

SECTION III

FACULTY EMPLOYMENT POLICIES AND PROCEDURES

A. NEW FACULTY POSITIONS

New faculty positions will be determined by the workload and available funds. Procedures for filling new and vacated positions involve appropriate Division Chairs, the Vice President and Dean of Academic and Student Services, and the President. Faculty members may also be involved in faculty recruitment on an advisory basis. All faculty appointments are made by the President and require the approval of the Board of Regents.

B. FACULTY APPOINTMENT

Regulations governing the appointment of faculty members are prescribed in the Policy Manual of the Board of Regents and summarized in the Statutes. Qualities desired in new faculty members at Waycross College are: (a) superior teaching ability; (b) scholarly competence; (c) successful experience; (d) interest in the community; and (e) desirable personal qualities judged on the basis of personal interview, complete biographical data and recommendations.

The Vice President and Dean of Academic and Student Services will be responsible for all procedures of a search. Expenses will be charged to the division where the vacancy exists. Reimbursement of travel expenses will follow the guidelines set forth in the Administrative Policies and Procedures.

A salary range will be discussed with the Vice President for Business Affairs and approved by the President. Entry level salary will be determined on the basis of specific requirements for the position and the qualifications of the individual employed. Criteria related to the qualifications of the faculty member include: academic degrees earned, teaching and/or other relevant experience, academic achievements and honors, and relevant professional achievements or recognitions.

When a faculty member resigns and the position is to be filled, or when a newly created position is to be filled, the Division Chair, in consultation with the Vice President and Dean, will develop a position description, assuring that specific duties, minimum and preferred qualifications, any ADA considerations, such as physical requirements for the position, appointment provisions, and whether the position is tenure track, are listed. At the same time the Division Chair will develop the vacancy notice. Both will be reviewed by the Affirmative Action Officer to assure compliance and will be approved by the Vice President and Dean in consultation with the President.

Vacancy notices will be placed in the Chronicle of Higher Education and other publications as deemed appropriate, mailed directly to colleges and universities in the eastern United States with a request that the notice be circulated, sent to the University System Applicant Clearinghouse and distributed to college faculty.

The President, in consultation with the Vice President and Dean, will appoint a Faculty Search Committee and its chair and request their assistance in recruiting, screening applicants, and assuring, if possible, an appropriate pool of qualified applicants, including women and minorities. The Affirmative Action and 504/ADA Officers will meet with the Vice President and Dean and the committee when it is convened to review affirmative action guidelines. The committee chair will be responsible for assuring completeness of applicant files and for sending the EEO & AAP Information form (see Administrative Policies and Procedures) to applicants. The Search Committee will review applicants and recommend, after consultation with the Division Chair, candidates to be interviewed. The committee will develop a standard list of questions to be asked of each reference and will document responses from references for each candidate. The committee will also develop a standard list of questions to be asked of each candidate and will document responses from each candidate. Interviews will include time with the President, the Vice President and Dean, Division Chairs, with the Search Committee and with members of the faculty.

The Chair of the Search Committee, in consultation with the Division Chair of the division in which the faculty position is located, will recommend candidates to the Vice President and Dean. The Vice President and Dean will prepare a Salary Agreement Form (see Administrative Policies and Procedures) for the President. If the President concurs, the Vice President and Dean will make an offer to the candidate. When the offer has been accepted in writing, the President

recommends appointment of the candidate to the Chancellor and Board of Regents. Upon receipt of the acceptance letter the Vice President and Dean of Academic and Student Services will inform all candidates of the hiring decision. The Vice President and Dean will maintain accurate records of recruitment efforts and will complete the University System of Georgia Affirmative Action Checklist (see Administrative Policies and Procedures) for each position vacancy at the conclusion of a search, including special efforts to attract minority applicants.

Guidelines for determining salary and academic rank:

- a. Entry-level salary shall be determined on the basis of specific requirements for the position and the qualifications of the individual employed. Criteria related to the qualifications of the faculty members include: (1) academic degrees earned; (2) teaching and/or other relevant experience; (3) academic achievements and honors; and (4) relevant professional achievements or recognitions.
- b. Guidelines for determining academic rank

<u>Rank</u>	<u>Education</u>	<u>Experience</u>
Instructor	Master=s Degree**	-----
Assistant Professor	Master=s Degree**	Five years of full-time experience (exceptions may be made for persons with <u>earned doctorates</u>)
Associate Professor	(1) Master=s Degree** plus one year planned program or (2) Earned Doctorate AND	(1) Ten years of full-time experience (4 of which must be at Assistant Professor level) (2) Six years of full-time experience (4 of which must be at Assistant Professor level)
Professor	(1) Master=s Degree and course work for doctorate completed AND or (2) Earned Doctorate AND	(1) Twelve years of full-time experience (5 of which must be at Associate Professor level) (2) Eight years of full-time experience (5 of which must be at Associate Professor level)

**Master=s degree must include a concentration in the teaching field of 18 or more graduate semester hours or 27 or more graduate quarter hours in each discipline taught.

C. FACULTY PROMOTION AND TENURE PROCEDURES

Waycross College follows the Policy Manual of the Board of Regents governing promotion, pre-tenure reviews, tenure, and post-tenure reviews. Implementation of these policies requires the assistance of faculty, Division Chairs, and an ad hoc Advisory Committee on Promotion and Tenure, whose three members from the faculty are recommended by the Vice President and Dean of Academic and Student Services and appointed by the President.

Guidelines for promotion of faculty and for pre-tenure reviews, for tenure, and for post-tenure reviews are to assist in providing direction and consistency in the process. No faculty member should assume that either promotion or tenure will be granted when minimum criteria have been met.

