

Faculty Handbook

Langdale College of Business Administration Valdosta State University

Effective dates: All provisions of this Faculty Handbook will be effective immediately upon approval of the faculty with the following exceptions:

- 1) Tenure decisions will be based upon the Faculty Policies Manual / Handbook in effect at the time of hiring; and,
- 2) Promotion and post-tenure decisions made within three years of the adoption of this handbook will be based upon the 2008 Faculty Policies Manual.
- 3) The new journal criteria voted upon and approved at the May 3, 2019 faculty meeting will be effective on August 31, 2019.

Faculty classified as AQ or PQ at the time of adoption will be classified as SA and IP, respectively.

New Journal Criteria:

- 1) The new criteria will only apply to publications submitted on or after the date on which the new criteria go into effect, i.e., the new criteria will not retroactively alter the status of previous publications.
- 2) Journals that have already been vetted as peer-reviewed journals will remain in the Digital Measures repository, provided they are not found on the Cabell's Blacklist. However, such journals are not automatically counted as Qualified Journals. Regardless of whether a journal appears in the Digital measures repository, faculty will need to document that at least one of the three additional Qualified Journal criteria is met at the time of submission.

I.	Faculty Orientation and Guidance	3
A.	New Faculty Orientation	3
B.	Faculty Guidance.....	3
II.	Faculty Rank and Qualification.....	3
A.	Qualification.....	3
B.	Definitions.....	3
C.	Criteria.....	6
D.	College Administrators.....	9
III.	Faculty Responsibilities	9
A.	Teaching.....	9
B.	Intellectual Contributions	11
C.	Service.....	11
D.	Faculty Development Plans.....	12

IV.	Faculty Support	12
A.	Financial Support	12
B.	Langdale College Administrative Support.....	14
C.	Institutional Support	14
V.	Faculty Reporting and Evaluation	14
A.	Annual Faculty Activity Report and Action Plan (FAR).....	14
B.	Annual Faculty Evaluation (AFE)	14
C.	Faculty Evaluation Criteria and Measures	15
VI.	Tenure.....	15
A.	Pre-Tenure	15
B.	Tenure	17
C.	Post-Tenure.....	19
VII.	Promotion.....	21
A.	Promotion Application Process.....	21
B.	Promotion Criteria	21
C.	Promotion Evaluation and Recommendation Process	23
VIII.	Non-Tenure Track Faculty Ranks	24
A.	Lecturer:.....	24
B.	Senior Lecturer:.....	24
C.	Instructor:	24
D.	Adjunct:.....	24
IX.	Merit Pay	24
A.	Amounts.....	24
B.	Procedures	24
C.	Retention, Non-Renewal, and Termination of Untenured Faculty.....	25

I. Faculty Orientation and Guidance

A. New Faculty Orientation

Valdosta State University (VSU) and the Langdale College of Business Administration (LCOBA) share the responsibility for orientation of new full-time faculty. The LCOBA orientation will be conducted by the Associate Dean prior to Fall semester of the first year of employment. This orientation will include an overview of advising, registration, course syllabi, and the faculty activity reporting system, Digital Measures (DM). Department Heads are responsible for orientation of part-time faculty (e.g., faculty hired on a per-course or per-semester basis).

B. Faculty Guidance

The roles of Department Heads include, but are not limited to, providing direction and feedback regarding: progress towards tenure and promotion, criteria for sustaining faculty qualification, travel policies and procedures, assessment of learning outcomes, course management (e.g., course syllabi and classroom management), and office hour requirements. The various forms mentioned in this document can be found on the LCOBA website.

II. Faculty Rank and Qualification

A. Qualification

Each faculty member must satisfy requirements established by the external accrediting agencies that accredit the programs of Valdosta State University and the Langdale College of Business. Satisfying these requirements is necessary but not sufficient to assure promotion or tenure or both.

