by the faculty member for his/her activities during the period of leave shall be taken into account in the determination of institutional leave pay recommended. The recommendation for leave must indicate the source and the amount of applicable external remuneration.

The president ordinarily will not approve a request for a leave with pay if the applicant for leave has been employed at KSU for a period of fewer than three (3) years. Any faculty member who has been granted a leave of absence with pay shall be required, before beginning the leave, to sign an agreement indicating that:

- For a leave with pay of less than one year, the employee will return to KSU at the termination of the leave for a period of at least one (1) year;
- For a one-year leave with pay, the employee will return to KSU at the termination of the leave for a period of at least two (2) years; and that,
- If the employee does not return to KSU for the full amount of time specified in the agreement, the employee will reimburse KSU for the amount of compensation received while on leave, as well as any other expenses paid by the USG during the leave, including all benefit costs.

A faculty who returns from an authorized leave which enhances professional study and development shall be entitled to a salary which will include, at a minimum, the mandated across-the-board salary raises which occurred during the period of leave.

3. In all cases in which an approved leave of absence is based on FMLA (the Family Medical Leave Act) or for educational/professional purposes, the faculty member's third-year/tenure/post-tenure review (or third-year/promotion/sixth-year review for Lecturers/Senior Lecturers) clock will automatically be stopped for one academic year if the leave of absence is for one semester or more. The faculty member must make a request to the provost that the third-year/tenure/post-tenure review (or third-year/promotion/sixth-year review for Lecturers/Senior Lecturers) clock be delayed for one academic year for an approved leave of absence due to FMLA or for educational/professional purposes lasting less than one semester.
4. Based on BOR policy (8.3.7.4), no leaves of absence will be granted beyond two years for any non-tenured, tenure track faculty member.

Personnel, Fiscal, & Institutional Policies

5. No leaves of absence will be granted to USG retirees and who are drawing retirement benefits from the Teachers' Retirement System of Georgia or from the USG.
6. Approved leave shall allow employees the right to elect to continue group insurance benefits with institutional participation.

XXX. Travel Regulations and Travel Forms

To ensure compliance and avoid incurring non-reimbursable expenses, it is important that each employee review the State travel regulations prior to any travel.

All regulations and available forms can be found on the KSU Business Services Travel Web site <https://financialservices.kennesaw.edu/accounts payable/travel>.

Workplace Policies and Procedures

XXXI. Intellectual Diversity and Interpersonal Relations

Position Statement

Kennesaw State University is an educational community comprised of individuals from different ethnic, racial and religious groups and of different genders, political beliefs, ages, abilities and sexual orientations. In light of this diversity, Kennesaw State University is resolved to contribute to the development of an integrated, pluralistic society in which individuals model and support humaneness and respect for the individual.

Kennesaw State University is committed to a diversity of intellectual viewpoints. We trust in a genuine free marketplace of ideas where faculty and students are encouraged to express their considered opinions openly. We further believe that this intellectual exchange is healthy, democratic, and produces new insights. The exchange of ideas is also a splendid means of encouraging "critical thinking" as long as it is conducted within an atmosphere that respects the dignity of all concerned.

The University is committed to providing quality education, which is enhanced by the perspectives provided by individuals and groups with varying backgrounds and views. Racism, sexism and other discriminatory attitudes and behaviors impede learning and working. Conversely, respect for differences enhances educational and work experiences. Kennesaw State University is dedicated to creating an environment that cherishes and nourishes this diversity.

XXXII. Open Records Act

The Georgia Open Records Act is a state statute which requires that public records be open and available for inspection within three (3) business days of receipt of the request. Any Open Records Act requests received by a university official (faculty, staff or administrator) must be responded to within three (3) business days or the university official may be penalized under the provisions of the law. There are some exceptions to the Open Records Act (e.g., medical records, student educational records, etc.). Any requests received should be forwarded immediately upon receipt to the KSU Office of Legal Affairs for response on behalf of the University.

Personnel, Fiscal, & Institutional Policies

XXXIII. Outside Employment Policy

Kennesaw State University is a dynamic, developing regional university in the University System of Georgia and is committed to providing an inviting and supportive learning environment. The university values and promotes excellence in its central missions of teaching and service and encourages scholarly activity and research in support of these aims and to further professional development. In order to attract and retain the most highly qualified and accomplished scholars, practitioners, and administrators from the academic disciplines and the professions, Kennesaw State University recognizes that faculty must have the opportunity for self-renewal and revitalization on a continuing basis. Practicing their professions outside the university can contribute greatly to their service to students, the institution and society.

Definitions

Consulting is defined as “additional activity beyond duties assigned by the institution, professional in nature and based in the appropriate discipline for which the individual receives additional compensation during the contract year” (BOR Policy 8.2.15.2). This includes providing professional advice, services or products to a client in return for a fee, honorarium or other tangible advantage (NOT “WAGES”). A client, for purposes of this policy, is defined as: one who applies to a professional for advice.

Outside activity for compensation may be related to the professional expertise for which the employee was hired or may be unrelated to that field. In either case these activities must be communicated to the employee’s immediate supervisor as described in the pertinent sections that follow.

Exclusions: The above definitions do not include, for purposes of this policy:

- Non-compensated services to the profession, such as editing a journal, serving as an officer of a professional organization, etc. These are assumed to be included in the general guidelines of institutional responsibilities.
- Contract research or grant, in which an outside agency, public or private, “buys” an employee’s “time” from teaching in order that research or other activity be accomplished, and in which there is a contractual relationship between the university and the outside agency.

Conflict of Interest and Conflict of Commitment

Conflict of commitment is defined as any activity which interferes with an employee’s contractual duties. Such conflicts should be resolved by the procedures outlined in this policy. Conflict of interest is defined as any activity or situation in which personal gain or interest is in conflict with the individual’s obligation to the institution. Public employees have a need to be especially sensitive to outside activities which provide personal gain at public expense. As a result, situations or activities which have potential for a conflict of interest should be discussed thoroughly and must be approved in writing before any agreements are finalized.

Conflict of interest questions should be guided by the policies established by the Board of Regents of the University System of Georgia. The pertinent policies are 8.2.13.2, 8.2.15.1, .8.2.15.2, and 8.2.15.3.

In cases where questions of conflict of interest arise, initial discussion and resolution should be undertaken at the lowest level possible. If resolution is not possible at that level, discussion with higher level supervisors may be necessary. Final resolution of conflict of interest questions will rest with the president of Kennesaw State University.

Relationship of Outside Activity Agreements to Kennesaw State University

Kennesaw faculty involved in outside employment activity must make clear to the contracting party that they are operating as independent contractors — NOT as agents of Kennesaw State University. An agent is defined as one who has the authority to act on the behalf of another, in this case the other being Kennesaw State University.

Personnel, Fiscal, & Institutional Policies

Kennesaw State University assumes no responsibility concerning the outside employment agreement unless arrangements are made with an authorized agent of the university. The employee will not be considered as an appropriate agent for this purpose. If the name of Kennesaw State University is to be used in the establishment of an outside agreement, written authorization must be obtained from the department chair, college dean, provost and vice president for academic affairs and vice president for business and administration.

Use of University Facilities, Equipment and Resources

Use of university resources is permitted only when advanced arrangements have been made to enable the university, or the University System, to recover the costs of materials, computer time, etc. Computer time will be charged at the commercial rate. Use of university letterhead and business cards are not permitted in outside activities for compensation. Prior to initiating an outside activity agreement involving use of university services, arrangements for reimbursement must be made in the business office or computer services.

Reporting Procedures and Related Expectations

Unrelated Outside Employment Activity

Employees engaged in outside activities for compensation should exercise good judgment to insure that such activities do not result in a "conflict of interest" or a "conflict of obligation" to Kennesaw State University. In order to avoid such conflicts the following procedures should be used.

Any employee engaged in such activities must report such activities to their immediate supervisor at the inception of those activities and should thereafter report quarterly as to the nature and extent of such activities.

Any potential conflicts identified in discussion of such activities should be resolved by discussion between the employee and the employee's immediate supervisor with the college dean or other appropriate second-level supervisor providing final review and resolution if necessary.

Related Outside Professional Activity

Outside activities for compensation related to the professional field of a faculty member are encouraged by Kennesaw State University as such activities may provide for personal and professional development and provides exposure for the university.

The implementation of the following guidelines for related outside activity for compensation is the primary responsibility of the individual employee and the employee's immediate supervisor:

In all cases, related outside activity for compensation should be discussed with the employee's immediate supervisor; and the Outside Activity Form must be completed following the guidelines established in the policy statement.

Potential or actual problems arising from a related outside activity (excepting in cases of conflict of interest) are to be resolved by discussion between the employee and the employee's immediate supervisor, with the college dean or other appropriate second-level supervisor providing final review and resolution if necessary. All outside activity for compensation must be discussed with the immediate supervisor for communication purposes and must be reported through completion of the Outside Activity Form.

In completing the Outside Activity Form the following procedures should be adhered to:

Submit a copy of the Outside Activity Form to the immediate supervisor for review and approval. In the event the employee requesting outside employment is a supervisor, the next higher supervisor will be the initial recipient of the request form.

Personnel, Fiscal, & Institutional Policies

The immediate supervisor should submit the Outside Activity Form to the second-level supervisor for review. If the second-level supervisor deems it necessary, a copy of the request will be submitted to the chief academic officer and/or chief fiscal officer, as appropriate.

In all cases where resources and/or release time are involved, the vice president for business and administration must review the related outside employment activity request to insure that the activity is appropriate and that proper accounting procedures required by the university and the University System are being followed.

Interpretations necessary for the implementation of this policy shall not replace nor negate the approval procedures as stated.

XXXIV. Kennesaw State University Intellectual Property Policy

Introduction

Kennesaw State University ("University") is dedicated to teaching, research, and the extension of knowledge to the public. Among its primary objectives are the development of new and useful devices, processes, computer software, and artistic and literary works; and the publication and creation of scholarly works. Such activities:

- contribute to the professional development of the faculty, staff and students involved;
- enhance the reputation of the University;
- provide additional educational opportunities for participating students; and
- promote the general welfare of the public at large.

In some cases, patentable inventions, copyrightable materials, and other intellectual property may be developed through activities of University faculty, staff, or students who have been aided in their efforts by University resources. In such cases, the University has an interest in insuring and expediting the development, marketing, and utilization of the intellectual property. At the same time, the rights, privileges, and incentives of the inventor(s) or creator(s) must be preserved so that their abilities and those of other University faculty, staff, or students may be further encouraged and stimulated.

The University recognizes and encourages the publication of scholarly works as an integral part of the processes of teaching, research, and service. Frequently through individual effort and initiative, faculty, staff, and students develop articles, pamphlets, books, and other scholarly works which may be subject to copyright and which may generate royalty income for the author. Scholarly works may also result from work supported either partially or primarily by the University. Recent technological advances have increased the complexity of determining ownership interests in Intellectual Property. In some instances, Intellectual Property may become, in whole or in part, the property of the Board of Regents. When this Policy speaks to ownership of Intellectual Property by the University, the Board of Regents shall be the owner, unless the Board of Regents has transferred ownership to an affiliated nonprofit organization of the University.

The foregoing considered, the University does hereby establish the following policy with respect to the development, protection, and transfer of rights to Intellectual Property resulting from the work of its faculty, staff or students. This policy shall be applicable to all full or part-time faculty, staff or students of the University.

Definitions

"Intellectual Property" (IP) shall be deemed to refer to patentable materials, copyrighted materials, trademarks, software, and trade secrets, whether or not formal protection is sought.

Personnel, Fiscal, & Institutional Policies

“Faculty Member, Staff Member, and Student”: For purposes of this policy, students are individuals who are enrolled for any course at the University. A faculty or staff member is any person who is employed on a full-time or part-time basis by the University.

“Patentable Materials” shall be deemed to refer to items which reasonably appear to qualify for protection under the patent laws of the United States or other protective statutes, including Novel Plant Varieties and Patentable Plants, whether or not patentable thereunder.

“Copyrighted Materials” shall include the following: (1) books, journal articles, texts, glossaries, bibliographies, study guides, laboratory manuals, syllabi, tests and proposals; (2) lectures, musical or dramatic compositions, unpublished scripts; (3) films, filmstrips, charts, transparencies, and other visual aids; (4) video and audio tapes or cassettes; (5) live video and audio broadcasts; (6) programmed instructional materials; (7) mask works; and (8) other materials or works other than software which qualify for protection under the copyright laws of the United States (See 17 U.S.C. § 102 et seq.) or other protective statutes whether or not registered thereunder.

“Software” shall include one or more computer programs existing in any form, or any associated operational procedures, manuals or other documentation, whether or not protectable or protected by patent or copyright. The term “computer program” shall mean a set of instructions, statements or related data that, in actual or modified form, is capable of causing a computer or computer system to perform specified functions.

“Trademarks” shall include all trademarks, service marks, trade names, seals, symbols, designs, slogans, or logotypes developed by or associated with the University. (See 15 U.S.C. § 1127.)

“Trade Secrets” means information including, but not limited to, technical or nontechnical data, a formula, a pattern, a compilation, a program, a device, a method, a technique, a drawing, a process, financial data, financial plans, product plans, or a list of actual or potential customers or suppliers which: (i) derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (ii) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy. (See O.C.G.A. § 10-1-761.)

“Patentable Plant” means an asexually reproduced distinct and new variety of plant. (See 35 U.S.C. § 161.)

“Mask Work” means a series of related images, however fixed or encoded: (i) having or representing the predetermined, three-dimensional pattern of metallic, insulating, or semiconductor material present or removed from the layers of a semiconductor chip product; and (ii) in which series the relation of the images to one another is that each image has the pattern of the surface of one form of the semiconductor chip product. (See 17 U.S.C. § 901.)

“Novel Plant Variety” means a novel variety of sexually reproduced plant. (See 7 U.S.C. § 2321 et seq.)

“Creator” and **“Originator,”** which are used interchangeably in this Intellectual Property Policy, shall mean the creator, author, inventor, or similar person and that person’s executor, heirs, successors, and assigns.

Determination of Rights and Equities in Intellectual Property

A. Individual Effort

Ownership rights to Intellectual Property developed by faculty, staff or students of the institution shall reside with the inventor or creator of such Intellectual Property provided that:

Personnel, Fiscal, & Institutional Policies

- there is no use, except in a purely incidental way, of institution resources in the creation of such Intellectual Property (unless such resources are available without charge to the public);
- the Intellectual Property is not prepared in accordance with the terms of an institution contract or grant;
- the Intellectual Property is not developed by faculty, staff or students as a specific institution assignment. The general obligation to produce scholarly and creative works does not constitute a specific assignment for this purpose. The nature and extent of the use of institution re-sources shall be subject to institution regulations and shall be determined by the institution.

B. Institution-Assigned Efforts

Ownership of Intellectual Property developed as a result of assigned institutional effort shall reside with the institution; however, sharing of royalty income with the inventor or creator is authorized as an incentive to encourage further development of Intellectual Property. The nature and extent of inventor or creator participation in royalty income, however, shall be subject to institution regulations.

C. Institution-Assisted Individual Effort

Ownership of Intellectual Property developed by faculty, staff or students of the institution where the institution provides support of their efforts or use of institution resources in more than a purely incidental way (unless such resources are available without charge to the public) shall be shared by the inventor or creator and the institution. The nature and extent of inventor or creator participation in royalty income, however, shall be subject to institution regulations.

D. Sponsor-Supported Efforts

The grant or contract between the sponsor and the University, under which Intellectual Property is produced, may contain specific provisions with respect to disposition of rights or interests in the Intellectual Property. Where the creator(s) or the University retains any portion of these rights or interests, the classification of such portion of the rights or interests in the Intellectual Property may be deemed to be Individual-Effort, University-Assigned Effort, or University-Assisted Effort. This classification shall be determined in accordance with DEFINITIONS, Paragraphs 2. and 3. on or before the date on which the authorized University representative(s) execute the grant agreement or contract.