1. Criteria for promotion, pre-tenure review, tenure, and post-tenure review

The Policy Manual of the Board of Regents (803.07-803.09) sets forth five criteria:

- a. Superior teaching

- b. Outstanding service to the institution and community
- c. Academic achievement
- d. Professional growth and development
- e. Length of service with the institution

Of the first four criteria, the faculty member **must**, at a minimum, meet or exceed the criteria on two, one of which must be **superior teaching**. Advising will be included in the evaluation of service to the institution and community. Academic achievement shall include, in addition to evidence that the faculty member has completed the appropriate degree, evidence of continued study in the academic discipline(s) which the faculty member was employed to teach, and/or study in academic disciplines which the faculty member has been asked to teach and/or study in the teaching of an appropriate discipline. Professional growth and development shall include, but is not limited to: grant writing; invited reader of proposals or articles; publications of a professional nature, including juried journal articles or abstracts; lectures; and presentations or attendance at appropriate workshops, seminars or conventions. The fifth criterion must be met by the faculty member for the review to continue to the first four criteria.

2. Probationary period for tenure

Assistant Professors, Associate Professors and Professors are eligible to be reviewed for tenure no sooner than the fifth year and must be reviewed for tenure no later than the sixth year of full-time probationary service at the rank of Assistant Professor or higher. The five-year period must be continuous except that a maximum of two years of interruption may be acceptable if it involved an approved educational leave of absence.

- a. **Probationary credit.** Subject to the approval of the Chancellor, Waycross College may allow a maximum of three years of probationary credit for service at other institutions or full-time service at the rank of Instructor at Waycross College. Probationary credit will be considered for experience on a full-time basis at the level of Assistant Professor or above in a regionally accredited postsecondary institution when the appointment was not a temporary appointment. Probationary credit may be allowed at a ratio of two for one, up to a maximum of three years of probationary credit.

At the time of appointment to the rank of Assistant Professor or higher, a faculty member who is awarded probationary credit is given written notification of the amount of credit awarded and the dates by which pre-tenure and tenure reviews must be completed. The same procedure is followed when an Instructor who has been promoted to Assistant Professor is awarded probationary credit for full-time service at Waycross College.

- b. **Effect of probationary credit on pre-tenure review.** Normally, the pre-tenure review will be scheduled to occur during the third year of the probationary period to allow up to two full years from the end of that review to the beginning of the academic year in which the review for tenure takes place (one full year if the faculty member requests early consideration for tenure). This permits time for the faculty member to develop areas where deficiencies may have been noted and to further strengthen other areas in accordance with an approved development plan. If a faculty member receives one year of probationary credit at the time of appointment, the pre-tenure review shall still occur in the third probationary year which will be the second year of appointment at Waycross College. If a faculty member receives two years of probationary credit at the time of appointment, the pre-tenure review shall occur in the fourth probationary year which will be the second year of appointment at Waycross College, and so forth. If a faculty member applies for promotion from Instructor to Assistant Professor in the fifth year or after as an Instructor at Waycross College and promotion results in two or more years of credit toward tenure, the promotion review shall be considered to have constituted the pre-tenure review. The effect of probationary credit on the pre-tenure and tenure reviews is summarized below.

<u>Probationary credit granted</u>	<u>Pre-tenure date</u>	<u>Tenure review</u>
If appointed as Assistant Professor		
one year	third probationary year (second at WC)	5 th or 6 th probationary year (4 th or 5 th at WC)
two years	fourth probationary year (second at WC)	5 th or 6 th probationary year (3 rd or 4 th at WC)
three years	fourth probationary year (first at WC)	5 th or 6 th probationary year (2 nd or 3 rd at WC)

<u>Probationary credit granted</u>	<u>Pre-tenure date</u>	<u>Tenure review</u>
If promoted from Instructor to Assistant Professor		
one year	third probationary year (second as Asst. Prof.)	5 th or 6 th probationary year (4 th or 5 th as Asst. Prof.)
two years	completed by review for promotion	5 th or 6 th probationary year (3 rd or 4 th as Asst. Prof.)
three years	completed by review for promotion	5 th or 6 th probationary year (2 nd or 3 rd as Asst. Prof.)

The development plan presented with a portfolio should be appropriate for the length of time remaining until review for tenure, assuming that review will be in the sixth probationary year.

3. **Portfolio for evaluation for promotion, pre-tenure review, tenure, and post-tenure review**

The faculty member will prepare two (2) copies of a portfolio which provides a narrative and documentation for each of the five criteria and a development plan which is for the appropriate length of time until the next regularly scheduled review. (see Appendix A-1a-e – Faculty Portfolio Guidelines)

- a. **Narrative and documentation.** The portfolio will focus on superior teaching, outstanding service to the institution and community, academic achievement, professional growth and development, and length of service to the institution as described in III.C.1. Supporting documentation may include the following: copies of annual performance reviews for years under consideration; student and peer evaluations, including summaries of teaching and advising evaluations; a summary of professional accomplishments for the years under consideration; letters of recommendation from colleagues and members of the community; evidence of instructional materials developed; publications, awards, recognitions; grants; etc. The portfolio shall include a curriculum vita. It is the faculty member=s responsibility to provide adequate documentation of achievements within the criteria over the entire period of time covered by the evaluation.
- b. **Development plan.** Projected goals for development within the criteria will commence with the year following evaluation and extend to the year of the next evaluation. The projected goals will address each of the first four criteria and measurable objectives will be included for each.

4. **Promotion**

- a. **Criteria.** See III.C.1.
- b. **Guidelines for promotion.** At least six months prior to the announced application deadline, faculty members in professional ranks who may be eligible for promotion are identified in division personnel review conferences between the Division Chair and the Vice President and Dean of Academic and Student Services. This information is then shared with appropriate faculty.