B. Definitions

1. Initial academic preparation is assessed by earned degrees and other academic credentials.
2. Initial professional experience is assessed by the nature, level, and duration of leadership and management position(s) in the practice of business and/or other types of organizational work.
3. Sustained academic and professional engagement is combined with initial academic preparation and initial professional experience to maintain and augment qualifications (i.e., currency and relevance in the field of teaching) of faculty members over time.
 - a) Academic engagement reflects faculty scholarly development activities that support the integration of relevant, current theory of business and management consistent with the school's mission, expected outcomes, and supporting strategies.
 - b) Professional engagement reflects faculty practice-oriented development activities that support the integration of relevant, current practice of business and management consistent with the school's mission, expected outcomes, and supporting strategies.
4. Qualified faculty status applies to faculty members who sustain intellectual capital in their fields of teaching, demonstrating currency and relevance of intellectual capital to support the school's mission, expected outcomes, and strategies, including teaching,

scholarship, and other mission components. Categories for specifying qualified faculty status based on initial academic preparation, initial professional experience, and sustained academic and professional engagement are described below.

a) Scholarly Academics (SA) sustain currency and relevance through scholarship and related activities. Normally, SA status is granted to newly hired faculty members who earned their research doctorates within the five years prior to the effective date of the initial contract. Subsequent to hiring, SA status is sustained as outlined below (Section II-C).

b) Practice Academics (PA) sustain currency and relevance through professional engagement, interaction, and relevant activities. Normally, PA status applies to faculty members who augment their initial preparation as academic scholars with development and engagement activities that involve substantive linkages to practice, consulting, other forms of professional engagement, etc., based on the faculty members' earlier work as an SA faculty member. PA status is sustained as outlined below (Section II-C).

c) Scholarly Practitioners (SP) sustain currency and relevance through continued professional experience, engagement, or interaction and scholarship related to their professional background and experience. Normally, SP status applies to practitioner faculty members who augment their experience with development and engagement activities involving substantive scholarly activities in their fields of teaching. SP status is sustained as outlined below (Section II-C).

d) Instructional Practitioners (IP) sustain currency and relevance through continued professional experience and engagement related to their professional backgrounds and experience. Normally, IP status is granted to newly hired faculty members who join the faculty with significant and substantive professional experience. IP status is sustained as outlined below (Section II-C).

		Sustained engagement activities	
		Academic (Research/Scholarly)	Applied/Practice
Initial academic preparation and professional experience	Professional experience, substantial in duration and level of responsibility	Scholarly Practitioner (SP)	Instructional Practitioner (IP)
	Terminal Degree	Scholarly Academic (SA)	Practice Academic (PA)

5. A Qualified Journal (QJ) is an academic journal that is: (1) peer-reviewed or subjected to an equivalently rigorous process; and (2) satisfies at least one of the following additional criteria at the time of submission:

a) The journal, not found in Cabell's Blacklist, has an acceptance rate of less than or equal to 40%, as documented by a screenshot of the journal's page on the Cabell's website, a letter from the journal's editor or a screenshot of the

journal's website. When a journal provides a range of acceptance rates, the effective acceptance rate will be the lower bound of that range.

b) The journal, not found in Cabell's Blacklist, has a rank of "C" or better in the Australian Business Deans Council (ABDC) Journal Quality List, as documented by the most recent ABDC list found on the ABDC website.

c) The journal, even if found in Cabell's Blacklist, is of sufficiently high quality or impact as demonstrated by the faculty member and approved in writing by the faculty member's department head. The department head should seek subject matter expertise from within the department when necessary. However, it is stressed that the onus is on the requesting faculty member to present evidence that demonstrates the sufficient quality or impact of the journal in question.

6. Tenure-Track and Non-Tenure-Track Faculty

a) Tenure-Track Faculty: Only candidates meeting the initial requirements of either Scholarly Academic or Practice Academic qualification may be hired for a tenure-track position. Exceptions to this requirement will be at the discretion of the Executive Committee; however, exceptions shall be limited to candidates currently pursuing a terminal degree and hired at the rank of Instructor. Tenure-track status will be stated on the faculty employment contract. Tenure requirements and procedures are stated in Section VI.

b) Non-Tenure-Track Faculty: Faculty members hired for non-tenure-track positions may be full-time or part-time employees. A non-tenure-track faculty member should have SA, PA, SP, or IP Qualification at the time of employment.