TABLE 1

Revenue Distribution	Originator	Originator's Department	Office of Sponsored Programs	Faculty Development Budget
Individual Effort	100%	-	-	-
University Assigned	50%	30%	10%	10%
University Assigned	75%	10%	5%	10%

Policy Implementation and Procedures

A. Composition of the IPC

The IPC will consist of eight members. Six of these members shall be appointed by the President and two are members ex officio. The president shall appoint two (2) faculty members, one (1) staff member, one (1) student, one (1) academic department chair, and one (1) academic dean all based on recommendations from the appropriate constituent groups. IPC members appointed by the president shall serve two-year, staggered terms. The VP of finance or his or her designee shall be an ex officio, voting member. The vice

Personnel, Fiscal, & Institutional Policies

president for research/dean of graduate studies shall serve as an ex officio, nonvoting member. The president shall designate, from among the appointed members, one member as chair of the IPC.

B. Duties of the IPC

The duties of this group will include the following: oversee IPP implementation; recommend changes in the IPP; review IPs that are referred to it through the disclosure process described below in POLICY IMPLEMENTATION AND PROCEDURES, Section D of this IPP; and adjudicate IP-related disputes.

The IPC shall have exclusive jurisdiction of disputes brought by the creator regarding IP classifications made by deans or their equivalents, in accordance with POLICY IMPLEMENTATION AND PROCEDURES, Section D, paragraph 2, below. Such disputes will be heard by a panel of three IPC members appointed by the IPC Chair. Adjudication shall include an oral hearing, a decision rendered within 60 days of the request, and a written explanation of the decision and underlying rationale. Appeals, which may be made by either the creator or the University, shall be heard by the entire IPC plus two ad hoc members, one chosen by the creator and the other chosen by the relevant supervisor. Any further appeals go to the president.

C. The University has elected, through the IPC and with the approval of the president, to release the management of IP to which the University has title or an interest to the creator thereof for management and development as a private venture after the execution of an agreement providing for a suitable division of royalty income.

D. Disclosure Policy & Procedure

Property Requiring Disclosure. An IP that is a University-Supported effort that is the subject of an agreement between faculty, staff, or students on one hand, and an external entity on the other, shall be disclosed.

Disclosure Process & Content

A. If disclosure is required, the creator must disclose the IP before a contract or agreement is signed or consideration is accepted in exchange for any interest in the IP, before the IP is disclosed to the public, or before any application is made to patent a patentable IP.

B. Required disclosures shall be submitted on a standard KSU IP Disclosure Form ("Form") (see Appendix) signed by the creator. The Form shall disclose (i) the existence of an intellectual property; (ii) the legal category (such as copyright, patent, trade mark, trade secret, mask work, plant) of the intellectual property created; (iii) a brief description, that need not include confidential or proprietary information the disclosure of which would jeopardize the commercial value of the IP; (iv) the creator's classification of the IP; and (v) supervisory and IPC classifications of the IP, as applicable. The Form shall be signed by reviewing supervisor(s) and the IPC chair, as applicable.

C. All Forms shall initially be delivered in hardcopy to the department chair or immediate supervisor ("Supervisor"). After initial review the supervisor shall forward the Form, within 10 business days of receipt thereof, to the college dean or next immediate supervisor ("dean") with copy to the creator, indicating the supervisor's classification. If the creator disagrees with the supervisor's classification, the creator may submit to the dean a memorandum in support of the creator's classification. The dean, within 10 business days of receipt, shall review the Form and the creator's memorandum, if any, and either ratify or alter the supervisor's classification.

D. In the case of IP classified by the dean as "university assisted" or "university assigned," the disclosure and classification must then be reviewed and filed by the IPC.

Personnel, Fiscal, & Institutional Policies

E. If the creator disagrees with the supervisor's or dean's classification of an IP, then the creator may refer the dispute by a signed request copied to the chair, dean, and IPC chair, within 60 days of receipt of the supervisor's classification thereof, to the IPC for adjudication following the dispute resolution procedures set forth at POLICY IMPLEMENTATION AND PROCEDURES, Section B, above.

Appeal Procedure

The University has adopted the following appeal procedure within the University in the event of a disagreement as to the classification, ownership and use of IP subject to this Policy.

Appeals of classification decisions of the IPC shall be made to the president of the University. Appeals shall be submitted in writing within 10 days of the Committee's decision.

Preemption by Board of Regents' Policy

In the event of conflict between any provision of this Policy and any policy of the Board of Regents, the latter shall prevail.

APPENDIX

Intellectual Property Disclosure Form

Brief Description:

Legal Category _____

Annual net pre-tax income to the creator in \$U.S. as estimated by Creator(s)
at the time of disclosure _____

Classification Classifier	Creator	Supervisor	Dean	Comments
Individual				
University				

Signatures:

I certify that I am the creator of the intellectual property hereby disclosed.

Creator(s) _____

Date _____

Reviewed by:

Supervisor _____

Date _____

Dean _____

Date _____

XXXV. KSU Policies and Procedures for Responding to Allegations of Scholarly Misconduct

Purpose of this Policy

Kennesaw State University is committed to actions and policies that support the responsible conduct of research, that provide for prompt and fair investigations of alleged misconduct, and that appropriately protect the work and reputations of any faculty, staff, or students involved in such allegations or investigations.

This policy is adopted in compliance with various federal laws, regulations and policies dealing with misconduct in research including the Health Research Extension Act of 1985 (42 U.S.C. 289b) and Public Health Service (PHS) regulations to be promulgated pursuant to that Act. Also applicable is the National Science Foundation (NSF) regulation 45 CFR Part 689. These laws, regulations, and policies require universities receiving federal funds to establish administrative procedures for reviewing allegations of misconduct in connection with research. This policy pertains to all research and creative activity (including federally funded research) conducted at Kennesaw State University. The Vice President for Research and Dean of the Graduate College, acting as the University's Research Integrity Officer, is responsible for implementing this policy and for acting as liaison with external agencies and/or individuals making allegations.

Applicability

This policy shall apply to Kennesaw State University (KSU) staff, instructional, administrative, and research faculty, and other members of the University's community including, without limit, graduate student research assistants, graduate student teaching assistants, graduate student staff, undergraduate students employed in research or other scholarly activity, post-doctoral fellows and post doctoral research associates, visiting faculty or staff, faculty or staff on sabbatical leave, adjunct faculty when performing University work, and faculty or staff on leave without pay. This policy applies to students only when acting in the course of their employment with the University.

Definitions

"Allegation" means any written or oral statement or other indication of possible scholarly misconduct made to an institutional official.

"Complainant" is an individual filing a written complaint of misconduct.

"Conflict of Interest" means the real or apparent interference of one person's interests with the interests of another person, where potential bias may occur due to prior or existing personal or professional relationships.

"Day" or **"Days"** shall refer to working days.

"Evidence" refers to documents, statements of any type which support or refute allegations and testimony.

"Good faith allegation" means an allegation made with the honest belief that scholarly misconduct may have occurred. An allegation is not in good faith if it is made with reckless disregard for or willful ignorance of facts that would disprove the allegation.

"Initial Inquiry" is an information-gathering and initial fact finding process to determine whether an allegation or apparent instance of misconduct warrants a formal Investigation. An Inquiry should be conducted with minimum publicity and maximum confidentiality.

Personnel, Fiscal, & Institutional Policies

“Investigation” is a formal examination and evaluation of all relevant facts to determine if an instance of misconduct has taken place, to evaluate its seriousness, and if possible, to determine responsibility and the extent of any adverse effects resulting from the misconduct.

“Misconduct” or **“scholarly misconduct”** is the fabrication or falsification of data, plagiarism, or other practices that seriously deviate from those that are commonly accepted within the academic or research community for proposing, conducting or reporting research or scholarly activity. It does not include honest error or honest differences in interpretation or judgments of data. Additionally, this definition includes violations of University policy pertaining to research, including the failure to obtain proper review and approval by the University committees responsible for research involving human subjects; radioactive materials; biohazards, as well as the failure to comply with rules and guidelines set forth by the committees responsible for these areas.

“NSF” refers to the National Science Foundation.

“Plagiarism” is the act of appropriating the literary composition of another; or parts or passages of his or her writings, or the ideas or language of the same, and passing them off as the product of one’s own mind. It involves the deliberate use of any outside source without proper acknowledgment. Plagiarism is scholarly misconduct whether it occurs in any published work, or in applications for funding.

“PHS” refers to the Public Health Service.

“President” is the President of Kennesaw State University.

“Respondent” is an individual who is the subject of an inquiry or investigation.

“University” is Kennesaw State University.

“Provost and Vice President” refers to the Provost and Vice President for Academic Affairs.

Procedures

Reporting of Possible Misconduct

All employees or individuals associated with Kennesaw State University shall report observed, suspected, or apparent misconduct to the Research Integrity Officer (Vice President for Research and Dean of the Graduate College). If an individual is unsure as to whether a suspected incident falls within the definition of scholarly misconduct, he/she may call the Research Integrity Officer to discuss the suspected misconduct informally. Such consultation shall be kept confidential to the extent permissible by law.

Ultimately, all allegations of misconduct shall be made in writing, signed by the Complainant, and shall be made in confidence directly to the Research Integrity Officer. Upon receipt of a written complaint, the Research Integrity Officer shall inform the Provost and Vice President for Academic Affairs, the University Legal Advisor, and the Respondent of the allegation. Every effort should be made to resolve the situation at this level. In the event that the person making the allegation considers the Research Integrity Officer and/or the Provost and Vice President to have a conflict of interest, the allegation may be reported directly to the President. Actions constituting misconduct as defined herein shall not be grievable through the Faculty Grievance Process.

Should attempts to resolve the situation be unsuccessful, the Research Integrity Officer shall review the written complaint and consult with the University Legal Advisor to determine whether probable cause exists to conduct an Initial Inquiry, whether PHS or NSF support is involved, and whether the allegation falls under either the PHS or NSF definition of misconduct. There is not always sufficient evidence or information to permit further inquiry

Personnel, Fiscal, & Institutional Policies

into an allegation. If the issue involved is found not to warrant further inquiry, satisfactory resolution through means other than this policy should be sought and to the extent possible, the identity of the complainant(s) shall remain confidential.

Initial Inquiry

Following the preliminary assessment, if the Research Integrity Officer, in consultation with the Provost and Vice President and the University Legal Counsel, determines that the allegation provides sufficient information to allow specific follow-up, he or she will notify, in writing, with return receipt, the Respondent's College Dean and the Respondent, and immediately begin the Initial Inquiry. At this point, if outside funding is involved, the funding agency should be notified that an investigation has been initiated. The purpose of the Initial Inquiry is to make a preliminary evaluation of the available evidence and testimony of the Complainant, the Respondent, and key witnesses to determine whether there is sufficient evidence of possible scholarly misconduct to warrant an investigation. The purpose of the Inquiry is NOT to reach a final conclusion about whether misconduct definitely occurred or who was responsible. If it is determined that an Initial Inquiry is necessary, every reasonable effort shall be made to protect the identity of the individual(s) involved. (If the process reaches the investigative phase, however, the right of the Respondent to confront the Complainant requires that the identity of the Complainant be revealed).

The Research Integrity Officer is responsible for forming an Inquiry Committee, the membership of which shall be determined by the Research Integrity Officer, the Dean of the Respondent's College, and the Provost and Vice-President.

Inquiry Committee

If it is determined that the formation of an Inquiry Committee is necessary, the Committee and Committee chair will be appointed within 10 days of the initiation of the Inquiry. The Inquiry Committee shall consist of a minimum of three persons who do not have real or apparent conflicts of interest in the case, are unbiased, and have the necessary and appropriate expertise to carry out a thorough and authoritative evaluation of the relevant evidence, interview the principals and key witnesses, and to conduct the Inquiry. These individuals may be faculty, subject matter experts, administrators, lawyers, or other qualified persons, and they may be from inside or outside the University.

Members of the Committee and experts will agree in writing to observe the confidentiality of the proceeding and any information or documents reviewed as part of the Inquiry. Outside of the official proceedings of the Committee, they may not discuss the proceedings with the Respondent, Complainant, witnesses, or anyone not authorized by the Research Integrity Officer to have knowledge of the Inquiry.

The Research Integrity Officer will notify the Respondent of the proposed Committee membership within five (5) days of its formation, in writing, with return receipt. If the Respondent submits a written objection to any appointed member of the Inquiry Committee or expert based on bias or conflict of interest, within five (5) days, the Research Integrity Officer will immediately determine whether to replace the challenged member or expert with a qualified substitute.

Notification of the Appropriate Parties

Upon initiation of the Inquiry, the Research Integrity Officer shall notify the Respondent in writing, with return receipt, that a complaint of misconduct has been received and advise the Respondent of the Inquiry. The notification shall identify the research project in question, and the specific allegations, define misconduct, identify PHS or NSF funding, if involved, list the names of the members of the Inquiry Committee (if appointed) and experts (if any), explain the Respondent's opportunity to challenge the appointment of a member of the Committee or expert for bias or conflict of interest, to be assisted by counsel, to be interviewed, to present evidence to the Committee, and to comment on the Inquiry report; address the Respondent's obligation as an employee of the

Personnel, Fiscal, & Institutional Policies

University to cooperate; describe the University's policy on protecting the Complainant against retaliation, and the need to maintain the Complainant's confidentiality during the Inquiry, and any subsequent proceedings.

Simultaneously, the Respondent will be notified that the relevant research records will be located, collected, inventoried, and secured in order to prevent the loss, alteration, or fraudulent creation of records. (Research records produced under federal grants, cooperative agreements, and most contracts are the property of the University, and employees cannot interfere with the University's right of access to them.) The documents and materials to be sequestered shall include all of the original items (or copies, if originals cannot be located) that may be relevant to the allegations. Additionally, records from other individuals, such as co-authors, collaborators, or Complainant(s) may need to be sequestered. The Research Integrity Officer shall obtain the assistance of the Respondent's supervisor and University Legal Counsel in this process, as necessary. If the Respondent is not available, sequestration may begin in the Respondent's absence. The Respondent shall not be notified in advance of the sequestration of research records.

To protect the rights of the Respondent and all other involved individuals, as well as to enable the University and its representatives to meet their institutional, regulatory, and legal responsibilities, documentation of custody must be ensured and maintained, with the originals kept intact and unmodified. Therefore, a copy of a dated receipt should be signed by the sequestering official, and the person from whom an item is collected, and a copy of the receipt should be given to the person from whom the record is taken.

If it is not possible to prepare a complete inventory list at the time of collection, one should be prepared as soon as possible, and then a copy should be given to the person from whom the items were collected within ten working days of the request. If the copy cannot be delivered to the individual within ten working days, a written explanation of the relevant circumstances, along with the anticipated delivery date, shall be transmitted in confidence to that individual. This explanation shall become a part of the Inquiry records. When the requested copy is delivered to the person from whom the original item has been taken, a dated receipt shall be signed by that person and the designated University official, with copies given to both individuals. The Research Integrity Officer shall be responsible for maintaining files of all documents and evidence and for the confidentiality and the security of the files.

The Research Integrity Officer and Vice President, in consultation with appropriate (including legal) advisor(s) shall determine what additional notification(s) is necessary, including if and when external funding agencies should be notified. Any such notification shall include a complete description of the evidence and shall be provided by the Vice President. The Research Integrity Officer, the Provost and Vice President and/or the Inquiry Committee may meet separately with the Respondent and Complainant and shall review all pertinent and reasonable documentation to determine if a formal Investigation should be recommended. Refusal on the part of the Respondent to cooperate shall be grounds for the recommendation for an Investigation.

The Respondent may consult with legal counsel or a non-lawyer personal advisor (who is not a principal or witness in the case) to seek advice, and may be accompanied by legal counsel or a non-lawyer personal advisor to any meeting on this matter. The Respondent's legal counsel's role, as well as the personal advisor's role is limited to advising the Respondent. Neither the legal counsel nor the personal advisor may participate in any administrative proceedings.