To be considered for promotion, a faculty member must have completed a minimum of three (3) years of service at Waycross College and satisfied the guidelines for appointment to the rank which promotion would achieve (as defined in the Faculty Handbook (III.B.)). The faculty member is then evaluated on the first four criteria as set forth in III.C.1.

The faculty member will prepare a portfolio as specified in III.C.3 and deliver both copies to the Division Chair by the date specified. If the faculty member has a previous development plan, whether from an earlier promotion or from a pre-tenure, tenure, or post-tenure review, that plan and documentation of progress toward its goals and objectives will be included in the portfolio. The Division Chair shall write a recommendation which comments on each of the five criteria and the development plan, forwards this and the portfolio copies to the Vice President and Dean, and sends a copy of the recommendation to the faculty member.

The Vice President and Dean will forward the portfolio copies and the recommendation of the Division Chair to an ad hoc Advisory Committee on Promotion and Tenure. The committee will write a recommendation which comments on each of the five criteria and the development plan and forwards this recommendation to the Vice President and Dean with a copy to the faculty member. If the recommendation is for promotion and if the

recommendation is endorsed by the Vice President and Dean and the President, then the recommendation must be approved by the Board of Regents before promotion is granted. The President will inform the faculty member of the promotion recommendation to be sent to the Board of Regents.

The Vice President and Dean, in consultation with the President, may request modification of goals and/or objectives in the promotion development plan and, if so, will specify a time when the revised plan must be returned to the Vice President and Dean for review. A copy of the approved development plan will be sent by the Vice President and Dean to the faculty member and the Division Chair.

5. **Pre-tenure review**

- a. **Criteria.** See III.C.1.
- b. **Guidelines for pre-tenure review.** The purpose of pre-tenure review is to enhance the performance of all probationary faculty, expand professional development, and plan for a faculty member=s approach to tenure. Within this approach, faculty will have an opportunity to assess their achievements and develop goals for the future. This procedure is intended to ensure continuous intellectual and professional growth.

At least six months prior to the announced application deadline, faculty members in professional ranks who may be eligible for pre-tenure review are identified in division personnel review conferences between the Division Chair and the Vice President and Dean. This information is then shared with appropriate faculty.

This pre-tenure review must be completed before the end of the third year at the rank of Assistant Professor at Waycross College. If probationary credit toward tenure was awarded at the time of appointment, the year for pre-tenure review shall be that specified in III.C.2.b.

The faculty member will prepare a portfolio as specified in III.C.3. and deliver both copies to the Division Chair by the date specified. If the faculty member has a previous development plan, e.g., one developed for promotion from Instructor to Assistant Professor, that plan and documentation of progress toward its goals and objectives will be included in the portfolio. The new development plan will be for the year beginning after the end of pre-tenure review through the year for tenure evaluation, assuming that review will be in the sixth probationary year. The Division Chair writes a recommendation which comments on each of the five criteria and the development plan, forwards this and the portfolio copies to the Vice President and Dean, and sends a copy of the recommendation to the faculty member.

The Vice President and Dean will forward the portfolio copies and the recommendation of the Division Chair to an ad hoc Advisory Committee on Promotion and Tenure. The committee writes a recommendation which comments on each of the five criteria and the development plan and forwards this recommendation to the Vice President and Dean with a copy to the faculty member. These recommendations must be endorsed by the Vice President and Dean and the President.

The Vice President and Dean, in consultation with the President, will write a balanced evaluation of the faculty member=s progress toward tenure, based on the Division Chair and committee recommendations and the review of the Vice President and Dean and the President. The progress report may request modification of goals and/or objectives in the development plan and, if so, will specify a time when a revised plan must be returned to the Vice President and Dean for review. A copy of the approved development plan will be sent to the faculty member and the Division Chair. The Board of Regents will be notified that a pre-tenure review has been completed.

6. **Tenure (see Policy Manual, Board of Regents, Sec. 803.09)**

- a. **Criteria.** See III.C.1.
- b. **Guidelines for tenure evaluation.** Waycross College abides by the tenure policies of the Board of Regents. Assistant Professors, Associate Professors, and Professors are eligible for tenure upon completion of a

probationary period of at least five years of full-time service at the rank of Assistant Professor or higher. The five year period must be continuous except that a maximum of two years interruption may be acceptable if it involved an approved educational leave of absence. A faculty member will be reviewed only once for tenure.

On an annual basis, the Division Chair gives the Vice President and Dean a status report on tenured and non-tenured faculty, by rank, in the division. Individuals who have been retained in a full-time faculty status for a period in excess of seven years at the Assistant Professor level without the award of tenure shall be identified by name and justification for such retention given.

At least six months prior to the announced application deadline, faculty members in professional ranks who may be eligible for tenure are identified in division personnel review conferences between the Division Chair and the Vice President and Dean. This information is then shared with appropriate faculty. Faculty for whom the next year will be the fifth probationary year may choose to develop a portfolio and apply for tenure. All probationary faculty must complete the tenure review process no later than the sixth probationary year.

The eligible faculty member will prepare a tenure review portfolio as specified in III.C.3. and deliver both copies to the Division Chair by the date specified. If the faculty member has a previous development plan from a pre-tenure or promotion review, that plan and documentation of progress toward goals and objectives will be included in the portfolio. The new development plan will be for the year following the end of tenure review through the fifth year after that, so that the post-tenure review will occur during the fifth year of tenure, if tenure is granted. The Division Chair writes a recommendation which comments on each of the five criteria and the post-tenure development plan, forwards this and the portfolio copies to the Vice President and Dean, and sends a copy of the recommendation to the faculty member.