7. Participating and Supporting Faculty

a) Participating Faculty Members: All full-time tenure-track and non-tenure track faculty members are classified as Participating. Participating faculty members may be lecturers, senior lecturers, instructors, assistant professors, associate professors, or full professors. They teach, serve on LCOBA and VSU committees, attend faculty meetings, and have full voting rights with regard to policy decisions. With rare exceptions (i.e., one-year appointments), they are expected to do research, perform service, and attain or maintain SA, PA, SP, or IP Qualification.

b) Supporting Faculty Members: All part-time faculty members are classified as Supporting. They are generally hired for only one semester or one year to teach one course per semester. Their only responsibilities are teaching classes and maintaining office hours. Research and service activities are not required, nor are they required to participate in faculty meetings or LCOBA decision-making.

8. Documenting faculty qualification status - LCOBA classifies faculty members as "Scholarly Academics", "Practice Academics", "Scholarly Practitioners", or "Instructional Practitioners". Faculty who do not meet the criteria for these categories are classified as "Other".

C. Criteria

The five faculty classifications and their corresponding criteria are as follows.

1. Criteria for Scholarly Academic (SA) Qualification

SA Qualification requires a combination of initial academic preparation and maintenance of intellectual activities related to their discipline.

- a) Initial SA Qualification: Newly hired faculty members will be considered SA if they have any one of the following:
- (1) a PhD or DBA from an AACSB-accredited institution with at least 18 semester hours of graduate credits in their teaching discipline;
 - (2) a JD or LLM from an ABA-accredited law school (i.e., for someone primarily teaching business law or legal environment of business);
 - (3) a terminal degree in the field of medicine from an AMA-accredited medical school (i.e., for someone primarily teaching healthcare administration);
 - (4) a terminal degree in a business-related field from a discipline-accredited program with at least 18 semester hours of graduate credits in their teaching discipline (e.g., healthcare administration or supply chain management).
- b) Time Limit on Initial SA Qualification: Faculty members will sustain SA Qualification for five years from the date of their SA-qualifying doctoral degree.
- c) Sustaining SA Qualification: To sustain SA qualification, faculty members must produce at least three contributions related to their discipline within the most recent five-year period. These contributions must include:
- (1) two articles in QJs (see definition of QJ in Section II.B.5), and
 - (2) one additional contribution, which may include but is not limited to:
 - intellectual contributions
 - an additional peer-reviewed journal publication
 - a conference paper presentation
 - a textbook or a chapter publication
 - a conference proceeding
 - serving on the editorial board of an academic journal
 - a new professional certification
 - active leadership in an academic or professional association
 - impact and engagement
 - a professional engagement
 - a community engagement

2. Criteria for Practice Academic (PA) Qualification

PA Qualification requires a combination of initial academic preparation; business or business-related professional experience, significant in duration and level of responsibility, related to their teaching discipline; and, maintenance of intellectual activities related to their teaching discipline.

a) Initial PA Qualification: Newly hired faculty members will be considered PA if they have significant professional experience related to their discipline and any one of the following:

- (1) a PhD or DBA from an AACSB-accredited institution with at least 18 semester hours of graduate credits in their teaching discipline;
- (2) a JD or LLM from an ABA-accredited law school (i.e., for someone primarily teaching business law or legal environment of business);
- (3) a terminal degree in the field of medicine from an AMA-accredited medical school (i.e., for someone primarily teaching healthcare administration);
- (4) a terminal degree in a business-related field from a discipline-accredited program with at least 18 semester hours of graduate credits in their teaching discipline (e.g., healthcare administration or supply chain management).

b) Time Limit on Initial PA Qualification: Faculty members will sustain PA Qualification for five years from the date of their last significant professional experience.

c) Sustaining PA Qualification: To sustain PA qualification, faculty members must produce at least three contributions related to their discipline within the most recent five-year period. These contributions must include:

- (1) one article in a QJ (see definition of QJ in Section II.B.5), and
- (2) one business or business-related professional experience, significant in duration and level of responsibility, related to their teaching discipline, and
- (3) one additional contribution, which may include but is not limited to:
 - an additional significant professional engagement
 - an additional peer-reviewed journal publication
 - a significant community engagement
 - a conference paper presentation
 - a textbook or a chapter publication
 - a conference proceeding
 - service on the editorial board of an academic journal
 - a new professional certification
 - active leadership in an academic or professional association
 - a significant consulting activity

- a faculty internship
- sustained professional work supporting their PA-qualifying status
- relevant, active service on a board of directors
- documented continuing professional education

3. Criteria for Scholarly Practitioner (SP) Qualification

SP Qualification requires a combination of initial academic preparation, professional experience, and maintenance of intellectual activities related to their discipline.

a) Initial SP Qualification: Newly hired faculty members will be considered SP if, at the time of their appointment, they have:

- (1) at least a master's degree in a business or business-related field, including at least 18 semester hours of graduate credits in their teaching discipline; and,
- (2) business or business-related professional experience, significant in duration and level of responsibility within the last five years, related to their teaching discipline.

b) Time Limit on Initial SP Qualification: Faculty members will sustain SP Qualification for five years from the date of their last significant professional engagement.

c) Sustaining SP Qualification: To sustain SP qualification, faculty members must produce at least two contributions related to their discipline within the most recent five-year period. These contributions must include:

- (1) one article in a QJ (see definition of QJ in Section II.B.5), and
- (2) one additional contribution, which may include but is not limited to:
 - intellectual contributions
 - an additional peer-reviewed journal publication
 - a conference paper presentation
 - a textbook or a chapter publication
 - a conference proceeding
 - serving on the editorial board of an academic journal
 - a new professional certification
 - active leadership in an academic or professional association
 - impact and engagement
 - a professional engagement
 - a community engagement

4. Criteria for Instructional Practitioner (IP) Qualification

IP Qualification requires a combination of initial academic preparation and business or business-related professional experience, significant in duration and level of responsibility, related to their teaching discipline.

a) Initial IP Qualification: Newly hired faculty members will be considered IP if, at the time of their initial employment, they have at least a master's degree in a business or business-related field, including at least 18 semester hours of graduate credits in their teaching discipline and professional or business experience, significant in duration and level of responsibility. In limited cases, IP status may be appropriate for individuals without master's degrees if the depth, duration, sophistication, and complexity of their professional experience outweigh their lack of master's degree qualifications.

b) Time Limit on Initial IP Qualification: Faculty members will sustain IP Qualification for three years from the date of their last significant professional experience.

c) Sustaining IP Qualification: To sustain IP qualification faculty members must produce at least two contributions related to their discipline within the most recent five-year period. These contributions must include:

(1) one business or business-related professional experience, significant in duration and level of responsibility, related to their teaching discipline, and

(2) one additional contribution, which may include but is not limited to:

- intellectual contributions
 - a peer-reviewed journal publication
 - a conference paper presentation
 - a textbook or a chapter publication
 - a conference proceeding
 - serving on the editorial board of an academic journal
 - a new professional certification
 - active leadership in an academic or professional association
- impact and engagement
 - a professional engagement
 - a community engagement

5. Other

Individuals without a qualified faculty status will be classified as "Other".

D. College Administrators

In order to sustain their qualified faculty status, an administrator will be held to the same criteria as other faculty with a one peer reviewed journal publication reduction in those criteria. The Dean will maintain his qualified faculty status throughout his appointment with no requirement for intellectual contributions outlined above. An administrator who returns to a faculty role will be guaranteed maintenance of their status for a period of three years.

III. Faculty Responsibilities

Faculty responsibilities include teaching, research, and service.

A. Teaching

LCOBA faculty are expected to be effective teachers. Faculty teaching effectiveness will be determined based on a combination of Student Opinion of Instruction (SOI), peer evaluation of teaching, and evidence of student learning and success. The base teaching load for full-time faculty is 15 hours per semester or 30 hours per academic year (e.g., a 5-5 teaching load).