Charge to the Committee and the First Meeting

The Research Integrity Officer, or his or her designee will prepare a charge for the Inquiry Committee that states the purpose of the Inquiry, describes the allegations and any related issues, outlines the appropriate procedures for conducting the Inquiry, assists the Committee with organizing plans for the Inquiry, and answers any questions raised by the Committee. The Research Integrity Officer, his or her designee, and the University Legal Counsel will be present or available throughout the Inquiry to advise the Committee as needed.

Conducting Interviews

The purpose of an interview at the Inquiry stage is to allow each Respondent, Complainant, or witness to tell his or her side of the story. Before an interview, the Committee should provide each witness with a summary of the matters or issues intended to be covered at the interview. If the Committee raises additional matters, the witness should be given an opportunity to supplement the record in writing or in another interview. Interviews with the Respondent will be transcribed or tape recorded. Interviews with anyone else will be summarized, tape-recorded, or transcribed. A transcript or summary of the interview will be provided to each witness for review and correction of errors. Witnesses may add comments or information. Changes to the transcript or summary will be made only to correct factual errors.

Witnesses may be accompanied and advised by legal counsel or by a non-legal advisor who is not a principal or witness in the case. However, the counsel or advisor may only advise the witness and may not participate directly in the interview. Witnesses will respond directly to the interview questions.

If the Respondent admits to the misconduct, the Respondent should be asked immediately to sign a statement attesting to the occurrence and extent of the misconduct. Normally, an admission is a sufficient basis to proceed directly to an Investigation. However, the admission may not be a sufficient basis for closing a case. Further investigation may be needed to determine the extent of the misconduct or to explore additional issues. If an admission is made, the Research Integrity Officer, in consultation with University Legal Counsel and other appropriate persons, will determine whether there is a sufficient basis to close a case, after the admission is fully documented and all appropriate procedural steps are taken.

Committee Deliberations

The Inquiry Committee will evaluate the evidence and testimony obtained during the Inquiry. After consultation with the Research Integrity Officer, Vice-President, and University Legal Counsel, the Committee members will decide whether there is sufficient evidence of possible misconduct to recommend further investigation. The scope of the Inquiry does NOT include deciding whether misconduct occurred or conducting exhaustive interviews and analyses.

The Inquiry Report

The Inquiry shall be completed and a written report of the findings shall be prepared and submitted to the Provost and Vice President within 45 days following its first meeting, unless the Research Integrity Officer approves an extension for good cause. If the Inquiry cannot be completed within 60 days, a report shall be made to the Provost and Vice President citing progress to date, the reasons for the delay, and the estimated completion date. The Respondent and any other individual(s) involved shall be informed of the delay.

The final report shall contain the name and title of the committee members and experts, if any; the allegations; whether a PHS or NSF funded project; a summary of the Inquiry process used; a list of the records reviewed; summaries of any interviews; a description of the evidence in sufficient detail to demonstrate whether an Investigation is warranted or not; and the Committee's determination as to whether an Investigation is recommended and whether any other actions should be taken if an Investigation is not recommended. University Legal Counsel will review the Report for legal sufficiency. The Respondent shall be provided a copy of the Inquiry Report, with return receipt. The Complainant will be provided with those portions of the draft report that address the Complainant's role and opinions in the Investigation. The Research Integrity Officer may establish reasonable conditions for review to protect the confidentiality of the draft report. Within 15 days of the receipt of the draft report, the Respondent and Complainant will provide their comments, if any, to the Inquiry Committee. Any comments that the Respondent or Complainant submits on the draft report will become part of the final report and record. Based on the comments, the Inquiry Committee may revise the report as appropriate.

Personnel, Fiscal, & Institutional Policies

If the University plans to terminate an Inquiry of an allegation of misconduct on a PHS or NSF funded project, for any reason, without completing all relevant requirements under the applicable subparts or sections (e.g., 50.103 (d) for PHS and 689.3 for NSF), a report of such planned termination, including a description of the reasons for such termination shall be made to the agency's cognizant office, which will then decide whether further Inquiry should be undertaken.

If the Inquiry reveals substantial evidence of misconduct, the Research Integrity Officer will transmit the final report and any comments to the Provost Vice President who will make the determination of whether findings from the Inquiry provide sufficient evidence of possible scholarly misconduct to justify conducting an Investigation. The Inquiry is completed when the Provost and Vice President makes this determination.

The Vice President, in consultation with the Research Integrity Officer, the University Legal Advisor, and other appropriate parties, shall reach his/her determination on a case by case basis, considering all relevant factors, including, but not limited to: (1) the accuracy and reliability of the source of the allegation of misconduct; (2) the seriousness of the alleged misconduct; (3) the scope of the alleged incident, and the context in which it became known; and (4) other information obtained during the Inquiry. If an Investigation is initiated, any outside sponsoring agency that may be involved or have an interest in the alleged misconduct shall be notified. The Vice President, in consultation with the Research Integrity Officer and University Legal Advisor, shall determine what such notification will include and to whom it will be directed. The Complainant and the Respondent shall be notified in writing, with return receipt, when an Investigation will follow.

If the Inquiry does not produce substantial evidence of misconduct, the Provost and Vice President shall so inform the person who made the allegation, the Respondent, the University Legal Advisor and the President, and any other individual(s) involved in the Inquiry to whom the identity of the Respondent was disclosed, and the matter shall be closed. The University shall make diligent efforts to restore the reputation of the Respondent by providing all relevant parties with a factual report of the outcome and the conclusions of the Inquiry. The University shall maintain sufficiently detailed documentation of the Inquiry to enable it to respond to potential requests to review the reasons for determining that an Investigation was not warranted. Such records will be maintained in the Office of the Vice President for Research/Graduate Dean in a secure manner in accordance with University System of Georgia Records Retention Policies.

If the allegation had been made in good faith, the University shall make diligent efforts to protect against retaliation the positions and reputations of the Complainant(s) and other individuals who have cooperated with the University's Inquiry. Any alleged or apparent retaliation will be reported immediately to the Research Integrity Officer or Vice President. If either the Research Integrity Officer or Provost and Vice President is considered to have a conflict of interest, the alleged or apparent retaliation will be reported directly to the President.

Interim Administrative Actions

Upon recommendation of the Research Integrity Officer, the Provost and Vice President and the University Legal Advisor, the Dean of the Respondent's College may meet with the Respondent for the purpose of imposing temporary interim administrative actions prior to the completion of an Inquiry or Investigation if necessary to safeguard the integrity of the research or scholarly activity, prevent inappropriate use of sponsored funding, or otherwise protect the interests of a sponsor, the University or the public. If temporary suspension of duties is imposed, such suspension shall be without loss of pay, pending the conclusion of the process described herein. The Respondent shall be informed of the reasons for such action taken and afforded the opportunity to oppose such action.

Formal Investigation

The purpose of the Investigation is to explore in detail the allegations, to examine the evidence in depth, and to determine specifically whether misconduct has been committed, by whom, and to what extent. The Investigation

Personnel, Fiscal, & Institutional Policies

will also determine whether there are additional instances of possible misconduct that would justify broadening the scope beyond the initial allegations. This is particularly important where alleged misconduct involves clinical trials or potential harm to human subjects or the general public or if it affects research that forms the basis for public policy, clinical practice, or public health practice.

The Research Integrity Officer will notify the Respondent, in writing, with return receipt, as soon as reasonably possible after the determination is made to open an Investigation. The notification should include a copy of the Inquiry Report; the specific allegations; the sources of funding, if any; the definition of scholarly misconduct; the procedures to be followed in the Investigation, including the appointment of the Investigation Committee and experts; the opportunity of the Respondent to be interviewed, to provide information, to be assisted by counsel, to challenge the membership of the committee and experts based on bias or conflict of interest, and to comment on the draft report. The Research Integrity Officer will immediately sequester any additional pertinent research records that were not previously sequestered during the Inquiry. This sequestration will occur before or at the time the Respondent is notified that an Investigation has begun. The procedures to be followed for sequestration during the Investigation are the same procedures that apply during the Inquiry.

The Research Integrity Officer is responsible for conducting or designating others to conduct the Investigation. In cases where the allegations and apparent evidence are straightforward, such as an allegation of plagiarism or simple falsification or an admission of misconduct by the Respondent, the Research Integrity Officer may choose to conduct the Investigation directly or designate another qualified individual to do so. In such cases, the Investigation official will obtain the necessary expert and technical advice to consider properly all scientific issues.

Investigative Committee

In complex cases, the Research Integrity Officer shall appoint an Investigation Committee (herein the "Investigative Committee") within 10 days of the notification to the Respondent that an investigation is planned. The Research Integrity Officer will be a member of the Committee, and will serve as Chairperson. The Investigative Committee should consist of at least three individuals who do not have real or apparent conflicts of interest in the case, are unbiased, and have the necessary expertise to evaluate the evidence and issues related to the allegations, interview the principals and key witnesses, and to conduct the investigation. These individuals may be scientists, administrators, subject matter experts, lawyers, or other qualified persons, and they may be from inside or outside the University. Individuals appointed to the Investigative Committee may also have served on the Inquiry Committee.

Members of the Committee and experts will agree in writing to observe the confidentiality of the proceedings and any information or documents reviewed as part of the Inquiry. Outside of the official proceedings of the Committee, they may not discuss the proceedings with the Respondent, Complainant, witnesses, or anyone not authorized by the Research Integrity Officer to have knowledge of the Inquiry.

The Research Integrity Officer will notify the Respondent of the proposed Committee membership within five (5) days of its formation, in writing, with return receipt. If the Respondent submits a written objection to any appointed member of the Investigative Committee or expert based on bias or conflict of interest within five (5) days, the Research Integrity Officer will immediately determine whether to replace the challenged member or expert with a qualified substitute.

The Respondent may consult with legal counsel or a non-lawyer personal advisor (who is not a principal or witness in the case) to seek advice and may be accompanied by legal counsel or a non-lawyer personal advisor to any meeting on this matter. The Respondent's legal counsel's role, as well as the personal advisor's role is limited to advising the Respondent. Neither the legal counsel nor the personal advisor may participate in any administrative proceedings.

Personnel, Fiscal, & Institutional Policies

Once formed, the Investigative Committee shall, in consultation with the University Legal Advisor, establish the procedures to be followed in conducting the Investigation. The Complainant and Respondent shall be fully informed of the procedures. The Investigative Committee shall initiate the Investigation within 30 days of the completion of the Inquiry, and shall take no more than 60 days to complete the Investigation, prepare a report of its findings, including recommended action(s), and submit the report to Provost and Vice President and President. In undertaking this investigation, the Investigation Committee shall act promptly, ensure fairness to all, secure the necessary and appropriate expertise to carry out a thorough and authoritative evaluation of the relevant evidence, and take precautions against real or apparent conflicts of interest.

Charge to the Committee and the First Meeting

The Research Integrity Officer, with the assistance of the University Legal Advisor, will convene the first meeting of the Investigation Committee. The Research Integrity Officer will define the subject matter of the Investigation in a written charge to the Committee that describes the allegations and related issues identified during the Inquiry, defines scholarly misconduct, and identifies the name of the Respondent.

The Investigation may consist of a combination of activities including but not limited to: (1) examination of all documentation including, but not necessarily limited to, relevant research records, computer files, proposals, manuscripts, publications, correspondence, memoranda, and notes of telephone calls; (2) review of the report from the Inquiry; (3) interviews of parties and witnesses who may have been involved in or have knowledge about the case. Interviews of the Respondent should be tape recorded or transcribed. All other interviews should be transcribed, tape recorded, or summarized. Summaries or transcripts of all interviews should be prepared, provided to the interviewed party for comment or revision, and included as part of the investigatory file. The Investigative Committee shall provide the Respondent an opportunity to comment on the allegations and shall include his or her comments in its report. Members of the University's community who are involved in, or learn of, an Investigation of the alleged scholarly misconduct will protect, to the maximum extent possible, the confidentiality of information regarding the Complainant, the Respondent, and other affected individuals.

If the Respondent admits to the misconduct, he or she should be asked immediately to sign a statement attesting to the occurrence and extent of the misconduct, acknowledging that the statement was voluntary, and stating that the Respondent was advised of his or her right to seek the advice of counsel. The Committee should consult with the University Legal Advisor on the specific form and procedure for obtaining this statement. The admission may not be used as a basis for closing the Investigation, unless the Committee has adequately determined the extent and significance of the misconduct and all procedural steps for completion of the Investigation have been met. The Investigation should not be closed unless the Respondent has been appropriately notified and given an opportunity to comment on the Investigative Report. Completion of the Investigation shall include conducting the Investigation, preparing the Report of the findings, making the draft report available to the Respondent for comment, and submitting the final report to the Provost and Vice President. If the case is considered complete, it should be forwarded to the Provost and Vice President with recommendations for appropriate University actions and to any outside funding agencies, as appropriate.

XXXVI. Americans with Disabilities Act (ADA)

The Americans with Disabilities Act (ADA) provides civil rights protection to individuals with disabilities. It guarantees equal opportunity for this protected group on the areas of public accommodations, employment, transportation, state and local government services, and telecommunications.

Kennesaw State University, a member of the University System of Georgia, does not discriminate on the basis of race, color, national origin, sex, religion, age or disability in employment or provision of services. Kennesaw State University does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs or activities.

Personnel, Fiscal, & Institutional Policies

The following individuals have been designated by the President to provide assistance and ensure compliance with the provisions of the Americans With Disabilities Act (ADA):

Ms. Carol J. Pope

Assistant Director of Disabled Student
Support Services
ADA Officer for Students
Room 269C Carmichael Student Center
(770) 423-6443

Mr. Rodney Bossert, SPHR

Assistant VP of Human Resources & Services
ADA Officer for Faculty & Staff
Campus Services Building
(770) 423-6030

Mr. John Anderson

Assistant VP of Facilities & Services
ADA Officer for Facilities
101 Chastain Pointe
(770) 499-3602

XXXVII. Kennesaw State University Diversity Vision Statement

It is our vision to create a strong multicultural and diverse educational environment at KSU in order to increase student satisfaction and to promote an understanding and awareness of people from various backgrounds upon graduation. In this way, KSU students will be educated for, and can effectively compete in the global society.

XXXVIII. KSU Position Statement on Environmental Awareness

Kennesaw State University endeavors to encourage in each student, faculty, staff member, and the community, a respect for the worth of the environment and a desire and capacity to recycle, to conserve energy and to take other measures to help conserve limited resources. This institution focuses on developing an environmental ethic that promotes excellence, responsibility and stewardship in environmental affairs and is committed to educating the community about environmental issues.

XXXIX. KSU Mission Statement on Occupational Health and Safety

It is the goal of Kennesaw State University to provide a safe work and health environment for all faculty members, staff, students and University visitors. Toward this end, the Department of Environmental Health, Safety and Risk Management will ensure compliance with federal, state and local codes and regulation; provide technical assistance to other departments; and conduct routine facility audits to recognize, evaluate and control potential hazards. The department also advises University employees on hazard recognition and accident prevention through targeted environmental health and safety trainings.

XL. Georgia Public Employees Hazardous Chemical Protection and Right to Know Act of 1988

The State of Georgia Public Employee Right to Know Act ensures that all public employees are accorded certain rights regarding hazardous chemicals in their workplace. Employees have both a need and a right to know the identities and hazards of the chemicals they use on the job.

Personnel, Fiscal, & Institutional Policies

In December of 1993, Kennesaw State University employed a Right to Know coordinator and developed a Hazardous Chemical Protection Communication Plan document. The goal of this Right to Know program is to inform all employees of Kennesaw State University about the chemical hazards in their work areas and how to protect themselves against these hazards.