The Vice President and Dean will forward the portfolio copies and the recommendation of the Division Chair to an ad hoc Advisory Committee on Promotion and Tenure. The committee writes a recommendation which comments on each of the five criteria and the post-tenure development plan and forwards this recommendation to the Vice President and Dean with a copy to the faculty member. If the recommendation is for tenure and if the recommendation is endorsed by the Vice President and Dean and the President, the recommendation must be approved by the Board of Regents before tenure is awarded. The President will inform the faculty member of the tenure recommendation to be sent to the Board of Regents.

The Vice President and Dean, in consultation with the President, may request modification of goals and/or objectives in the post-tenure development plan and, if so, will specify a time when a revised plan must be returned to the Vice President and Dean for review. A copy of the approved post-tenure development plan will be sent by the Vice President and Dean to the faculty member and the Division Chair.

7. **Post-tenure review**

- a. **Criteria.** See III.C.1.
- b. **Guidelines for post-tenure review.** All tenured faculty will undergo post-tenure reviews. These reviews will be conducted at least every five years beginning no more than five years from the most recent promotion or personnel action and continuing at five-year intervals unless interrupted by a further review for promotion. A faculty member who is on leave during the year in which the normal review would take place will be reviewed during the year after s/he has returned from leave.

At least six months prior to the announced application deadline, faculty members in professional ranks who may be eligible for post-tenure review are identified in division personnel review conferences between the Division Chair and the Vice President and Dean. This information is then shared with appropriate faculty.

The faculty member will prepare a portfolio as specified in III.C.3. and deliver both copies to the Division Chair by the date specified. If the faculty member has a previous development plan from the tenure, post-tenure, or a subsequent promotion review, that plan and documentation of progress toward goals and objectives will be included in the portfolio. The new development plan will be for the year following the end of a post-tenure review through the fifth year after that. The next post-tenure review will occur during that same fifth year,

unless a review for promotion occurs in the interim. The Division Chair writes a recommendation which comments on each of the five criteria and the proposed post-tenure development plan, forwards this and the portfolio copies to the Vice President and Dean, and sends a copy of the recommendation to the faculty member.

The Vice President and Dean will forward the portfolio copies and the recommendation of the Division Chair to an ad hoc Advisory Committee on Promotion and Tenure. The committee writes a recommendation which comments on each of the five criteria and the proposed post-tenure development plan and forwards this recommendation to the Vice President and Dean with a copy to the faculty member.

If a satisfactory recommendation is returned by the committee and if the recommendation is endorsed by the Vice President and Dean and the President, then the Board of Regents will be notified that a post-tenure review has been satisfactorily completed. The President will inform the faculty member that the post-tenure review has been satisfactorily completed. Even with a satisfactory recommendation based on the five criteria, the Vice President and Dean, in consultation with the President, may request modification of goals and/or objectives in the proposed post-tenure development plan and, if so, will specify a time when a revised plan must be returned to the Vice President and Dean for review. A copy of the approved post-tenure development plan will be sent by the Vice President and Dean to the faculty member and the Division Chair.

If an unsatisfactory recommendation is returned, the ad hoc Advisory Committee on Promotion and Tenure will cite, in writing, the specific deficiencies in any or all of the five criteria as presented in the portfolio. The committee may also cite, in writing, specific deficiencies in the proposed post-tenure development plan. If this recommendation is endorsed by the Vice President and Dean and the President, the faculty member will be informed by the President, in writing, that specified deficiencies must be corrected within one year.

When an individual's performance on post-tenure review is deemed unsatisfactory, that individual may appeal in writing within ten days of receipt of the review to the Vice President and Dean, who will reconvene the ad hoc Advisory Committee on Promotion and Tenure to review the appeal by the faculty member. If they still assess performance to be unsatisfactory, specific points will be noted in writing to the Vice President and Dean. If endorsed by the Vice President and Dean and the President, the faculty member will be informed in writing which specified deficiencies in the earlier letter must still be corrected within one year.

After a year has passed, another review will be undertaken by the ad-hoc Advisory Committee on Promotion and Tenure. If, at that time, the committee finds the faculty member has or has not met specific criteria for improvement as outlined in the previous review, they will note that finding in writing to the Vice President and Dean. If endorsed by the Vice President and Dean and the President, the President may indicate to the Board of Regents that a satisfactory or unsatisfactory post-tenure review has been completed, make an independent decision, or begin the procedure for dismissal for cause (*BOR Policy 803.11*). The President will inform the faculty member of this decision in writing.

D. SALARY INCREASES

Salary increases shall be awarded on the basis of merit. Criteria for determining the extent of salary increases include:

1. Demonstrated teaching ability
2. Evidence of significant professional growth and development, including:
 - a. Attainment of additional academic degrees
 - b. Promotion in rank
 - c. Academic honors and recognitions
 - d. Relevant professional achievements and recognitions
3. Non-teaching services to the institution, including:
 - a. Academic advisement
 - b. Committee work
 - c. Civic and community activities
 - d. Extra-curricular activities

E. PROCEDURE FOR PERFORMANCE EVALUATION AND DETERMINATION OF MERIT RAISES FOR ACADEMIC PERSONNEL

Policies of the Board of Regents require each institution to establish criteria against which the performance of each faculty member will be evaluated. The evaluation, to be done at least annually, must follow procedures prescribed by the institution, and must include a written evaluation by students; the improvement of teaching effectiveness is the main focus of student evaluations.

Waycross College=s procedures for performance evaluation are designed to aid in individual faculty development and improvement of instruction, as well as assist in the development of merit pay recommendation. Overall faculty evaluation and recommendations for merit-raises are based on a multi-faceted, systematic procedure which incorporates data and input from several sources.