1. Teaching loads

a) The base teaching load for full-time, tenure-track faculty is reduced to 12 hours per semester or 24 hours per academic year (e.g., a 4-4 teaching load). The criteria for determining teaching loads are:

(1) SA qualified faculty who are not on a Faculty Development Plan (see Section III.D) will be assigned a reduced teaching load of 18 hours per 10-month academic year (e.g., a 3-3 teaching load). Note: newly hired SA faculty are guaranteed an 18-hour annual teaching load during their first two, 10-month academic years.

(2) PA and SP qualified faculty who are not on a Faculty Development Plan (see Section III.D) will be assigned a reduced teaching load of 21 hours per academic year. Note: newly hired SP and PA faculty are guaranteed a 21-hour teaching load during their first two, 10-month academic years.

(3) IP qualified faculty will be assigned a base teaching load of 24 hours per 10-month academic year.

(4) Faculty classified as "Other": will be assigned a base teaching load of 24 hours per 10-month academic year; will not be eligible to teach summer classes; and will not be eligible to receive a Rea and Lillian Steele Grant (Steele Grant).

(5) A department head or associate dean will be assigned a teaching load of 12 hours per 12-month academic year.

(6) The Dean will not be assigned a teaching load due to administrative responsibilities.

b) The teaching load for full-time, non-tenure-track faculty is 15 hours per semester or 30 hours per 10-month academic year (e.g., a 5-5 teaching load). The teaching load will be reduced to 12 hours per semester if the faculty member meets the standards for either SA or SP qualification or has been assigned other, significant responsibilities by LCOBA administration.

The Executive Committee must approve all further reductions in teaching loads.

2. Summer teaching is not part of the 10-month academic year contract. Summer teaching is not guaranteed and is offered based on faculty performance, student demand, and departmental needs. Faculty who are on a Faculty Development Plan (see Section III.D) will not be eligible to teach summer classes. Per University System of Georgia (USG) policy, total additional summer compensation cannot exceed one-third of 10-month salary.

3. Department heads will attempt to limit the number of course preparations to two per semester and will accommodate faculty course and time preferences, subject to departmental and college needs.
4. Faculty members are required to hold a minimum number of office hours per week depending on the type and number of credit hours taught. These office hours must be spread over at least two weekdays and held during normal business hours.
 - a) Faculty teaching on-campus courses must maintain a minimum of 40 minutes of on-campus office hours per credit hour taught.
 - b) Faculty teaching hybrid courses must maintain a minimum of 30 minutes of on-campus and a minimum of 10 minutes of virtual office hours per credit hour taught.
 - c) Faculty teaching online courses must maintain a minimum of 20 minutes of on-campus and a minimum of 20 minutes of virtual office hours per credit hour taught.
 - d) Faculty teaching only online courses during summer must maintain a minimum of 40 minutes of virtual office hours per credit hour taught.
5. Graduate faculty must:
 - a) have qualified faculty status (defined above);
 - b) be approved by the Department Head;
 - c) be approved by the Dean; and,
 - d) be approved for membership in VSU's Graduate Faculty.

Criteria for VSU Graduate Faculty membership can be found on the VSU Graduate School website.

6. Course syllabi are required for all classes (including internships and directed studies). Syllabi must be uploaded into Digital Measures before the end of the second week of classes.

B. Intellectual Contributions

Faculty are expected to conduct research and make other intellectual contributions sufficient to maintain their qualified faculty status (Section II) and to meet the pre-tenure, promotion, tenure, or post-tenure research requirements (Section VI).

C. Service

Full-time faculty must perform service for the University, the Langdale College, their department, and students. Faculty also are encouraged to provide service to the community and to their profession. The following service activities are required of all full-time faculty:

1. Advising – In the week prior to registration, faculty must maintain at least eight advising hours in addition to their normal office hours. These advising hours must be over at least four weekdays and held during normal business hours. The sign-up sheet for all advising and office hours must be posted at least two weeks prior to the start of registration.
2. Commencement – Faculty must participate in commencements as required.
3. Committees – Faculty must serve on various University, Langdale College, and departmental committees commensurate with their rank.