Some of the identified responsibilities of the Right to Know coordinator include:

to make arrangements and/or to provide appropriate and adequate Right to Know training for all employees of Kennesaw State University;

- to ensure that a written workplace-specific hazard communication plan be developed for each workplace in the University. This workplace-specific program will include a list of hazardous chemicals used or stored in that particular workplace, and will be available to all employees in the workplace;
- to distribute updated Material Safety Data Sheets (MSDS) for those hazardous chemicals used in a specific workplace area. This information must be made accessible and available for employees in these respective areas;
- to ensure that employees are made aware of and are properly trained in the uses and hazards associated with the chemicals to which they are exposed in their work area;
- to ensure that employee training and notification concerning the use of hazardous chemicals in the work area are adequately documented in each employee's personnel file;
- to ensure that employees are provided with personal protective equipment appropriate to each work environment, and receive adequate training in the use and maintenance of this equipment; are medically certified annually to use such equipment; and
- to accumulate hazardous chemical inventory information for the university.

There will be two levels of employee training to afford compliance with the requirements of the Right to Know legislation.

- a. BASIC TRAINING will be given to all employees and can be taken online at www.usg.edu/ehs/training/rtkbasic/. This training will provide an overview of the hazardous chemical protection laws, regulations and policies currently in place in the University System. A summary of employee rights will be discussed. Individual employee questions will be addressed and any additional Right to Know policies that may be established will be presented.
- b. CHEMICAL SPECIFIC TRAINING will be provided to employees who routinely handle or are exposed to hazardous chemical/materials and can be taken online at www.usg.edu/ehs/training/chemical/. This type of training will be coordinated by the campus Right to Know coordinator.

Information concerning training programs for Kennesaw State University employees will be disseminated by the institutional Right to Know coordinator.

The Kennesaw State University Right to Know coordinator is employed in the Department of Environmental Health, Safety and Risk Management, which is housed at Chastain Pointe, Building 200, Suite 201. For further information, please call extension 3321 or visit the department website at www.kennesaw.edu/ehs.

XLI. Human Immunodeficiency Virus (HIV)

Kennesaw State University shall provide academic programs, support services, and social and/or recreational activities to all eligible individuals. In the event that an employee or a student is (or becomes) HIV positive, that individual shall retain his/her right to these programs, services and activities. All actions taken by Kennesaw State University will comply with the laws pertaining to public health practices and the rights of individuals to privacy

and confidentiality. Situations which arise will be handled individually in order to provide maximum support to any faculty member, administrator, classified staff employee, or student who is HIV positive and to protect the welfare of the community.

XLII. KSU Drug and Alcohol Policy

I. Introduction

National statistics reveal that the leading causes of death among the 18-23 year-old population are alcohol-related accidents, alcohol-related homicides, and alcohol-related suicides. A high percentage of campus disorderly conduct, disruptive behavior and property destruction, and academic failures on a national level is alcohol-related. The abuse of alcohol and other drugs can alter behavior, distort perception, impair thinking, and impede judgment. Alcohol and drug abuse might also result in various diseases, illnesses, and even death. The Georgia legislature, in response to these disturbing facts, has provided by law certain measures to reduce those dangers associated with alcohol abuse. These measures include statutory provisions which provide that no person below the age of 21 years may use, purchase, or possess alcoholic beverages. The law also prohibits serving alcoholic beverages to any intoxicated person. These considerations, among other things, are equally applicable to the use and abuse of illicit drugs. In response, federal and state laws regarding the manufacture, use and distribution of illicit drugs have been enacted and are applicable to all full-time, part-time, and temporary faculty, staff, students, and administrators. The University supports and endorses these provisions of federal and state laws and insists on strict compliance with these statutes by its students, staff, faculty, and administrators at all levels.

II. Alcohol Policy

Kennesaw State University expressly prohibits the use, possession, sale, or distribution of alcoholic beverages on campus by any campus constituency. Alcoholic beverages may be served at off-campus activities to adults of legal drinking age for the state in which the activity is being held, providing that a responsible club or organization representative acknowledges responsibility for monitoring alcohol consumption. Student Activity funds or institutional funds may not be used for the purchase of alcoholic beverages. Kennesaw State University is committed to recognizing, upholding, and enforcing the laws of the state of Georgia. Violation of those state laws, incorporated into the Kennesaw State University Alcohol Policy shall not be condoned on the campus or at any activity held off campus by any constituency. Exceptions to the policy of no alcohol on campus may from time to time be permitted at the discretion of the president, and there are other limited exceptions to this policy within the residence halls by those aged twenty-one or older who do not reside in substance-free communities. See the Residential Code of Conduct at subsection III R of KSU Student Code of Conduct for more information.

http://www.kennesaw.edu/scai/code_of_conduct.shtml

Official state regulations regarding the use, sale, or possession of intoxicating beverages are as follows:

3-1-2 Defines "alcoholic beverages" to mean all alcohol, distilled spirits, beer, malt beverages, wine, or fortified wine.

3-2-36 Provides for criminal process against any person who violates the law in counties and municipalities where the sale of alcoholic beverages is not authorized or where alcoholic beverages are being sold contrary to law.

3-3-21 Provides that no person knowingly or intentionally may sell or offer to sell any wine or malt beverages within 100 yards of any school building, school grounds, or college campus. Provides further that distilled spirits may not be sold within 200 yards of a school building, educational building, school grounds, or college campus.

3-3-22 States that no alcoholic beverage shall be sold, bartered, exchanged, given, provided, or furnished to any person who is in a state of noticeable intoxication.

3-3-23 Prohibits the furnishing to, purchasing of, or possession of alcoholic beverages by persons under 21 years of age.

Personnel, Fiscal, & Institutional Policies

3-3-23.1 Provides that any person furnishing or possessing alcoholic beverages in violation of the previous Code Section shall be guilty of a misdemeanor. Establishes procedures for arrest by law enforcement officers.

University student conduct policies and procedures require that all student organizations planning to serve alcohol at any off-campus function must submit an "Acknowledgment of Alcohol Policy" form to the Student Life Department at the beginning of each fall semester and each time there is a change in either the president or advisor of the organization. By their signatures, the president and advisor are assuring Kennesaw State University that they and the individuals responsible for the group's social events understand the Kennesaw State University Alcohol Policy and state laws regarding the service and consumption of alcoholic beverages. Alcoholic beverages will be allowed for functions at which alcohol is not the focal point, reason for, or the "drawing card" for the event. Organizations choosing to advertise the service of alcoholic beverages at functions will not make reference to the quantity of or overindulgence in alcoholic beverages. Reference will also be made to serving of food and alternative beverages, and the checking of drivers' licenses. Any activity (especially those competitive in nature) contributing to the overindulgence of alcohol is, by these guidelines, prohibited.

Any violation of this policy at any club or organization activity shall be reported to the Department of Student Life by the designated monitor(s), generally the faculty or staff advisor, verbally within 24 hours of returning to campus and followed by a written report within 3 business days. Student Life will send the report to the Student Conduct and Academic Integrity (SCAI) Department for possible disciplinary action. The Kennesaw State University Department of Public Safety shall report any violation of this policy, whether at an activity or on an individual basis, to the Dean of Student Success within one business day of the occurrence. The Dean of Student Success shall then be responsible for referring the matter to SCAI for possible disciplinary action according to established university nonacademic disciplinary procedures. Possible sanctions shall be the same as those for other violations of nonacademic university rules and regulations as provided for in the university student code of conduct.

III. Drug-Free Workplace and Campus Policy

As a recipient of Federal funds, Kennesaw State University supports and complies with the provisions of the Drug-Free Schools and Communities Act of 1989 and the Drug-Free Workplace Act of 1988. The unlawful possession, manufacture, distribution, dispensation, and/or use of illicit drugs and alcohol by employees or students on the university campus is prohibited and violations of this policy will result in appropriate disciplinary action. Faculty, staff and students are expected to adhere to the policies of the university and observe the basic standards of good conduct, meet appropriate standards of performance, and observe all local, state and federal laws relative to unlawful use of illicit drugs and alcohol. Penalties for violations of these standards range from warnings and probation to expulsion, loss of academic credit, suspension, temporary or permanent suspension and withdrawal of organization recognition, referral to the legal system for prosecution, demotion, and termination of employment. Detailed sanctions are defined in the Student Handbook (Student Code of Conduct), Board of Regents' Policy Manual, Classified Employee Handbook, Faculty Handbook, and in the complete policy statement available in the Office of the Provost and Vice President for Academic Affairs upon request.

IV University Sanctions for Violations of the Alcohol and Drug Policy

- a. Any faculty, staff member, administrator, or other employee who violates the policy on alcohol and drugs, shall be subject to disciplinary action up to and including the possibility of dismissal and referral to the appropriate federal, state or local authorities for prosecution in the courts.
- b. Any student or student organization that violates the policy on alcohol and drugs, shall be subject to disciplinary action in accordance with the Kennesaw State University Student Code of Conduct up to and including educational sanctions, possible loss of on-campus housing, suspension and/or expulsion from the university and referral to the appropriate federal, state, or local authorities for prosecution in the courts. A student organization shall be subject to disciplinary action up to and including educational sanctions, suspension and/or revocation of its registration with Student Life and referral to the appropriate federal,

state, or local authorities for prosecution in the courts.

- c. When there is an alcohol or drug infraction, in addition to any criminal prosecution or university student code of conduct sanction, a student who is a member of a university athletic team may face additional sanctions based on rules established by the NCAA, athletics department, or team.

V. Drug and Alcohol Education Programs and Assistance Available

A combination of several campus offices will provide assistance or act as a referring agency for Kennesaw State University. Included in the campus efforts to assist those with substance abuse problems are:

The Counseling and Psychological Services (CPS) Center, (770) 423-6600 is located on the second floor of Kennesaw Hall. The Center has eleven professional counselors available to work with students who have mental health problems and issues associated with alcohol and/or drug abuse. At present one CPS counselor is designated as the Substance Abuse Specialist and has been certified in Prime for Life. For counseling matters directly related to AOD abuse and dependence, referrals are made to the Collegiate Recovery Center (CRC) where a counselor is on hand who specializes in addiction education, prevention, and counseling.

Two counselors specializing in Substance Abuse and Addiction co-lead an alcohol and other drug class for students found responsible for first time alcohol and/or other drug related code of conduct violations as mandated by the Department of Student Conduct and Academic Integrity. CPS and the Collegiate Recovery Center also perform in-house evaluations for alcohol and drug abuse and use the SASSI-3 Substance Abuse Subtle Screening Inventory as well for alcohol abuse screening. CPS and the CRC maintain a listing of referral agencies for off-campus assistance when such assistance is more appropriate. CPS and CRC services are available to all enrolled students. Two counselors currently serve as co-facilitators for the campus AOD Education and Prevention Coalition. This coalition provides many AOD services including writing of AOD campus policies, conducting research and grant writing, assessing environmental issues and establishing AOD educational programs.

The Collegiate Recovery Center is home to four on-campus 12 step meetings per week, an open monthly meeting called Celebration Recovery where students in recovery share their story with others and one weekly AOD process group called SMART recovery. The CRC has developed Alcohol and Other Drug educational workshops that it has presented in multiple cross major settings, it has trained peer educators to present about AOD issues to the incoming freshman class, and it has presented to the Greek Life, Student Athletes and other high-risk populations. Clinical professionals provide education regarding prevention and assist students with referrals for treatment in the community. The CRC is located in University College Room 222. The telephone number is 678-797-2538 or email [**recovery@kennesaw.edu**](mailto:recovery@kennesaw.edu).

The Department of Human Resources, (770) 423-6030, is located in the Campus Services Building. The Drug-Free Workplace coordinator is the Assistant Vice President of Human Resources. Employee Assistance Programs (EAP) relating to drug and alcohol abuse are available for KSU employees (staff and faculty). KSU's EAP is provided by Horizon Health and may be accessed 24 hours a day, toll free, at 1-877-851-1631. Additional information can be found at [**https://web.kennesaw.edu/hr/content/eap_employee_assistance_program**](https://web.kennesaw.edu/hr/content/eap_employee_assistance_program)

The Wellness Center, (770) 423-6394, is located in the Student Recreation and Wellness Center, Bldg. 3, RM 131. The mission of the Center for Health Promotion and Wellness is to improve the health and well being of students and employees through awareness and education. The Center encourages students and employees to assume more responsibility for their health and well-being. The Center's primary goal is to enhance and provide a balance in the intellectual, emotional, physical, social, environmental, and spiritual development of the whole person. They also strive to provide an environment that is supportive of positive health practices. Programming focuses on helping students and employees reduce lifestyle risk factors. The Wellness Center participates each year in National Collegiate Alcohol Awareness week in October, sponsoring many interactive programs designed to educate students, faculty, and staff to issues associated with alcohol use and abuse. The Center also received

Personnel, Fiscal, & Institutional Policies

Young Adult Program grants from the Georgia Governor's Office of Highway Safety since 2008. This grant is used to promote education and awareness to young adults about safety issues, such as but not limited to, underage drinking, impaired driving, destructive decisions, and other high risk behaviors in order to decrease crashes, injuries, and fatalities in young adult drivers and passengers.

The KSU Health Clinic, (770) 423-6644, is located on Campus Loop Road, House 52, across from University Place Housing on the south part of campus. There is also a satellite office located near the residence halls on the north part of the campus: The Village Walk-In Clinic, Village Suites, building #37. The clinics provide services to all KSU students. Alcohol and drug use and abuse programming is presented in conjunction with the Wellness Center. A query is made regarding alcohol and drug use as part of the student's initial health assessment and is reviewed by medical professionals at the time of student's visit to the clinic. Medical professionals provide education regarding prevention and assist students with referrals for treatment in the community.

The Department of Residence Life, (770) 420-4388, is located in the University Village Suites to better serve the residential population, and in particular the first-year residents. The office is on the terrace level of the 3000 Building of the University Village Suites, Room 3051. It provides AOD education to residential students on a continuing basis throughout the year through programs presented in both small and large group settings.

The Department of Public Safety, (770) 423-6206 (non-emergency number), is located in the Public Safety Building #20 near the West Parking Deck. The Department also has established a community policing office, the North Precinct, located in building 6000 of University Village residential housing, adjacent to the North Deck parking area. The KSU police are a co-sponsor of annual National Collegiate Alcohol Awareness week in October and will speak to groups or classes upon request about safety and alcohol and drug awareness issues.

VI. Annual Distribution of KSU Drug and Alcohol Policies Required

The Office of the Dean of Student Success is responsible for ensuring that Kennesaw State University's Drug and Alcohol Policy is distributed annually to each student and employee (faculty and staff).

XLIII. Smoking Policy

Purpose

The smoking policy seeks to guarantee non-smokers the right to work in air free of tobacco smoke, whilst also taking account of the needs of those who smoke. Effective January 1, 2006, Kennesaw State University is a Restricted Smoking Campus. Therefore, the following is the University smoking policy.

Smoking Defined

To "smoke" and "smoking" means creating smoke by lighting a cigarette, cigar, pipe or other smoking product; it means as well puffing on, carrying or holding a lighted cigarette, cigar, pipe or other tobacco product.

Policy

Smoking is prohibited in all campus buildings. Smoking is only permitted in designated areas outside the buildings. A map showing locations of Designated Smoking Areas is available on the EHS&RM website.

Organizers and attendees at public events, such as conferences, meetings, public lectures, social events and cultural events, using Kennesaw State University facilities will be required to abide by the University Tobacco Policy. Organizers of such events are responsible for communicating this policy to attendees and for enforcing this policy.

All outdoor smoking areas shall be clearly marked with signs.

Smoking is prohibited in all Kennesaw State University vehicles.

Enforcement

To effect adherence, faculty, staff and students are encouraged to directly and politely inform those unaware of the policy, or remind those in disregard of it. If this approach and effort is unsuccessful, the individual in violation of this policy will be brought to the attention of the dean, director, senior staff member or other person in charge for further discussion and progressive counseling. Those who still do not comply will face corrective action consistent with the nature and seriousness of the continuing violations.

The Department of Public Safety will enforce the Smoking Policy of the University. The no smoking areas must be designated with signs that reference the applicable Georgia Code Section (16-12-2).