1. A faculty member completes a Faculty Self-Evaluation Form (see Appendix A-2a-c) and gives it to the Division Chair. The Division Chair completes a self evaluation using a Performance Evaluation Form (see Administrative Policies and Procedures) and gives it to the Vice President and Dean of Academic and Student Services.
2. Through the use of Student Opinion Questionnaires (see Appendix A-3a-b), students evaluate their instructors. Completed questionnaires are reviewed by the Vice President and Dean, the Division Chair, and by individual faculty members after classes have ended. The Vice President and Dean reviews Student Opinion Questionnaires of the Division Chair.
3. After visiting classes and reviewing Instructional Evaluation Forms (see Appendix A-4a-b), student questionnaires, advising surveys, a sampling of advising folders, goals and objectives, the teaching portfolio, and related instructional materials, Division Chairs complete a Faculty Evaluation Instrument (see Appendix A-5) for each faculty member in their division. The evaluation is based on the institution=s expectations of faculty responsibilities regarding teaching, college and community service, student advisement, and professional growth and development.
4. The Division Chairs complete a Performance Evaluation Form (see Administrative Policies and Procedures) for all professional and support staff in their division.
5. The Division Chair schedules a conference with individual faculty members for a comprehensive discussion of faculty performance and plans for development. This conference, which covers input from the faculty members, student questionnaires, individual goals and objectives, teaching portfolios, and any related instructional materials, concludes with the signing of the Faculty Evaluation Instrument (see Appendix A-5) by the Division Chair and the faculty member. Conferences with professional and support staff members in the division are also scheduled and evaluation forms are discussed and signed. Faculty members and support personnel, whether they agree or disagree, then have an opportunity to attach to this evaluation document any statement of their own.
6. In a personal conference with the Vice President and Dean, the Division Chair shares these evaluation documents on each faculty and staff member. This conference includes recommendations for merit pay raises.
7. The Director of Library Services evaluates all professional librarians and all support personnel in the area. Evaluation of these persons is based upon performance and, if appropriate, criteria used in the evaluation of instructional faculty. The Director=s evaluation summary and recommendations for merit pay raises are given to and discussed in a conference with the Vice President and Dean.
8. The Director of Student Life evaluates all professional staff and all support personnel in the area. The Director of Admissions, Financial Aid, and Student Records evaluates all Assistant Directors and all support personnel in the area. Evaluation is based upon performance and, if appropriate, the criteria used in the evaluation of instructional faculty. The Director=s evaluation summary documents and recommendations for merit pay raises are given to and discussed with the Vice President and Dean.
9. The Vice President and Dean evaluates the Director of Library Services, the Division Chairs, the Director of Student Life, the Director of Admissions, Financial Aid, and Student Records, the Instructional Technology Support Specialist, and any other professional staff attached to the Office of the Vice President and Dean. Evaluation of

these personnel is based upon administrative performance and, if appropriate, the criteria used in the evaluation of instructional faculty. The Vice President and Dean=s evaluation summary document and recommendations for merit pay raises are given to and discussed with the President.

10. The Vice President and Dean makes recommendations to the President for merit pay raises for instructional faculty, the Division Chairs, the Director of Library Services, the Director of Student Life, the Director of Admissions, attached to the Office of the Vice President and Dean.
11. The President, after reviewing recommendations and supporting documents with the Vice President and Dean, determines the institution=s position on merit raises.

F. GRIEVANCE PROCEDURES

1. Name

The Grievance Committee at Waycross College shall be known as the Board of Review.

2. Purpose

The Board of Review is established to provide a means to hear the complaints of College employees (faculty members, other professional staff, and classified personnel) who have exhausted normal channels, as defined herein, but who have not received satisfaction in the resolution of a grievance. Prior to filing a complaint with the Board of Review, as provided in Section 6 following, an aggrieved employee shall have attempted, through normal channels, that is, by appeal to administrative officers through and including one level of authority higher than the grievant=s immediate supervisor, to resolve satisfactorily the grievance.

3. Jurisdiction

The Board of Review shall have jurisdiction to consider grievances of any faculty member or classified employee of Waycross College. Grievances heard by the Board of Review shall include, but not be limited to the following:

- a. Complaints reasonably related to terms and conditions of employment, supported by affidavit of the grievant or other credible evidence, when properly and timely filed in accordance with the procedures set forth in Section 6.
- b. Grievances concerning salary or promotion of any employee or involving the award of tenure or non-renewal of a faculty member, but only when it is reasonably alleged that the action complained of was the result of discrimination based on race, color, sex, religion, creed, national origin, handicap or age.
- c. Any grievance referred to the Board of Review for hearing by the President of Waycross College or the Board of Regents of the University System of Georgia.

Except as stated in paragraph c above, the Board of Review shall not be authorized to hear grievances related to the salary or promotion of any employee, or the award of tenure or non-renewal of faculty members, unless it is reasonably alleged by the grievant that such decisions have been based on discrimination as set forth in Section b above. For all other grievances related to salary, promotion, tenure, termination (dismissal) of tenured or non-tenured faculty, or non-renewal, the next level of review following the President=s final decision shall be the Board of Regents, in accordance with the provisions of *Article VIII of the Bylaws of the Board of Regents*. Grievances related to the termination (dismissal) of classified employees, may be pursued through the procedures for appeal set forth in the Business Procedures Manual of the Board of Regents. After exhausting the procedures set forth therein, and obtaining a final decision of the President, a classified employee may apply to the Board of Regents for review of his or her termination in accordance with the provisions of Article IX of the Bylaws of the Board of Regents. A Board of Review shall not hear any grievance concerning which the President has already made a final decision unless directed to do so by the Board of Regents.