D. Faculty Development Plans

The Department Head or Dean may require a faculty member to complete a Faculty Development Plan for any of the following:

- Failure to maintain an appropriate Qualified Faculty Status; or
- Two consecutive Unsatisfactory ratings on the Annual Faculty Evaluation (AFE) in the same area of Faculty Responsibility (teaching, research, or service); or
- One Unsatisfactory rating in the overall Faculty Evaluation on the AFE; or
- Two Unsatisfactory ratings (in any area of Faculty Responsibility) on the most recent AFE; or
- An unfavorable recommendation in the Post Tenure Review Process.

The Faculty Development Plan (FDP) must be prepared by the faculty member in conjunction with the department head and must include specific corrective activities and a timetable for completing the activities. While on an FDP, the faculty member:

- may be required to teach a base teaching load of 12 hours per fall and spring semester or 24 hours per academic year,
- will not be eligible for merit pay increases,
- will not be eligible for summer teaching, and
- will not be eligible for a Steele Grant.

Upon timely and successful completion of the activities as approved by the department head and dean, the faculty member will be taken off the Faculty Development Plan. Otherwise, the faculty member will continue on the Faculty Development Plan and will continue to receive an Unsatisfactory on the AFE in the appropriate area(s) (i.e., Teaching, Research, Service or Overall). Failure to successfully complete the Faculty Development Plan within two years may result in non-renewal of faculty contract or in termination.

Faculty who are placed on three or more Faculty Development Plans within the most recent seven-year window may be terminated.

IV. Faculty Support

The following faculty support is available to Participating Faculty. Staff support, teaching seminars, and other direct teaching support is available to Supporting Faculty.

A. Financial Support

1. Steele Grants: Full-time faculty members returning for the next academic year are eligible to apply and compete for a Steele Grant for research, instructional development, and faculty internships (external to Langdale College and Valdosta State

University). Faculty members on a Faculty Development Plan, the deans, and department heads are ineligible to receive a Steele Grant. The grant is competitive, and the number of grants and the dollar amount of the grants will depend on the number of awarded applications and funding available. These grants are based on a review of: (a) the Steele Grant Application and (b) past history of deliverables of Steele Grants.

Steele Grant proposals are due to the Dean by a date specified by the Dean. The Langdale College Executive Committee will review all applications, and the Dean will announce the award recipients no later than four weeks beyond the proposal due date.

A faculty member may apply for only one grant; however, the grant proposal could have a mix of research, instructional, and internship components. A joint faculty project is permitted; however, the *pro rata* share for each faculty participant must be designated in the application.

The grant will be disbursed as follows:

- The first half of the grant will be paid within six weeks of the notification of the award.
- The second half of the grant will be paid after the deadline for the final report. Payment of the second half of the grant is contingent upon
 - a written report of the results of the grant submitted to the Dean, and
 - a presentation to LCOBA faculty/students at a brown bag seminar.

2. VSU faculty scholarships may be provided for three types of activities:

- a) Instructional improvement.
- b) Course/curriculum development.
- c) Professional presentations.

Faculty members must request funding prior to participation in an activity. Only full-time faculty members are eligible for these scholarships. Funds will be used for travel to professional seminars, workshops or conferences, or for course and curriculum development. Funds may not be used for non-VSU personnel. Faculty Scholarships are awarded for a specific proposal and cannot be transferred. Additional information is available on the Faculty Scholarship website. There are also other grants available for international travel through the Office of International Programs.

3. VSU Office of Grants and Contracts awards faculty research grants to support research leading to peer-reviewed publications. Funds may be used to help defray the cost of travel (not including conferences), photocopying, supplies, and other types of publication assistance. Grant applications, including a resume, must be submitted to the Director of Grants and Contracts. Additional information is available on the VSU Faculty Research Grants website.

4. Departmental and College funds may be available to supplement faculty development and research grants. Departmental travel funds are used to encourage faculty participation in professional associations, professional development seminars, and instructional development workshops. Prior to travel, faculty members must

complete a Request for Authority to Travel and have it approved by the department head and the Dean. These forms and travel guidelines are available on the VSU website.

B. Langdale College Administrative Support

1. Administrative assistants assist all Langdale College faculty members in producing, copying, and revising instructional materials, research manuscripts, and administrative documents.
2. Subject to available funds, Student Assistants and Graduate Assistants may also be available to assist faculty.