When observed, officers will approach those that are not in compliance, ask that they comply, and answer questions about the policy. Officers will not discuss the fairness of the policy with violators. Officers will issue a misdemeanor state ticket to any person refusing to comply with the policy. If the violation continues in the presence of an officer after the person has been asked to comply, the officer has the discretion to transport the violator to the Cobb County Adult Detention Center for the purpose of posting bond. Note: If the violator refuses to comply with the lawful verbal commands of the officer, there is reason to believe that the violator would not show up at court if released on a citation. Officers will not respond to anonymous calls reporting smoking policy violations.

We ask for your cooperation.

XLIV. Policy Statement on Sexual Harassment

"The mission of Kennesaw State University is to provide a learning environment in which all members of the university community are free to pursue their professional and personal goals. Sexual harassment is not only illegal, but an intolerable interference with the attainment of our mutual goals. Unwelcome sexual advances and conduct seriously damage the learning and work climate, and it is the university's intention to protect our environment from such abuses. Resolution of complaints of sexually harassing behavior should be attained as informally as possible, but in the absence of that cooperation, we will enforce our policies to the fullest, up to and including dismissal."

– President Daniel S. Papp

Kennesaw State University follows the established policy on Sexual Harassment of the Board of Regents of the University System of Georgia. That policy (8.2.16 in the Regents' Policy Manual) is as follows:

Federal law provides that it shall be an unlawful discriminatory practice for any employer, because of the sex of any person, to discharge without cause, to refuse to hire, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment or academic standing. Harassment of an employee on the basis of sex violates this federal law. Sexual harassment of employees or students in the University System is prohibited and shall subject the offender to dismissal or other sanctions after compliance with procedural due process requirements. Unwelcome sexual advancements, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or academic standing; or
- Submission to or rejection of such conduct by an individual is used as a basis for employment or academic decisions affecting an individual;
- Such conduct unreasonably interferes with an individual's work or academic performance or creates an intimidating, hostile or offensive working or academic environment. (BR Minutes, 1980- 81, p. 237-37)

Personnel, Fiscal, & Institutional Policies

Using the definition contained in the Equal Employment Opportunity Commission guidelines, the 1984 "Policy Statement on Sexual Harassment" defines sexual harassment as follows:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment [or academic advancement], (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions [or academic decisions] affecting such individual, (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work [or academic] performance or creating an intimidating, hostile, or offensive working [or academic] environment.

Sexual harassment can occur in situations where one person has power over another, but it can also occur between equals. Both men and women can be sexually harassed, though women are most often victimized.

Examples of Sexually Harassing Behavior

Examples of sexual harassment may be found in campus brochures and other documents. Such examples include sexual innuendoes and comments, intrusive sexually explicit questions, offensive jokes or language, unwanted physical contact, offensive gestures or motions, repeatedly asking a person out for a date, threats, leering or ogling at a person's body, stalking, displaying of sexually suggestive pictures or written materials, etc.

Consenting Relationships

A relationship between a faculty member and a student should be considered one of professional and client in which sexual relationships are inappropriate. The power differential inherent in such relationships, as well as in those between a supervisor and an employee, compromise the subordinate's ability to freely decide.

Although the University does not specifically forbid sexual relationships between individuals where a professional power differential exists, it actively discourages consenting sexual relationships between faculty and student or supervisor and employee. It warns that a faculty member who enters into a sexual relationship with a student (or a supervisor with an employee) where a professional power differential exists, must realize that if a charge of sexual harassment is subsequently lodged, it will be exceedingly difficult to prove immunity on grounds of mutual consent.

AAUP Statement on Sexual Harassment

Kennesaw State University follows the basic principles and procedures recommended by the American Association of University Professors in its "Sexual Harassment: Suggested Policy and Procedures for Handling Complaints" printed in its Policy Documents & Reports (1984).

Procedures for Handling Complaints of Sexual Harassment

As illustrated in the examples, sexual harassment includes a range of behaviors, some more harmful than others, but none acceptable. If an individual is uncertain about whether something happening is sexual harassment, he or she should seek the advice of a trusted individual about the situation.

If the person harassing an individual has power over his or her education or employment, it is understandable that the individual might fear reprisal if steps are taken to end the harassment. An individual has the right to pursue an education and work in an environment free of this kind of interference. The University's policies are intended to protect an individual against reprisals.

Informal Resolution

Early efforts to control a potential harassing situation are very important. Sometimes an individual can stop sexual harassment by telling the person directly that he or she is uncomfortable with the person's behavior and would like it to stop. Writing a letter can also be effective.

Formal Complaints and Grievances

A faculty or staff member who wishes to file a formal complaint of sexual harassment against another employee of the university should contact the university's Affirmative Action/EEO Officer. Once a complaint is received the following process shall be followed.

- a. The EEO officer (or his/her designee) must notify in writing the person(s) whose actions or behavior is/are at issue of the allegation of sexual harassment as soon as possible, but definitely within one week of receiving the complaint from the aggrieved faculty or staff member. The immediate supervisor of the person against whom the complaint is made should be notified at the same time.
- b. If the EEO officer (or his/her designee), after investigation, finds that the complainant does not have reasonable grounds for complaint he/she shall so notify in writing the complainant, the person(s) about whom the complaint is made, and that person(s)' immediate supervisor. This investigation and notification will take place within sixty days of the receipt of the complaint by the EEO office.
- c. If the EEO officer (or his/her designee), after investigation, finds the complainant may have reasonable cause for complaint he/she will so notify in writing the complainant, person(s) about whom the complaint is made, and that person(s)' immediate supervisor. The investigation and notification will take place within sixty days of the receipt of the complaint by the EEO's office. On the same date that such written notification is delivered to the parties, the EEO officer (or his/her designee) will contact the chair of the university council. The chair of the council will then be responsible for establishing an ad hoc committee of five (faculty/administrative faculty/staff members) to hear the discrimination complaint and make recommendations. The names and contact information of the five members of the ad hoc committee shall be communicated by the chair of the university council to the EEO officer (or his/her designee).
- d. Prior to the hearing the EEO officer (or his/her designee) will arrange that the ad hoc committee shall meet and elect a chair from among the five members. The chair will conduct the hearing. The chair may participate in all deliberations, but will not vote except in the case of a tie.
- e. The hearing committee may draw up its own rules of procedure, and the committee is not bound by any formal rules of legal proceedings and may hear any information that may be of value in determining the issues involved, but minimum due process shall include the right of both parties to be notified in writing at least ten business days in advance of the date, time, and place of the hearing; the right of the person against whom the complaint has been made to be informed in writing of the specific nature of the complaint against him/her and of the evidence and/or witnesses on which it is based; and the right of both parties to present evidence and witnesses on their behalf and to question witnesses. The EEO officer (or his/her designee) shall act to make certain these due process rights are met. The supervisor of the person about whom the complaint is made will be notified that a hearing has been scheduled. The EEO officer (or his/her designee) will attend the hearing and may present any report created or evidence or information obtained during the EEO office's investigation if requested to do so by either party or by the committee. The EEO officer (or his/her designee) shall retain all records associated with the complaint, his/her investigation, the hearing, the committee's written report, and the president's written decision for such length of time as required by Georgia law.

Personnel, Fiscal, & Institutional Policies

- f. Each party has the right to a non-attorney adviser to assist in preparing and presenting his/her case before the committee. Those present during the hearing will be the members of the ad hoc committee, the EEO officer (or his/her designee), the parties to the complaint, one non-attorney adviser for each party, and such witnesses as are necessary. Each witness shall be present only when his/her presence is necessary to present information and/or answer questions. No other persons shall be present unless agreed upon in writing by the chair of the committee, both parties, and the EEO officer (or his/her designee).
- g. All decisions and recommendations will be based on a majority vote, and be rendered according to the principle of the preponderance of evidence. Only the five members of the ad hoc committee should be present during deliberation except that the EEO officer (or his/her designee) may be present to answer policy questions.
- h. The hearing committee will be expected to produce a written report summarizing the information presented, indicating and explaining its decision, and making recommendations, if desirable, to any party or parties. Copies of the written report will be submitted to each party in the case (complainant and person about whom complaint is made), immediate supervisor of person about whom complaint is made, the EEO officer (or his/her designee), the chief legal officer for the university, and the president of the university within five business days from the completion of the hearing. The chair of the hearing committee shall act to make certain the written report is delivered to the proper persons. The opinions and recommendations of the ad hoc committee are advisory and in no way bind the president to the recommended actions.
- i. After consideration of the ad hoc committee's written report, the president shall make a decision and communicate it in writing within five business days to the complainant, the party or parties against whom the complaint has been made, the EEO officer (or his/her designee), the chief legal officer of the university, and the immediate supervisor(s) of the employee(s) against whom the complaint has been made.
- j. Nothing in this process prohibits the parties from settling this matter at any stage with the assistance of mediation through the Office of the University Ombuds (770-423-6112), if appropriate. However, any attempt to settle the matter through mediation does not affect time deadlines for this process.
- k. Any faculty or staff complaints of sexual harassment against a KSU student or student complaints of sexual harassment against other students should be addressed to the KSU Department of Student Conduct (formerly Office of Judiciary Programs).
- l. Any student complaint of sexual harassment against a KSU faculty or staff member shall be addressed as outlined in the Statement of Student Rights and Responsibilities (found in the catalogue) under the heading, "Student Grievance Procedures for Discrimination and/or Retaliation."

XLV. Visits by Children

The university cannot accommodate children of the faculty, staff, and students on campus during normal operating hours; i.e., 8:00 a.m. - 10:30 p.m., Monday through Thursday, and 8:00 a.m. - 5:00 p.m., Friday. Children are welcome to attend scheduled events and to make brief visits when accompanied by a parent or other adult.

XLVI. KSU Parking and Traffic Regulations

A. Authority

Kennesaw State University adopts these regulations pursuant to the authority conferred upon the Board of Regents to regulate the University System of Georgia Campus Traffic, Official Code of Georgia Annotated (OCGA), Title 20. These regulations supersede all previous KSU Parking and Traffic Regulations pertaining to motor vehicle operation and parking on campus.

B. Application

These regulations apply to all persons operating motor vehicles at Kennesaw State University and become part of the terms and conditions accepted by all persons permitted to operate motor vehicles on campus. Students, faculty and staff shall not operate or park any motor vehicle on campus unless qualified to do so under applicable State law and KSU regulations. The Campus includes that property owned or leased by the Board of Regents and designated as Kennesaw State University. Additional information is available at <https://financialservices.kennesaw.edu/parking/>.

C. Display of KSU Parking Permits

All motor vehicles parked on campus must display a valid KSU parking permit. Temporary parking authorization for vehicles without permits must be obtained from the Welcome Center located in the Visitors Lot. Visitors to KSU should be directed to the Welcome Center in the Visitor's Lot across from the Recreation Center. Visitor parking arrangements should be made at least 72 hours in advance.

D. Faculty and Staff Parking

Please refer to the parking website at <https://financialservices.kennesaw.edu/parking/> for the latest parking policies.

E. Parking Regulations

In order to facilitate a safe and orderly flow of traffic on campus, KSU adopts in full all the statutes and provisions of OCGA, Title 40, Article 10, regarding Stopping, Standing and Parking. When appropriate, curbs may be painted yellow to designate restricted parking as set forth by Georgia law; however, the lack of yellow curbing or restricted parking signs is not a defense for those charged with violations of State or campus parking regulations. Parking is not permitted on the grass, on sidewalks, in driveways or any other area not designated for parking.

Reserved parking areas include but are not limited to faculty and staff dedicated spaces, loading zones, visitor spaces, vanpool spaces, carpool spaces, and other areas marked reserved for specific persons or functions.

The KSU Police will vigorously enforce Georgia's Parking Law for Persons with Disabilities in accordance with OCGA 40-6-226. Drivers of vehicles parked in spaces designated for persons with disabilities must display, on their dashboard (in full view!) or hung from their rear view mirror, the official permit issued by the Department of Motor Vehicles for persons with disabilities.

An illegally parked vehicle may be impounded without notice, and at the owner's expense, if it presents a hazard to motorists or is obstructing traffic. Other vehicles subject to immediate impoundment include, but are not limited to, those parked in marked Tow Away Zones, those parked in spots reserved for specific persons or for a numbered carpool, and those receiving three or more parking citations (paid or unpaid) in a calendar year.

Students with unpaid fines will be subject to the following sanctions: holds on class registration and release of records, and/or referral to outside collection agencies. Repeatedly cited vehicles may have their parking privileges canceled.

Personnel, Fiscal, & Institutional Policies

All parking fines along with late fees for faculty and staff must be paid at the end of each semester or the amount is automatically deducted from the employee's paycheck the following month. Parking fines must be paid in full upon termination of employment. Handtags must be returned upon termination of employment or the employee will be assessed a fee of \$25.00.

F. Parking Citation Appeals

Please refer to the Parking website at https://financialservices.kennesaw.edu/parking/faculty_staff_citation for the appeal process description and appropriate appeal forms.

G. Visitor Parking

All Visitors to Campus should be instructed to park in the Visitor's Lot. For special event parking please refer to the Parking website at <https://financialservices.kennesaw.edu/parking/events>.

H. Alumni Parking

KSU Alumni may park in the Welcome Center (daily fee lot) or the Lutheran Church Lot (located off Campus Loop Road on the West side of Campus).

I. Faculty/Staff Parking

Faculty / Staff parking areas are indicated on the parking maps posted on the Parking website at <https://financialservices.kennesaw.edu/parking/maps>.

J. Student Parking

Student parking areas are indicated on the parking maps posted on the Parking website at <https://financialservices.kennesaw.edu/parking/maps>.

All parking policies are subject to change. Please refer to the Parking website at www.kennesaw.edu/parking for the latest policies, forms, parking maps. For questions on traffic regulations, enforcement, or other parking matters please contact Parking Operations at 770-423-6154.

Administrative Procedures

XLVII. Release of Student Information

Directory information may be released by the university without the student's written consent. Directory information consists of name, address, telephone number, major, advisor, holds, participation in recognized activities and sports, weight and height of athletic participants, dates of attendance and degrees received. Students may deny the release of directory information by requesting in writing to the registrar that such information not be released each semester they are enrolled. However, requests that directory information be withheld from a written publication must be received in sufficient time to prevent a delay in processing that publication.

XLVIII. Student Activity Request Form

If you are advising a student organization, the Activity Request form is found on the Student Life Center website: www.kennesaw.edu/student_life. The form needs to be completed by an RSO officer. Copies of the request will be sent to the faculty advisor. Requests should be made two weeks prior to the event. For more information, contact the Student Life Center at 770-423-6280.

XLIX. Grants and Contracts

The Office of Grants and Contracts (OGC) (<http://www.kennesaw.edu/ogc/>), an organizational unit under Academic Affairs, is the service and support office for external funding activities. This Office provides services to support faculty throughout the proposal and grant process. The OGC is responsible for all pre-award and post-award functions and provides a full array of services such as identification of funding sources, interpretation of guidelines, project/program development, technical writing and editing, budget development, proposal submission, award and contract negotiation, technical reporting, and project accounting and billing. The earlier the OGC is informed about an upcoming submission, the more comprehensive these services can be. All proposals for external grant or contract funding must be routed through OGC and should be forwarded to the OGC at least five working days prior to the submission date. The proposal must be accompanied by a Proposal Routing Form (PRF) which is available online at http://www.kennesaw.edu/ogc/preaward_toolkit/forms.htm. The PRF must be signed by the project director, department chair, and dean; other signatures may be required, if applicable. Prior to submission, the OGC will review the proposal for compliance with all federal, state, and University regulations; obtain the final signatures on the PRF and proposal (if applicable); and complete the submission process.

Once a grant or contract has been awarded to the University, the OGC negotiates and finalizes the terms and conditions of the award with the sponsor. The OGC works closely with faculty in the fiscal management of grants and contracts awarded to the University. Once an award has been finalized, the staff contacts the project director and sets up a meeting to go over the award conditions. The OGC is responsible for insuring that the business interests of the University are protected and that the University complies with award provisions. The staff maintains auditable records in support of direct and facilities and administrative charges to contracts and grants and prepares and files fiscal reports required by the sponsor.