4. **Board of Review**

a. **Selection of Chair and Alternate Chair***

There shall be a Chair for each Board of Review, who along with one or more Alternate Chair(s), shall be elected annually by the faculty of the College from among the tenured faculty (if there is a sufficient number of tenured faculty available) of the institution for a one (1) year term, to begin no later than November 30 of each academic year, provided, however, that not more than one person shall be elected from the faculty of any one division of the College. The Chair and Alternate Chair should be briefed thoroughly on the conduct of the grievance mechanism by University System counsel or the Affirmative Action Officer of the College or University System. The Alternate Chair shall participate in the total grievance process so that if the Chair cannot complete the process, the Alternate Chair can assume the role of the Chair without interruption of the proceedings. If there is more than one grievance during a year, the Chair and Alternate Chair shall rotate, on an alternating basis, the duties of the Chair.

b. **Drawing of Panel**

All grievances shall be filed in writing with the Chair within thirty (30) days after the alleged act prompting the grievance. If the grievance is determined by the Chair to be within the jurisdiction of the Board, he/she shall draw a panel of nine (9) persons as potential members of the Board, by lot, or other random process, from a list of eligible faculty members or classified employees, as appropriate to each case. When grievances involve only faculty member(s), the Chair shall draw the nine (9) member panel from faculty members** having at least one (1) academic year (nine months) of continuous service at the College. For grievances between faculty members and classified personnel, the Chair shall draw four (4) members of the panel from eligible faculty members and five (5) members from eligible classified employees, all of whom shall have at least nine months of continuous service at the College. For grievances involving classified employees only, the Chair shall draw the nine (9) member-panel from the names of classified employees having at least nine months of continuous service at the College. A new panel for each grievance shall be drawn by the Chair in the presence of the Chief Personnel Officer or the Affirmative Action Officer of Waycross College who shall certify to the President that the panel drawing process has been impartially executed.

c. **Eligibility for Service on Board**

With the exception of the President, all full-time employees (faculty and classified) having at least one (1) academic year (nine months) of continuous service at the college are potential panel members of the Board of Review. Employee=s names shall be removed from the pool if: (1) employment terminates; (2) an employee is a grievant; or (3) an employee is named or otherwise directly involved in the grievance.

d. **Excusing of Panel Members**

Panel members who are drawn as possible Board of Review members may be excused by the Chair if he/she determines that: (1) there is a bona fide conflict of interest between the panel member(s) and either of the parties of the grievance; (2) the potential panel member is ill; or (3) service on the Board of Review should be excused for good cause shown.

e. **Selection of Review Board Members**

Each Review Board shall consist of the Chair (non-voting) and three (3) voting members chosen from a panel of nine (9), constituted as set forth in Section 4 b above. Upon notification of the names of the panel members, each party shall in the presence of the Chair strike the names of three (3) persons from the panel. The parties shall alternate in exercising their strikes, beginning with the grievant, until three (3) members remain. These

* As used herein, the word "Chair" shall be construed to mean the person who chairs a Board of Review, whether male or female, and Alternate Chair when he/she is in charge of the grievance procedures set forth herein.

** Faculty members shall be construed to mean those persons defined as "faculty" by the Bylaws and Policy Manual of the Board of Regents, the Statutes of Waycross College and those persons without faculty status appointed by the President to professional or administrative positions at the institution.

three (3) members shall constitute the Board of Review. It is anticipated that this "striking" process will be completed within five (5) days following the selection of the panel by the Chair.

f. **Removal of Review Board Members for Cause**

A party may present a request to the Chair to remove any member of the Board for reasonable cause. If the Chair grants the request, he/she shall fill the vacancy thus created by random selection of another member, according to the process described in Section 4 b above. The member chosen to fill the vacancy may likewise be removed for reasonable cause. Removals for cause by either party must be completed within five (5) days from the time the selection of the Board was made. The Chair may on his/her own motion remove any member for reasonable cause stated.

g. **Notice to Parties and Review Board of Hearing**

After the Board of Review (three (3) members) has been selected as aforesaid, written notice of the time and date set for hearing shall be hand delivered or mailed to the parties and to the members of the Board of Review, by the Chair, no less than three (3) nor more than ten (10) working days in advance of the date set for the hearing.

5. **Duties of the Chair**

The Chair of each Board of Review shall not vote but shall be responsible for the conduct of the hearing and implementation of the grievance procedures. The duties include:

- a. Assuring that all parties are familiar with the grievance procedures.
- b. Receiving the grievance and determining that:
 - (1) It is one which is properly heard by the Board of Review, (if not, the grievant shall be so notified in writing).
 - (2) It has been timely filed as provided in Section 6 a below.
- c. Drawing at random, within five (5) working days following receipt of a written grievance, a panel of nine (9) persons as potential members of the Board of Review from the pool of faculty or classified employees, or both (See Sec. 4 b above) as the case may be, having at least one academic year (nine months) of continuous service at the institution.
- d. Notifying the parties: (1) whether the grievance is one which is properly heard by a duly constituted Board of Review, and if so (2) that a hearing panel of nine (9) members has been drawn and (3) that each party should come before him/her on a certain date and strike the names of three (3) panelists.
- e. Distributing the complaint (grievance) to members of the Board of Review; setting a date for the hearing after conferring with the Board members.
- f. Convening the hearing after written notice (at least three (3) but no more than ten (10) working days in advance of the hearing) to the members of the Board of Review and the parties; conducting and presiding over the hearing; ruling on motions of the parties and assisting the Board of Review during its deliberations.
- g. Assuring that a tape recording or transcript of the hearing is made and retained for use in the event an appeal is filed.
- h. Forwarding a copy of the written Findings of the Board of Review to the President within ten (10) working days after the hearing; and forwarding a copy of the Board=s Confidential Recommendation(s) (if any) to the President as set forth in Section 8 below.

6. **Procedures for Requesting a Hearing**

- a. The grievant, within thirty (30) working days after the occurrence of the alleged act causing the grievance, shall file a written request for a hearing with the Chair of the Board of Review stating the following:
 - (1) The facts of the complaint, including the date, time and place the act occurred and other pertinent facts, verified (sworn to) by the grievant.
 - (2) The names of possible witnesses.
 - (3) A description of the evidence which tends to support the complaint.
- b. The Chair, within three (3) days of the filing of the application for hearing by the grievant, shall determine whether the grievance is one which has been properly and timely filed, and whether the nature of the grievance is one which may be properly heard by a Board of Review. If so, the Chair will instruct the parties as to the procedures to be followed in drawing the names of the members of the Board of Review and in conducting the hearing. If not, the Chair will notify the parties and the President of this determination and give the reason(s). The President may, nevertheless, direct that the grievance be heard by a duly constituted Board of Review. The Chair will within ten (10) days following receipt of a grievance cause the panel and Review Board members to be selected as provided in Section 4 b above.
- c. The Chair shall set the date for the hearing to begin within thirty (30) days from the time that the grievance was filed.

7. **Hearing Procedure**

- a. The hearing before the Board of Review will be conducted in private; however, the parties may each select one (1) person from the College to attend as an observer/advisor.
- b. Attorneys are not authorized to participate in grievance hearings.
- c. A tape recording, transcripts or written summary of the proceedings shall be kept and made available to the parties concerned at a reasonable cost.
- d. The parties shall be afforded a reasonable opportunity to obtain and present witnesses and documentary or other evidence except personnel and other confidential records of college employees.
- e. The parties shall have the right to cross-examine witnesses against them. Should a witness be unable to appear because of illness or other cause acceptable to the Chair, the sworn statement (affidavit) of the witness may be introduced into the record.
- f. An oath or affirmation shall be administered to all witnesses by a notary public.
- g. The Board of Review will not be bound by strict rules of legal evidence. It may receive any evidence deemed by the Chair to be of probative value in determining the issues involved. Every possible effort shall be made to obtain the most reliable evidence available. All questions as to the admissibility of evidence or other legal matters shall be decided by the Chair.
- h. The Board of Review shall make no decision on the merits but shall state its Findings which shall be based on the evidence introduced at the hearing. The Chair will report the Findings and any Confidential Recommendation(s) (if any) to the President who will decide the case in the manner set forth in Section 9 below.
- i. Public statements and publicity about the complaint shall be avoided and the confidentiality of the hearing shall be preserved.

8. **Findings and Recommendations by the Board**

The Findings of the majority and Confidential Recommendation(s) (if any) to the President from the Board of Review shall be written by a member selected by the Board at the conclusion of the hearing. Findings shall be sent to the President, immediately upon conclusion of the hearing, but not later than ten (10) working days following the hearing, unless a transcript of the hearing is required, in which event Findings shall be sent no later than ten (10) working days following receipt of the transcript. The Board of Review may in addition to its Findings, make Confidential Recommendation(s) (if any) to the President. Findings, and Confidential Recommendation(s) (if any) made by the Board of Review to the President shall be advisory only, and shall in no way bind or commit the President to any suggested course of action.

9. **Action by the President**

In making his/her decision, the President will not be bound by the Findings, or Confidential Recommendation(s) (if any) of the Board of Review. The President should, within ten (10) working days after receipt of such written notification of the Findings, and Confidential Recommendation(s) (if any) of the Board of review, advise the faculty member or classified employee, his or her direct supervisor, and other parties concerned in writing of his/her decision, or he/she may refer the matter back to the Chair of the Board of Review for further response and recommendation(s) before rendering his/her final decision. An employee should also be advised by the President in writing of his/her right to apply to the Board of Regents for review of the President's final decision in accordance with the provisions of Article VIII of the Bylaws of the Board of Regents.

10. **Time Requirements of the Review Process**

This procedure contemplates that grievance panels (nine (9) members) should be constituted (drawn by lot) within five (5) working days following receipt by the Chair of an acceptable written grievance from any employee of Waycross College, and that the final selection of a three (3) member Board of Review from the panel should be completed within ten (10) working days after the filing of the alleged grievance. Removals for cause must be completed within five (5) days after the Board is selected. The hearing must begin within thirty (30) days after the grievance is filed. The Chair should give written notice of the hearing date to the members of the Board of Review and to the parties at least three (3), but no more than ten (10) working days prior to the date set for the hearing. Findings and Confidential Recommendation(s) (if any) should be forwarded by the Board of Review to the President within ten (10) working days from the conclusion of the hearing unless a transcript of the evidence is required. If a transcript of the evidence is required, such documents should be forwarded to the President within ten (10) working days after the receipt of the transcript from the Chair. The final decision of the President should be made within ten (10) working days thereafter unless he/she refers the matter back to the Board of Review for further response and recommendation(s).

11. **Prohibition of Retaliatory Action**

A grievant shall not be harassed, intimidated, or otherwise penalized for utilization of the grievance procedures.

G. RESIGNATION OR REMOVAL OF FACULTY MEMBERS

1. Employment and resignation of Faculty members (Policy Manual Board of Regents, Sec. 803.06).
2. Removal of Faculty Members

The President of an institution may at any time remove any faculty member or other employee of the institution for cause. Cause or grounds for dismissal are set forth in the Tenure Regulations of the Policy Manual of the Board of Regents and in the approved Statutes or Bylaws of an institution. (Policy Manual Board of Regents, Sec. 803.11 and Sec. 803.1101)

H. APPEAL

A faculty member who believes that his/her rights have been invaded or ignored and who is unable to obtain satisfactory redress through administrative channels and local grievance procedures has the right to appeal through the Division Chair and Vice President and Dean of Academic and Student Services to the President of the College. If the President=s decision does not settle the matter to his/her satisfaction, he/she may apply to the Board of Regents for review of the President=s decision in accordance with provisions of Article VIII of the Bylaws of the Board of Regents.