A few reminders:

- Kennesaw State University is the legal applicant for all proposals submitted by faculty.
- Funds and resources of the University cannot be obligated without the required approvals explained above.
- The Vice President for Operations (or his designee) is the official authorized representative for signing all contracts.
- Line-item budgets that include facilities and administrative costs (indirect costs) must accompany all proposals and awards; contact OGC for assistance

L. Office of University Relations

The Office of University Relations (UR) serves as the public relations branch of the university with the responsibility of managing the image of Kennesaw State. To that end, the office serves as the point of contact between the university and various outside constituents, including the media, the community, parents and students. In addition, UR, through its team of media, editorial and creative services professionals, leads the institution on strategic planning and the creation of public relations, media, marketing and advertising materials.

UR promotes Kennesaw State's successful image by raising the institution's profile through press coverage, publications, and other marketing efforts. Reputation enhancement and management are key functions of building a successful imaging program for the university and its faculty. Inherent in achieving success in this area is the proactive planning in placing and pitching potential feature stories, briefs, articles and television clips to the media.

University spokesperson

The Office of University Relations, an extension of the Division of External Affairs, is a designated official spokesperson for the university. University Relations works in conjunction and collaboration with key administrators to coordinate statements and craft responses to the media and public agencies on all appropriate topics.

Personnel, Fiscal, & Institutional Policies

Press releases

University Relations is the sole point of contact for press releases. In an effort to promote a consistent image, all press releases should be submitted to UR or your college's media representative for review before being released to the news media and other public agencies. The UR works in collaboration with media representatives from individual colleges on campus.

University publications

UR produces a university magazine and newsletter; and maintains the news Web site. Faculty and staff are encouraged to submit feature ideas and professional recognition information for potential placement in these publications. Faculty members are urged to contact UR staff to seek guidance on the possibility for potential placement in external or internal publications. UR staff, in consultation with the UR director, will determine if recommendations are timely, newsworthy and appropriate for publishing relative to the imaging and marketing program in place for the university.

Department, program or college materials

UR provides marketing and promotional planning and consultation for colleges; serves as a resource for the production, planning and design of publications intended for external audiences; and acts as a resource for advertising, media planning and buying and creative development of publications, brochures and ads. Principles of marketing suggest that successful publications are essential in the university environment, and the responsibility for quality control of all external publications is guided by and rests with the director of University Relations. Responsibility for design conceptualization and content of publications rests with the design team in concert and consultation with the "client" campus department. Adherence to the university's visual identity program is a key element of the design team's efforts to create and promote cohesive, high quality, and consistent publications that reflect positively on the university's image in the marketplace.

Departments seeking services or additional information should contact the Office of University Relations at 770-423-6203.

II. Office of Development — Development and Fund-Raising Guidelines

There is an ongoing need for private support to enhance the educational programs and facilities and to support the students and faculty at Kennesaw State University. Gifts from individuals and private organizations represent a significant source of otherwise unmet financial need, and are regularly called upon to provide resources for the campus. In order to maximize gift support from these constituents for KSU's prioritized needs and goals and preserve institutional relationships, clear procedures have been put in place to coordinate development activities. These procedures are not intended to be restrictive, but rather to ensure efficient and effective fund raising by all involved. Individuals or groups who have a demonstrated need and desire to engage in fund-raising activities are encouraged to do so under the guidelines of this policy.

The Office of Development serves as the official representative of the university on all matters related to private giving, and is responsible for clearing, coordinating and conducting efforts to increase KSU's private support. The staff works closely with the KSU Foundation, which is the 501/c/3 organization created to receive and manage gifts on behalf of the University, as well as the KSU Alumni Association.

The KSU Foundation recognizes the University's policy on coordinated development and its importance to effective fund raising. The KSU Foundation's Policy Manual contains additional operational procedures concerning gift acceptance, pertaining especially to gifts-in-kind and planned gifts. Individuals contemplating fund raising

activities in those areas may wish to contact either the Office of Development or the KSU Foundation Office to familiarize themselves with such policies and procedures.

Solicitation Clearance

While positive interactions with faculty, staff and students are often an important part of the fund raising process, it is imperative that gift solicitation first be cleared by the Office of Development. The Office of Development maintains a campus-wide list of both individuals and organizations that are potential, prior or current contributors. With the goal of maximizing support to the university, the Office of Development staff works to manage and nurture institutional relationships with donors and potential contributors on an on-going basis. Focused cultivation and solicitation clearance and approval ensures that planned or pending gift activities are not compromised; that gift potential is maximized; and that donor relationships are cultivated, recognized and stewarded appropriately for the long-term benefit of KSU.

Faculty and staff interested in soliciting funding or in-kind gifts from alumni, friends, trustees, corporations or private (non-government) foundations must have the advance approval of the Office of Development. Simply call the Office of Development at 770.423.6027 and ask to speak with a development officer before initiating such activity.

Proposed solicitations should also have the prior approval of the appropriate dean or vice president to ensure outreach is being undertaken with unit and institutional priorities in mind.

Cultivation and Solicitation

Once a prospective donor is identified and clearance to approach is obtained, the Office of Development staff may play a significant role in developing and participating in donor cultivation and solicitation strategies. Faculty and staff should seek a consultation meeting with the appropriate development director: annual giving, corporate relations, foundation relations, planned giving and major gifts, to discuss the cultivation or solicitation of a prospective donor. Depending upon the level of proposed gift and the donor, the development director also may assist with constituent research, promotional materials, proposal writing, a solicitation meeting, a gift agreement and the staging of recognition events.

Gift Agreements

The Office of Development is responsible for developing, coordinating and approving gift agreements. Gift agreements are most often used when establishing endowments, e.g., scholarships, fellowships, professorships and chairs, and thus require certain language pertaining to the KSU Foundation since the Foundation invests endowment principle. Gifts-in-kind, especially gifts of real estate, may require prior approval of the KSU Foundation Gift Acceptance Committee and/or the Campus Art/In-Kind Gift Committee. Planned gifts, e.g., estate bequests, trusts, gift annuities, etc., typically require more detailed gift agreements and should be coordinated with the Director of Planned Giving in the Office of Development. Donors or their representatives should contact the Office of Development to begin the process of developing a gift agreement or discussing a planned gift or gift-in-kind. The Office of Development works closely with the KSU Foundation to ensure that both donors and institutional interests are protected.

Gift Pledges

KSU permits, on a case-by-case basis, two-to-five year pledges for major gifts, i.e., gifts at the \$10,000 level or above. Such pledges must be secured in writing and recorded by the Office of Development, which will then be responsible for generating pledge reminders and processing pledge payments.

Gift Acceptance

Gifts to KSU in any form, with the exception of gifts-in-kind, obtained and accepted by any member of the KSU faculty, administration or staff, are to be transmitted to the Office of Development or the KSU Foundation within

Personnel, Fiscal, & Institutional Policies

two days of receipt. Matching gift forms should also be sent to the Office of Development to be signed by the authorized agent in accordance with corporate matching gift guidelines.

All gift information will be coded in the database and acknowledged in writing by the Office of Development. Gifts will then be taken to the KSU Foundation for deposit. Funds and disbursements are managed by the KSU Foundation.

Naming Opportunities

The Board of Regents of the University System of Georgia has established specific minimum gift levels for endowments and their naming, as well as additional recommended guidelines for the naming of physical facilities. Additionally, KSU has a set of guidelines for programmatic and other naming opportunities. To ensure compliance with these guidelines, no program or physical entity will be named or promised to be named without prior approval by the Office of the President of Kennesaw State University, in conjunction with the Office of Development.

Gift Acknowledgement

All gifts to KSU and/or the KSU Foundation, made in accordance with the policies described above, will be acknowledged in the annual report of private giving. Additionally, specific campus-wide donor acknowledgement guidelines and policies exist for endowed gifts, programmatic gifts, buildings and other tangible spaces, single gifts of \$100,000 or greater, and lifetime giving levels of \$500,000 or greater. Please contact the Office of Development for a detailed description of these guidelines. Permanent three-dimensional donor walls for single gifts at the \$100,000 or greater level are located in the Carmichael Student Center. Lifetime giving at the \$500,000 level or greater is acknowledged on a donor wall located in the lobby of Kennesaw Hall.

Development-Oriented Publications

The Office of Development must review any publication relating to development activity prior to publication and dissemination to ensure that the university priorities and policies are being accurately represented.

Dispute Resolution

LII. Handling Disruptive Students at KSU

Kennesaw State University's Student Code of Conduct, Student Conduct and Academic Integrity (SCAI) Department (formerly Judiciary Programs) policies and procedures, and campus police are organized in ways to preserve and protect the health, safety and academic integrity of the campus community. The following information is intended as an overview of the relevant campus policies related to the SCAI Department. For a complete version of the SCAI policies and procedures, see the SCAI web page. <http://www.kennesaw.edu/scai/>

In General

The SCAI Department, handles all charges against students that involve alleged violations of the Kennesaw State University Student Code of Conduct, including allegations of academic misconduct and disruptive behavior, as well as violations of other campus policies, and violations of federal and state law. (for a general description of the SCAI Department, see Section 6, "Services and Facilities" of this handbook).

Faculty, staff and/or students who are witnesses to or victims of incidents of alleged violations of the Student Code of Conduct should immediately contact SCAI and, in cases of serious disruptive behavior, the KSU Police Department, and submit the proper documentation. A University SCAI officer will conduct a preliminary investigation and advise as to the appropriate course of action in each situation. Incidents of misconduct may be subjected to mediation, or negotiation, if appropriate, prior to the hearing process. A person bringing charges against a student for alleged violations of the Code of Conduct is expected to fully cooperate with the SCAI

Department. Such cooperation includes participation in investigations related to the charges and in the hearing process. A detailed description of the hearing process is found in the SCAI website under the heading "Misconduct Procedures": http://www.kennesaw.edu/scai/misconduct_procedures.shtml

Student Rights and Responsibilities

Students of Kennesaw State University are guaranteed all of the rights, privileges and freedoms granted to a citizen of the United States. In addition, they are entitled to an environment that is conducive to learning and individual growth. To this end, students enrolling at Kennesaw State University assume a responsibility to abide by the University's student conduct regulations, just as they assume a citizen's responsibility to abide by federal, state and local laws. Violation of statutory laws or of the University student conduct regulations or specific departmental rules may lead to disciplinary action(s) by Kennesaw State University. By adhering to these policies and regulations students can fulfill their responsibilities and enjoy the exercise of their own rights while also respecting the rights of others.

Alleged violations of the Student Code of Conduct or other policies will be handled as informally as appropriate to resolve the issue. However, any student who is accused of a violation is entitled to basic due process rights, which include:

- The right to have a hearing before an impartial person or panel,
- The right to present evidence and witnesses on his/her own behalf,
- The right to be considered not responsible for violation of the student code of conduct until a violation is proven by a preponderance of evidence,
- The right to remain silent and have no inference of responsibility for the violation drawn from such silence,
- The right when suspended or expelled from the University and/or removed from on-campus housing to request an appeal of the decision of the hearing officer or recommendation of the panel based on proper grounds, in accordance with and as detailed in the SCAI's policies.

Once a hearing date is set before a university court panel, both the accuser and the accused student will have the option of obtaining an advisor from the SCAI panel to assist in the preparation of their case.

Disciplinary measures which may be assigned to individual students for violations of the Student Code of Conduct include but are not limited to: expulsion, probated expulsion, suspension, probated suspension, restrictions, reprimand (oral or written), restitution, assignment to educational or developmental programs, and community service.

Academic Misconduct

Academic misconduct is defined in Section II of the Kennesaw State University Student Code of Conduct. Procedures for addressing and reporting incidents of academic misconduct can be found at the SCAI website: <http://www.kennesaw.edu/scai/> The University's policies include procedures for both handling informal resolutions of academic misconduct, and filing formal charges with the SCAI Department, which will result in a hearing. In either situation, whether the matter is handled informally or forwarded to the judiciary for handling, the faculty member should document the incident on an Academic Misconduct Incident Report Form, http://www.kennesaw.edu/scai/docs/academic_misconduct_form.doc, and forward this information to the SCAI Department (Mail Drop 0506).

Incident reports which are submitted to the SCAI will only be released in accordance with the Family Educational Rights and Privacy Act. Under the informal procedure, a faculty member who has evidence that a student has committed academic misconduct may elect to resolve the issue within the confines of the class, if the student readily admits to the misconduct, without coercion or intimidation. The faculty member should first contact the SCAI Department to determine whether the student has a prior record of academic misconduct and, if not, must then meet with the student to explain and discuss the allegations of misconduct. If the student admits the

Personnel, Fiscal, & Institutional Policies

misconduct, and does not request a formal hearing, the faculty member may assign an appropriate sanction. Informal sanctions may include additional academic work for the class, grade reduction, a grade of "F" on the assignment or in the course, etc. Both the faculty member and the student sign the completed Academic Misconduct Incident Report Form and forward it to the SCAI Department (Mail Drop 0506).

However, if the student denies the misconduct, the student and faculty member cannot reach an informal agreement regarding an appropriate penalty, or the faculty member is seeking suspension or expulsion of the accused student, the misconduct must be reported to the SCAI Department for a hearing. Academic misconduct, as determined by a University Court or SCAI hearing officer, carries a mandatory minimum suspension of one semester, unless substantial mitigating circumstances are proven. For more detailed information on this process, see http://www.kennesaw.edu/scai/disciplinary_process.shtml. For information on ways to promote academic integrity and prevent academic misconduct see http://www.kennesaw.edu/scai/promote_prevent.shtml.

Disruptive Behavior

It is the purpose of the University to provide a campus environment which encourages academic accomplishment, personal growth, and a spirit of understanding and cooperation. An important part of maintaining such an environment is the commitment to protect the health and safety of every member of the campus community. Belligerent, abusive, profane, threatening and/or inappropriate behavior on the part of students is a violation of the Kennesaw State University Student Code of Conduct. Students who are found in violation of the Code of Conduct may be subject to immediate dismissal from the University. In addition, those violations, which may constitute misdemeanor or felony violations of state or federal law, may also be subject to criminal action beyond the University disciplinary process. Disruptive behavior includes, but is not limited to the following behavior (See the KSU Student Code of Conduct, http://www.kennesaw.edu/scai/code_of_conduct.shtml, for additional categories of unacceptable student conduct.):

Disorderly Assembly - No students shall assemble on the campus for the purpose of creating a riot, or destructive or disorderly diversion, or obstructing or disrupting the normal operation of the university, including any teaching, administrative, disciplinary or public service activity, or any other activity authorized to take place on the campus.

Disruptive and Dangerous Conduct - No student shall act in a manner that can reasonably be expected to disturb the academic pursuits of others or infringe upon the privacy, rights, or privileges of others, or the health or safety of him/herself or other persons.

Disruptive Speech - That speech is prohibited which: a) presents an immediate or imminent clear and present danger; b) is disruptive to the academic functioning of the institution, or c) constitutes a threat against an individual(s) such that it would provoke that individual(s) to imminent violent reaction.

Physical Attack - Physical attack on or in University property or at functions sponsored by the University or any registered University organization is prohibited.

Sexual Harassment/Assault - No student shall subject another person to unwelcome sexual overtures or conduct, either verbal or physical.

Theft or Damage of Personal Property - No student shall take, sell or attempt to take or sell, damage or destroy any items belonging to students, faculty, staff, guests of the University, or student groups without proper authorization. Nor shall any student make or attempt to make unauthorized use of the property of any other person or organization while on the KSU campus. Sale of a textbook or other item that is not one's own will be regarded as prima facie evidence of theft. Items should be turned in to a Lost and Found area.

Personnel, Fiscal, & Institutional Policies

Theft or Damage to University Property - The taking of or malicious, unwarranted, or irresponsible destruction or damaging of items of University property (including library items), items rented, leased, or placed on the campus at the request of the institution, or items belonging to the students, faculty, staff, guests of the University, or student groups or organizations is prohibited.

Possession of Weapons or Fireworks - Students are prohibited from possessing fireworks, firearms or other weapons on University property or at University sponsored events, except with the specific permission of the Department of Campus Safety and Security. Peace officers recognized by the State of Georgia are exempt from this firearms regulation.