I. TERMINATION OF EMPLOYMENT

A faculty member who decides to terminate employment with Waycross College should give the college ample time to conduct a search for a replacement. If a contract for the succeeding year has not been signed, a letter of resignation to the President is in order; if a contract has been signed, a letter to the President asking to be released from the contract is the appropriate procedure.

The following exit procedures should be followed:

1. Return all library books and materials.
2. Remove all personal books, materials, and other articles from office.
3. Return all college-owned office supplies and equipment to the Division Chair, Director, or secretary.
4. Return keys to the Business Office.
5. Turn in most recent semester=s grade book or photocopies to the Chair.
6. Clear up any incomplete grades.
7. Inventory instructional/laboratory equipment, materials and supplies with Division Chair or Vice President and Dean of Academic and Student Services.
8. Leave files in good order for successor.
9. Leave forwarding address with appropriate secretary.

J. AMERICANS WITH DISABILITIES ACT AND SECTION 504 COMPLIANCE

Waycross College does not discriminate, in any form, against students, employees or applicants on the basis of race, color, sex, creed, national origin, age or disability. In compliance with the requirements of the Americans with Disabilities Act (ADA), it is the policy of the college that it does not discriminate against an individual on the basis of handicapping conditions, as covered under the ADA and Section 504 of the Rehabilitation Act of 1973.

In hiring and personnel actions, the college does not discriminate against individuals who are disabled, if they can perform the essential functions of positions, with or without reasonable accommodation. The college provides reasonable accommodations (if not an undue burden) for applicants and employees with disabilities to enable them to complete the application process or perform their work.

Employees who are disabled and need accommodations should tell one of the following: their immediate supervisor, department chair or director, or the human resources department. An individual who requests accommodation may be asked to provide a statement from a physician or other health care professional explaining the individual=s functional limitations. The college, at its discretion, may require a medical examination or medical inquiry by a health care professional it chooses to confirm the individual=s functional limitations. A person who is not satisfied with the accommodations provided may seek advice from the ADA Coordinator in the Office of Student Life.

Any person, employee or job applicant who has a concern, complaint or grievance in regard to the ADA and Section 504 of the Rehabilitation Act of 1973 should contact the ADA Coordinator.

K. DRUG FREE WORKPLACE

The United States Congress enacted the Drug Free Workplace Act of 1988. The purpose of this law is to ensure that

work done under federal contracts or federal grants is performed in a drug free work environment. The Georgia State legislature enacted The Drug-Free Public Work Force Act of 1990 to prohibit the unlawful possession and/or use of alcohol and controlled substances or dangerous drugs.

In addition to prohibiting employees from engaging in the unlawful manufacture, distribution, dispensation, possession, or use of alcohol and illegal drugs in the workplace, Waycross College prohibits its employees from engaging in such illegal activity at all times and at all places. Such activity, even during nonworking hours, clearly affects an employee's ability to perform his or her public duties. Therefore, Waycross College adopts the following as its drug free/alcohol policy.

1. The possession or consumption of alcoholic beverages on college property or at events sponsored or supervised by Waycross College, on or off campus, is prohibited. The possession or use (without valid medical or dental prescription), the manufacture, distribution, or sale of marijuana, controlled substances or dangerous drugs, controlled by federal or Georgia law is prohibited. (Please refer to Georgia Laws, 1990, p. 2037 and/or ADocuments@ on file in the Library under Committee on Organization and Law.) Such unlawful activity will be considered a sufficient ground for a serious adverse personnel action, including dismissal from employment.
2. Drug and alcohol counseling, treatment or rehabilitation programs are available in the local area to students and employees. Information is available from the Office of Student Life or the Personnel Office.
3. Any employee who is convicted of the unlawful manufacture, distribution, sale, use, or possession of marijuana, a controlled substance or other illegal or dangerous drug, or who admits guilt of any such offense in a court proceeding, shall be suspended for not less than two months or dismissed after compliance with procedural requirements (see Classified Employees Handbook and/or Faculty Handbook). Such employee shall be required as a condition of re-employment following suspension to complete a drug abuse treatment and education program approved by the President of the institution.
4. If, prior to arrest for an offense involving a controlled substance, marijuana, or a dangerous drug, an employee notifies his or her immediate supervisor that he or she illegally uses a controlled substance, marijuana, or a dangerous drug and is receiving or agrees to receive treatment under a drug abuse and education program approved by the institution President, such employee shall be retained by the institution for up to one year as long as the employee follows the treatment plan. Retention of such employee shall be conditioned upon satisfactory completion of the program. The employee's work activities may be re-structured if in the opinion of the immediate supervisor it is deemed advisable. No statement made by an employee to a supervisor or other person, in order to comply with this policy shall be admissible in any civil, administrative or criminal proceeding as evidence against the employee. The rights herein granted shall be available to a System employee only once during a five-year period and shall not apply to any such employee who has refused to be tested or who has tested positive for a controlled substance, marijuana or a dangerous drug.
5. If an employee is arrested for or convicted (including a plea of *nolo contendere*) of violating any criminal drug statute of any jurisdiction, regardless of whether the alleged violation occurred at the workplace or elsewhere, the employee must notify the central personnel office of Waycross College in writing of each arrest or conviction as soon as possible but no later than five (5) calendar days of the arrest or conviction.
6. Failure to comply with any part of this policy will result in serious adverse personnel action, including possible dismissal from employment. Any questions concerning this policy should be directed to the personnel office of Waycross College.
7. This policy shall be reviewed biennially by the College Administrative Staff to determine its effectiveness and implement changes to the policy if they are needed and to ensure that its disciplinary sanctions are consistently enforced.