Unauthorized Entry or Use of University Facilities - No student shall make or attempt to make unauthorized entry or use of any University building or facility including electronic data processing systems or personal electronic accounts/files. Upon appropriate notice by University officials, authorization for the use of University facilities can be withdrawn or otherwise restricted. The malicious or intentional misuse of computer facilities and services is prohibited. Violations of state and federal laws (including copyright violations, unauthorized access or systems, alteration/damage/destruction, or attempted alteration/damage/destruction, use for profit, etc.) or a department's rules for computer usage (including account violations, damage or destruction of the system and/or its performance, unauthorized copying of electronic information, use of threatening or obscene language, etc.) are prohibited.

Fire Safety and False Alarms

- No student shall tamper with fire safety equipment.
- No student shall set or cause to be set any unauthorized fire in or on University property.
- No student shall make, or cause to be made, a false fire alarm or a false notification of the presence of a bomb.
- All occupants of a building must leave the building when the fire alarm sounds or when directed to leave by properly identified University faculty or staff while these persons are in the performance of their duties.

Use and Possession of Drugs, Including Alcohol - Use and/or possession of drugs (controlled substances) are prohibited.

A faculty member is responsible for maintaining discipline in the classroom setting, to the extent that all students in that class have an opportunity to participate in the learning process. Free exchange of ideas through appropriate dialogue is a necessary and important part of the learning process. Outside the classroom, other areas of the campus provide support services which are also important to the total learning process. Sometimes a faculty or staff member may be confronted with a situation where the conduct of a particular student or students is inappropriate in that it impedes the natural and necessary learning process. The faculty or staff member must then determine whether the situation is disruptive but not imminently dangerous, or both disruptive and imminently dangerous to the health and safety of others. If the situation is not imminently dangerous, the faculty or staff member may control the immediate situation by requiring the student(s) to meet specific criteria (not speaking during the remainder of the class period, leaving the classroom or office area immediately, etc.), or the faculty member may choose to dismiss the class for the remainder of the period to avoid a confrontation. Such action should be immediately reported to the department chair and to the SCAI Department, using the Student Misconduct Incident Report Form: http://www.kennesaw.edu/scai/docs/general_misconduct_form.doc If the faculty or staff member feels that there is a significant imminent danger to the health and safety of the student(s), others, or him/herself, the faculty or staff member should immediately contact the University's Public Safety office for assistance (770-423-6666). The responding officer at the time of notification shall remove the student from the area immediately and refer the incident to the vice president for student success, or his/her designated representative, for possible handling under the "interim suspension" policy. Interim suspension measures may be taken against a student when the vice president for student success or his/her des-

Personnel, Fiscal, & Institutional Policies

ignated representative shall determine, based on clear and convincing evidence, that the student has engaged, or threatens to engage, in behavior which (1) is seriously disruptive or significantly impedes the normal activities or academic endeavors of others, (2) poses an immediate, significant threat of physical danger to others, (3) poses an immediate, significant threat of danger to him/herself, and is of such a serious nature that it must be handled more expeditiously than the university student conduct procedures allow.

Interim suspension may include any or all of the following: (1) restriction from participation in any academic course, program, or activity; (2) restriction from participation in any student activity on or off campus; (3) restriction from use of any or all university facilities, including the library, labs, or offices; (4) restriction from entering the campus or any designated portion thereof. If a determination is made to suspend a student under the interim suspension policy, the person rendering the decision shall notify the student, the public safety department, the registrar, and the student's teachers that the student has been temporarily suspended from the institution pending the outcome of a hearing. The case will then be forwarded to the SCAI Department for a hearing, to be held as soon as practical.

Supplemental Program-Specific Recourse

Some degree programs, such as those in education or nursing, have program-level admission and retention standards and review procedures in place beyond the generally applicable institutional admission and retention policies. If disruptive student behavior occurs in the context of fulfilling program requirements in such areas, the faculty or staff member may also have the recourse of filing a complaint with the designated program-level official and proceeding through the due process procedures established for handling such complaints. Individuals should consult the dean of the college and/or published standards as to the applicability of such program-specific recourse to the incident or incidents in question.

Resources

- Director of the Department of Student Conduct & Academic Integrity - SCAI (770) 499-3403.
- Vice President for Student Success - (770) 423-6310.
- Chief of University Police - (770) 423-6206.
- The KSU Student Code of Conduct can be found at http://www.kennesaw.edu/scai/code_of_conduct.shtml
- The University SCAI website (which includes all rules, policies, and procedures related to student conduct and academic integrity) can be found at: <http://www.kennesaw.edu/scai/>

LIII. Procedures for Handling Student Complaints Against Faculty Members

Introduction

From time to time, students may feel that they have legitimate complaints against a faculty member. It is important that they and the accused faculty member have a common understanding of how such complaints may be resolved. To alert students, faculty, and administration to channels available for complaints, the following procedure is presented. This procedure is not applicable to cases involving discrimination, sexual harassment, or violation of stated grading policy. In those instances, the established KSU procedures (see KSU undergraduate catalog) should be followed.

Procedure

It is the responsibility of the student to bring his/her concerns or complaints for resolution.

Personnel, Fiscal, & Institutional Policies

Complaints against a faculty member should be resolved at the lowest level possible. When a student has a complaint, s/he should follow the procedures below in the order stated. Attempts to circumvent the procedure will be redirected to the appropriate level of resolution. For example, the president, provost and vice president, or dean will refer grievants to the faculty member or to the department chair as the first level of resolution.

Step 1

Whenever a student has a complaint against a faculty member, s/he should first talk with the faculty member and attempt to reach a solution.

Step 2

If the student has attempted to resolve the complaint with the faculty member and fails to reach a resolution or if s/he feels uncomfortable discussing his/her problem with the faculty member because of the highly sensitive nature of the complaint, s/he may bring the complaint to the department chair.

Step 3

If the issue is not resolved at the level of the department chair, the student may direct his/her complaint, in writing, to the dean of the college.

Step 4

If the issue is not resolved at the level of the dean, the student may direct his/her complaint, in writing, to the provost and vice president for academic affairs.

Step 5

If the issue is not resolved at the level of the provost and vice president, the student may direct his/her complaint, in writing, to the president of the University. The president's decision is final as far as institutional grievance procedures are concerned.

Just as students may file a written appeal of a decision to the next level, faculty may also appeal a decision, in writing, to the next level of review. The faculty member will receive copies of any written documents produced during the complaint resolution (at any level) and will be given the opportunity to respond to each document. The faculty member will be informed at any point at which written documents concerning the complaint are placed into his/her personnel file and will be allowed to respond, in writing.

LIV. KSU Faculty Conflict Resolution Procedures

Section I - Introduction

I-A. Policy

Kennesaw State University is committed to the prompt and fair resolution of the concerns of administrative and teaching faculty. Kennesaw State University does not discriminate on the basis of race, color, religion, national origin, gender, sexual orientation, age, disability, or veteran status in its recruitment, employment, practices, programs, or activities.

The Faculty Conflict Resolution Procedures described below have been formulated to ensure fairness and consistency in the University's relations with its administrative and teaching faculty. No person's status with Kennesaw State University will be adversely affected in any way as a result of using these procedures. Retaliatory actions taken against a person using these procedures will not be tolerated.

Personnel, Fiscal, & Institutional Policies

I-B. Purpose of Faculty Conflict Resolution Procedures

The purpose of the University Faculty Conflict Resolution Procedures is to assure that there are venues where complaints may be heard and resolved at the lowest level possible. The procedures in this document allow for an immediate attempt to resolve all types of conflicts informally at the level where they occur. In addition, these policies also provide for an administrative review at the department, division, college, and University level when requested.

All faculty members are strongly encouraged to work through conflicts informally beginning with the person with whom they have differences. If a faculty member is not able to resolve an issue he/she is strongly encouraged to meet with the Ombuds as soon as possible for assistance in seeking an informal resolution. All faculty are required to utilize the Ombuds in an attempt to resolve any complaint(s) with the respondent before initiating a formal complaint. The University System Consortium on Negotiation and Conflict Resolution (CNCR) is also available for use in this process.

I-C. General Information

These procedures assure that any faculty member within the University community who has a complaint will have access to an internal process that provides elemental fairness to all Parties involved and that has as its objective the resolution of the conflict.

These procedures are not intended to discourage faculty from attempting to resolve a conflict themselves through discussion with the involved parties. These procedures should not be interpreted as a means to eliminate or weaken first-level supervisory or administrative roles of individuals or to prevent them from attempting immediate and impartial resolution of conflicts that develop within their areas of responsibility. Nothing in these procedures should be interpreted as providing a forum for an institutional-level hearing before the Kennesaw State University Faculty Grievance Panel on matters involving the exercise of the legitimate discretionary authority of administrators or supervisors, except where it is alleged that a) some unlawful discriminatory factor has influenced the exercise of such authority, or b) actions have been taken in an arbitrary manner, or c) academic freedom, as defined by the American Association of University Professors, has been violated.

These procedures do not in any way restrict the right of aggrieved Parties to seek resolution of their grievances, either through the courts, or through agencies of the State or Federal government within limits imposed by the concurrent jurisdiction of the University System of Georgia Board of Regents and other agencies of the State of Georgia. However, a formal grievance hearing is not available once a formal complaint has been filed with a governmental agency or if legal action has been initiated dealing with the same complaint.

The formal hearing procedures (Section IV) will be used only after the aggrieved party has consulted with the Ombud and has exhausted the administrative review procedures (Section III-C) in attempting to resolve a complaint.

I-D. Timeframe for Filing a Complaint in Preparation for a Formal Grievance Hearing

A formal complaint must be filed within six (6) months of the occurrence of a grievable action or the last occurrence of a pattern of grievable actions.

I-E. Definitions

Arbitrary: for the purposes of these procedures, actions and decisions can be considered arbitrary if:

- a. decisions or actions result from a failure to comply with established policies and/or procedures as adopted by a department, division, college, the University, or the Board of Regents of the University System and/or
- b. no rational connection between the evidence and the actions and/or decisions can be found. Complaint: a complaint is any problem or issue that needs to be resolved between two Parties. Complaint Form: see Section III.C.

Personnel, Fiscal, & Institutional Policies

Conflict Resolution File: a Conflict Resolution File contains all written documentation associated with the complaint or grievance.

CNCR: Consortium on Negotiation and Conflict Resolution provides external mediators throughout the University System of Georgia on request.

Faculty: includes any member of the administrative or teaching faculty as defined in Section Two of the Faculty Handbook.

Complainant: a faculty member who has a complaint or grievance.

Grievance: a complaint that has not been resolved through informal means or alternative dispute resolution and has been judged worthy of a grievance hearing by the Grievance Oversight Committee.

Grievance Oversight Committee: a Standing University Committee that determines whether a complaint warrants a grievance hearing, according to the criteria described in Section II. The committee is also responsible for proposing changes in these policies and procedures.

Grievance Panel: five (5) individuals selected from the Grievance Pool (Appendix II) for the purpose of hearing the grievance presented.

Grievance Pool: a pool of administrative and teaching faculty eligible to serve on grievance panel.

Ombuds: provide facilitation and mediation services to members of the University community in order to resolve disputes.

Parties: refers to the Complainant and the Respondent(s).

President: refers to the President of Kennesaw State University.

Petition for grievance hearing: see Section IV-A, step I.

Resolved: a complaint or grievance is considered resolved by KSU when both the Complainant and the Respondent(s) agree to a particular solution or when a final decision is rendered by the President or by the Board of Regents in those cases that are appealed.

Respondent(s): individual(s) against whom a complaint is brought.

Review Administrator: person who has immediate responsibility for the respondent and to whom the completed Complaint Form is first submitted.

Section II - Grievable and Non-Grievable Actions

II-A. Grievable Actions

The following complaints/grievances are appropriate for review using the Faculty Conflict Resolution Procedures:

Complaints/grievances of alleged discrimination under

i) that portion of the following acts that prohibits discrimination based on race, color, religion, national origin, gender or sexual orientation¹:

- a) Executive Order 11246/Revised Order No. 4;
- b) Titles VI and VII of the Civil Rights Act of 1964 as amended;
- c) Title IX of the Education Amendments of 1972;

Personnel, Fiscal, & Institutional Policies

- ii) Equal Pay Act of 1963 (prohibits discrimination based on gender with regard to wages when jobs require substantially equal skill, effort and responsibility and are performed under similar working conditions within the same establishment);
 - iii) Age Discrimination in Employment Act of 1967 (prohibits discrimination based on age with respect to individuals who are at least 40 years of age);
 - iv) Sections 503 and 504 of the Rehabilitation Act of 1973 (prohibits discrimination based on disabilities);
 - v) Vietnam Era Veterans Readjustment Assistance Act of 1974 (protects the rights of individuals providing military service in terms of re-employment rights, retention in employment, and entitlement of other benefits of employment, which would otherwise accrue, to any other faculty member);
 - vi) Americans with Disabilities Act of 1990 (prohibits discrimination against a qualified individual with a disability who can perform the essential functions of a job, with or without accommodation);
 - vii) Other laws relative to illegal discrimination that may be appropriate.
- (See the appropriate resource officials, listed in Section III, for more detailed, current information).
- ¹ Although sexual orientation is not a class protected by law, University policy also precludes discrimination on the basis of sexual orientation.

Complaints/grievances by administrative and teaching faculty administrative and teaching faculty alleging arbitrary actions/decisions dealing with:

- i) the implementation of procedural and policy matters related to the following:
 - a) salary
 - b) promotion
 - c) performance requirements
 - d) performance assessment
 - e) reassignment or suspension (with or without pay);
- ii) the denial of access to department, division, college or university resources; and/or
- iii) Persistent and recurrent patterns of actions that indicate alleged arbitrary assignment of duties and scheduling;

Complaints/grievances alleging abridgment of academic freedom (as defined by the American Association of University Professors).

II-B. Non-Grievable Actions

Except when such decisions are alleged to be unlawful discrimination or the arbitrary conduct or infringement of academic freedom, the actions/decisions based on the following are considered to be non-grievable and are not subject to the procedures outlined in Sections III and IV below.

- The legitimate, non-arbitrary exercise of judgment by supervisors in keeping with University policies and procedures;
- Non-renewal of a contract of a non-tenured faculty member;
- Decisions based on the University System of Georgia Board of Regents Policy concerning Illicit Drugs. (Business Procedures Manual, Volume 3A Revised, Personnel Policies and Procedures, Page 11-A and Page 12);
- Tenure and Promotion Decisions that have been upheld by appropriate application of approved T&P policies and procedures;
- Dismissal for cause of tenured faculty members in accordance with Board of Regents Policy 8.3.9.

Section III — Informal and Administrative Review Procedures

III-A. Role of Resource Officials

Administrative and teaching faculty must utilize the steps outlined below. If the faculty member is unable to resolve the complaint by working with the person involved, he/she should consult with the identified Resource

Personnel, Fiscal, & Institutional Policies

Officials in an attempt to resolve a complaint. A Resource Official is a University employee or external mediator who is available to assist the Complainant. The Resource Officials who handle various types of complaints are listed in the table below.

TYPE OF GRIEVANCE	RESOURCE OFFICIAL
Administrative and teaching faculty alleging discrimination on the basis of race, color, religion, national origin, sex, age, disability or veteran status	Director of EEO and Diversity Programs
Any teaching faculty member with a complaint/grievance	Ombuds
Administrative and teaching faculty alleging failure by the institution to provide access to facilities under the Americans with Disabilities Act (ADA)	Director of Plant Operations
Administrative faculty alleging failure by the institution to provide non-facility accommodations for a disability under the Americans with Disabilities Act (ADA)	Director of Human Resources
Teaching faculty alleging failure by the institution to provide non-facility accommodations for a disability under the Americans with Disabilities Act (ADA)	Associate Vice President for Academic Affairs
Any administrative or teaching faculty member with complaint/grievance that cannot be resolved on campus	University System Consortium on any Negotiation and Conflict Resolution (CNCR)

All faculty are strongly encouraged to work through conflicts informally beginning with the person with whom they have differences. If a faculty member is not able to resolve an issue he/she is strongly encouraged to meet with the Ombuds as soon as possible for assistance in seeking an informal resolution. All faculty are required to utilize the Ombuds in an attempt to resolve any complaint(s) with the respondent before initiating a formal complaint. The University System Consortium on Negotiation and Conflict Resolution (CNCR) is also available for use in this process.

III-B. How to Resolve a Complaint - Informal Process

The initial step in this Conflict Resolution Procedure is for the faculty member to attempt to resolve the matter with the Respondent(s). If the Respondent is the faculty member's first line supervisor or some other person that the faculty member does not wish to approach directly, the faculty may talk with the appropriate resource official (as described in Section III-A above).

If initial discussions do not serve to resolve the complaint, the Complainant must bring the matter to the Faculty Ombuds before formal procedures are initiated. The Ombuds, consistent with the authority entrusted to the office, will assist the Parties in seeking a fair resolution of the matter through facilitation and/or mediation. If no means of resolution can be found, the complainant may initiate an Administrative Review of the complaint.

III-C. How to Resolve a Complaint - Administrative Review Procedures

Step 1.

Complaints that are not resolved informally may be submitted by the Complainant to the individual who has immediate administrative responsibility for the Respondent(s) for review and possible resolution. At this time:

- 1.1) The Complainant must submit a completed Complaint Form to the individual who has administrative responsibility for the Respondent(s) (herein after referred to as the "review administrator"). The Complainant must also send a copy of the form to the Respondent(s). The Complaint form is available from the Center for Conflict Management and includes the following:

Personnel, Fiscal, & Institutional Policies

- a. the name of Complainant,
- b. the name(s) of the Respondent(s),
- c. a description of the nature and effect of the alleged actions/decisions that have resulted in the complaint,
- d. substantive evidence supporting the complaint,
- e. a statement of the desired outcome,
- f. Signature of Complainant and date.

1.2) Within ten (10) working days of receipt of the completed Complaint Form, the review administrator will create a Conflict Resolution File and notify the Respondent(s) and the Complainant that a complaint form has been received.

1.3) Within ten (10) working days of notification, the Respondent(s) must provide a written response to the review administrator and send a copy to the Complainant;

1.4) Upon receipt of the written response, the review administrator will place it in the Conflict Resolution File and notify the Complainant that a response has been received.

1.5) Within 10 working days of receiving a response from the respondent(s), the review administrator will:

- a. review the Conflict Resolution File,
- b. meet with both Parties to develop an understanding of their views,
- c. consult with the appropriate Resource Official(s), as needed, for clarification of any policies or procedures
- d. review appropriate written policies and procedures,
- e. render a written decision to the Complainant and
- f. provide a copy of the decision to the Respondent(s) and the Conflict Resolution File.

Step 2.

2.1) Upon receipt of the review administrator's written decision, either party may appeal that decision. Appeals should be made in writing and will be added to the Conflict Resolution File. Appeals are allowed at each Administrative level up to the Appropriate Vice President or Chief Informational Officer. If the decision is appealed, the review administrator will forward the complete Conflict Resolution File to the next person in the chain of responsibility within 5 working days.

2.2) Within 10 working days, the next review administrator will:

- a. review the Conflict Resolution File,
- b. meet with both Parties to develop an understanding of their views,
- c. consult with the appropriate Resource Official(s), if necessary
- d. review appropriate written policies and procedures, and
- e. render a written decision to the Complainant and provide a copy of the decision to each Respondent and the Conflict Resolution File.

Step 3.

If the complaint advances to the appropriate Vice President or Chief Informational Officer and the Review Administrator is unable to resolve the complaint, the Complainant may request a formal hearing before a Faculty Grievance Panel (Section IV).

The completed Conflict Resolution File will be retained as a case file in the Center for Conflict Management.

Section IV—Formal Hearing Procedures

If a conflict is not resolved through the Administrative Review Procedures outlined in Section III, the Complainant may petition for a formal hearing. The Grievance Oversight Committee will make the decision regarding whether a specific complaint is grievable. The Complainant may request a formal hearing by submitting a Petition for Grievance Hearing (forms can be obtained from the Center for Conflict Management). The Complainant may only petition once per grievance for a formal hearing.

IV-A. Filing a Formal Complaint

Step 1.

The Complainant submits a copy of the Complaint Form and a completed Petition for a Hearing to the Chair of Grievance Oversight Committee. The Petition for grievance hearing form will include:

- a. Name of Complainant
- b. Name(s) of the Respondent(s)
- c. List of administrators who have reviewed and rendered decisions on this complaint
- d. Request for specific representation on the hearing panel from protected classes (e.g., Gender, African-American, Hispanic, Native American, Disabled, Veteran etc. see section II above)
- e. Signature of Complainant and date.

Step 2.

The Chair of the Grievance Oversight Committee will schedule a confidential meeting of the Grievance Oversight Committee within ten (10) working days of receipt of the Petition for a Grievance Hearing.

Step 3.

The Complainant and respondent will be invited to meet with the Grievance Oversight Committee to encourage an informal resolution of the complaint. The oversight committee meetings will be closed proceedings.

Step 4.

If no informal resolution is effected, then the committee will determine whether the conflict is grievable using the information in the Conflict Resolution File and the criteria outlined in Section II.

- a. The full committee of 5 members (or their respective alternates) must participate in the discussion and must vote.
- b. No committee member who is directly involved in the conflict may participate in the Grievance Oversight Committee discussions. Therefore the Dean of the complainant's College must not participate. Faculty members or Chairs from the complainant's college must recuse themselves if there is an actual or perceived conflict of interest. Alternate committee members will be available to serve for principal committee members who are unable to participate.
- c. All votes of the committee will be cast by secret, written ballot. The recommendation of the Grievance Oversight Committee must be based on a majority vote.

Step 5.

The committee will provide all parties with a written copy of their decision within 5 working days after the decision is made and decision of the committee will be added to the Conflict Resolution File.

Step 6.

If the committee determines that the issue is not grievable, the complainant may again seek mediation of the conflict with the help of the Ombuds. If the committee decides that the issue is grievable, then the complainant will be offered a formal hearing before a Faculty Grievance Panel (Section IV-B).

IV-B. Outline of Activities for a Formal Hearing Before a Grievance Panel

(See Section IV and Appendix I for detailed procedures)

Step 1.

Within ten (10) working days of a recommendation by the Grievance Oversight Committee, the Chair of Grievance Oversight Committee will meet with both the Complainant and the Respondent(s) to select a Grievance Panel.

Personnel, Fiscal, & Institutional Policies

Step 2.

An initial organizational meeting of the Grievance Panel, with both the Complainant and Respondent(s) present, will be called within ten (10) working days from the date of selection of the Grievance Panel.

Step 3.

A formal Grievance Hearing takes place before the Grievance Panel.

Step 4.

The Grievance Panel submits written recommendation(s) to the President.

Step 5.

The President considers the recommendation(s) of the Grievance Panel and renders a decision within 10 working days.

Step 6.

Under policies of the University System of Georgia, Presidential decisions may be appealed to the Board of Regents of the University System of Georgia within twenty (20) working days of receipt of written notification from the President (The Policy Manual, Article IX, Board of Regents of the University System of Georgia).

IV-C. Formal Hearing Procedures

Formation of a Grievance Panel

A Grievance Panel will consist of five (5) individuals selected from the Grievance Pool (Appendix I) for the purpose of hearing the grievance presented. Steps in the selection of a Grievance Panel are outlined below:

- a. Within ten (10) working days of a recommendation by the Grievance Oversight Committee, the Chair of Grievance Oversight Committee will meet with both the Complainant and the Respondent(s) to select a Grievance Panel. The names of all eligible administrative and teaching faculty will be placed in the appropriate pool (see Appendix I).
- b. From the appropriate pool(s) a total of five (5) potential Grievance Panel members will be selected as follows:
 - i) Four (4) names will be randomly drawn from the pool (administrative or teaching faculty) representing the peer group of the Complainant. Of the four (4) individual selected, two (2) can be randomly chosen from one of the protected categories if the Complainant so desires and if there are members of the protected class available. The remaining two (2) will be selected from the Complainant pool at large. (Individuals with teaching faculty status but who are assigned administrative duties more than one-half time may identify their pool as either administrative or teaching faculty.)
 - ii) Three (3) names will be randomly drawn from the pool representing the peer group of the Respondent.
 - iii) Both the Complainant and Respondent(s) must each strike one (1) of the randomly selected Grievance Panel members bringing the total number of Grievance panel members to five (5). Whether the Complainant or Respondent(s) makes the first strike will be determined by the flip of a coin.

As soon as the composition of the Grievance Panel is determined, the Chair of Grievance Oversight Committee will specify a time and place for the organizational meeting of the Grievance Panel. Notice of the hearing will be made in writing at least ten (10) working days prior to the organizational meeting. This notice will be sent to the Complainant, Respondent(s) and Grievance Panel members.

Organizational Meeting

The Chair of Grievance Oversight Committee will proceed to make all arrangements for a formal hearing before a Grievance Panel and assure that all materials submitted are available to the Complainant, the Respondent(s) and Grievance Panel members in advance of the formal hearing. The initial organizational meeting of the Grievance Panel will be within ten (10) working days from the date of selection of the Grievance Panel. Upon convening the Grievance Panel, and in the presence of both the Complainant and the Respondent(s), the Chair of Grievance Oversight Committee will give a brief charge to the Grievance Panel, specifying the allegations and summarizing the University policy. The Grievance Panel will elect a Chair by majority vote. The meeting will then be turned over to the Grievance Panel Chair who will preside over all the meetings of the Grievance Panel until the review is completed. The Chair of Grievance Oversight Committee will remain available to respond to procedural questions but will not be present during the hearing.

Conduct of the Hearing

- a. The hearing will be closed because of the confidential nature of many of the issues raised.
- b. During the proceedings, both Parties will be permitted to have a personal advisor in attendance. Personal advisors must be chosen from current KSU employees. The Ombuds and principals in the grievance may not serve as the personal advisor to either party in the grievance proceeding. With the approval of the Grievance Panel Chair, the personal advisor may be called upon to question witnesses. During the hearing the Parties will be given reasonable time to consult with their advisors.
- c. Each party will be permitted to have one observer in addition to the personal advisor. The observer will not be allowed to participate in the proceeding. Observers must be chosen from current KSU employees.
- d. An audio tape recording or complete transcript of the proceedings will be kept and made available, upon request, to both Parties. Tapes and records of the hearings will be deemed confidential but may be subject to disclosure under the Georgia Open Records Act. These records will be stored in the Center for Conflict Management.
- e. The Grievance Panel may grant breaks to enable either party to investigate evidence if a valid claim of surprise is made or, if in the opinion of the Grievance Panel, an interruption in the proceedings would be desirable.
- f. Both Parties will be given an opportunity to obtain necessary witnesses, documentation or other evidence. Witnesses will be admitted to the hearing only when their personal participation is required.
- g. Both Parties will have the right to question all witnesses. When the witness cannot appear and the Grievance Panel determines that the interests of fairness require the admission of his/her statement, the Grievance Panel may, by affidavit, record the sworn testimony of the witness. The Grievance Panel will identify the witness, disclose his/her statement, and if possible, provide for follow-up questions to which the witness may respond.
- h. The Grievance Panel will not be bound by formal rules of legal evidence. However, the Panel may admit any evidence it deems of value.
- i. The findings and the decision of the Grievance Panel will be based solely on the record of the hearing.
- j. There will be no public statements by any persons involved in the hearing until the grievance has been resolved.

Personnel, Fiscal, & Institutional Policies

- k. Grievance Panel members must be present for hearings and voting. Any recommendation of the Grievance Panel must be based on a majority vote. All votes will be cast by secret, written ballot. The precise Grievance Panel vote will be reported to the President and both Parties.
- l. The Grievance Panel Chair will submit the Panel recommendation(s) to the President with copies to both Parties.

Presidential Review

The President will review the Grievance Panel recommendation(s) and render a written decision for the institution within ten (10) working days. If the President does not agree with the recommendation, he/she may state the reasons, in writing, to the Grievance Panel before rendering a final decision. The President will send a written decision by certified mail to the Complainant and Respondent(s). A copy of the written decision will be added to the Conflict Resolution File. The Complainant or Respondent may appeal the President's decision to the Board of Regents of the University System of Georgia within twenty (20) working days of receipt of the President's decision.

Section V — Amendment Process

These Conflict Resolution Procedures can be altered and/or amended only if presented in writing to the University Senates and University Council and approved by an affirmative vote of the majority of the Senate. The Grievance Oversight Committee has the responsibility of reviewing these procedures and recommending appropriate changes. No amendment or alteration will be in effect until it has been approved by the President.

APPENDIX I — FORMATION OF GRIEVANCE POOLS

A grievance hearing will be heard by a five (5)-member grievance panel to be selected from the appropriate Grievance Pools. Membership of the Grievance Pools will be determined as follows:

A) Grievance Pool

The Grievance Pool will consist of all eligible administrative and teaching faculty. Any regular, full-time administrative or teaching faculty member at Kennesaw State University (except as noted below) is eligible for inclusion in the Administrative Faculty Grievance Pool or Teaching Faculty Grievance Pool, respectively. These pools will be based on the following categories:

- i) Administrative Faculty: Persons who are identified as members of the President's Cabinet, Deans, Directors, Department Heads or other individuals with administrative faculty-status.
- ii) Teaching Faculty: Teaching faculty holding non-administrative positions.

B) Employees Not Eligible for Inclusion in a Grievance Pool.

The following people are not eligible for inclusion in a Grievance Pool and therefore cannot serve on a Grievance Panel:

- i) The Chief Informational Officer, Vice Presidents and President will not be included in the Grievance Pool because these Offices may be involved at other levels in resolving a campus grievance.
- ii) The Ombuds, EEO and ADA officers as Resource Officials.
- iii) Principals involved in the grievance including any administrative faculty who have been in the line of appeal.
- iv) Any faculty member who may be called to testify on behalf of the Complainant or Respondent(s).

Personnel, Fiscal, & Institutional Policies

v) Any administrative or teaching faculty member currently serving on another Grievance Panel (i.e., a person may serve on only one panel at a time).

vi) Current members of the Grievance Oversight Committee

Any questions regarding a person's eligibility for membership on the Grievance Panel will be resolved by the Chair of Grievance Oversight Committee. Individuals selected as members of the Grievance Panel who believe their impartiality or ability to render an objective judgment might be in question may ask to be excused from service. In addition, persons may be excused from service because of illness, scheduled travel, or other acceptable circumstances that in the sole discretion of the Chair of Grievance Oversight Committee would delay completion of the process.

LV. Whistleblower Protection Statute

According to the Whistleblower Protection Statute enacted by the 1993 General Assembly and amended in 2005 & 2007 (45-1-4, et seq.), public employees are encouraged to provide information on possible fraud, waste and abuse in or relating to any state programs and operations. The public employee's identity will not be disclosed without the written consent of the employee or notification in writing to employee at least seven days prior to disclosure. No retaliation shall be taken by the public employer provided that the disclosed information was not reported with the knowledge it was false.

LVI. Appeals

Any person in the University System for whom no other appeal is provided in the Bylaws and who is aggrieved by a final decision of the president of an institution, may apply to the Board of Regent's, without prejudice to his/her position, for a review of the decision. The application for review shall be submitted in writing to the Executive Secretary of the Board within a period of twenty days following the decision of the president. It shall state the decision complained of and the redress desired. A review by the Board is not a matter of right, but is within the sound discretion of the Board. If the application for review is granted, the Board or a committee of the board or a Hearing Officer appointed by the Board, shall investigate the matter thoroughly and report its findings and recommendations to the Board. The Board shall render its decision thereon within sixty days from the filing date of the application for review or from the date of any hearing which may be held thereon. The decision of the Board shall be final and binding for all purposes.