C. Institutional Support

VSU offers a variety of support services, including:

1. The Access Office provides additional resources to faculty to assist with Americans with Disabilities Act (ADA) compliance.
2. The Center for eLearning provides support, training, and instructional design services to faculty teaching online, hybrid, and technology-enhanced courses using the Valdosta State BlazeVIEW or University System of Georgia collaborative learning management system, GoVIEW.
3. Information Technology (IT) provides and supports many of the applications and hardware used by students, faculty, and staff.
4. The Odum Library Media Center provides assistance in media content development, media presentations, and provides access to a variety of media equipment and software.

V. Faculty Reporting and Evaluation

A. Annual Faculty Activity Report and Action Plan (FAR)

Full-time faculty members must submit their FAR electronically for the previous calendar year no later than the third Friday of January. The FAR, which must be generated in Digital Measures (DM), includes courses taught, enrollments, grade distributions, average SOIs, instructional improvement and assurance of learning activities, publications and other intellectual contributions, advising activities, and service activities. The FAR also requires faculty members to outline goals for the upcoming year and to update their goals from the previous year. Supporting evidence such as copies of syllabi, publications, and presentations must be uploaded to DM.

B. Annual Faculty Evaluation (AFE)

The AFE is primarily based on the information contained in the FAR. The AFEs, which must be generated in Digital Measures, are used for decisions regarding merit raises, retention, promotion and tenure, pre-tenure and post-tenure reviews, and for identification of faculty development needs. Each faculty member's Qualified Faculty Status is also reviewed each year. The Faculty Member Qualification Report is generated in DM. A copy of the faculty member's Faculty Member Qualification Report is attached to the faculty member's AFE.

Department heads must meet with each full-time faculty member to review the AFE and obtain the faculty member's signature on the AFE no later than the third Friday of February. In the event the faculty member refuses to sign the AFE, the Dean will arbitrate. Department heads must submit all signed AFEs to the Dean no later than the fourth Friday of February. AFEs are then forwarded to the Office of the Provost and Vice President for Academic Affairs.

C. Faculty Evaluation Criteria and Measures

The three primary criteria for retention, promotion, tenure, and merit raise decisions, and their respective percentage weights are: Teaching (45%), Intellectual Contribution (35%), and Service (20%). A partial list of measures used to assess faculty performance for each criterion is provided below.

1. Teaching effectiveness is evaluated by department heads using criteria such as:
 - Peer evaluations of teaching
 - Student Opinions on Instruction (SOIs)
 - Course content for relevance, rigor, and effectiveness in achieving learning objectives
 - Appropriate rigor
 - Course syllabi
 - Maintaining office hours as described above
2. Research and intellectual contributions are evaluated by the department head using criteria such as:
 - The faculty member's Qualified Faculty Status
 - Rigor
 - Quality
 - Publication outlet
 - Impact
3. Service activities are evaluated by the department head for impact of their contributions to:
 - the community, especially the business community;
 - the institution, including the University, the Langdale College, the department, faculty peers, and students; and
 - the profession and its associations.

Additional job responsibilities (e.g., Graduate Programs Director, AOL Director, DM Director, Study Abroad Director) for which the faculty member receives compensation will not be considered for evaluation purposes.

VI. Tenure

A. Pre-Tenure

1. Pre-Tenure Review Process

Tenure track faculty must undergo pre-tenure review. The timing of the pre-tenure review is contingent upon the extent of prior service credit.

- Faculty with no prior service credit must apply for pre-tenure review on or before October 1 of their third academic year.
- Faculty with 1 year of prior service credit must apply for pre-tenure review on or before October 1 of their second academic year.

- Faculty with 2 or 3 years of prior service credit must apply for pre-tenure review on or before October 1 of their first academic year.

The department head will notify faculty on or before September 1 that pre-tenure materials are due to the pre-tenure review committee. This committee will be determined by the department head and will consist of three tenured Langdale College faculty within the department if possible. The applicant will submit the following documentation to the pre-tenure review committee no later than October 1:

- A copy of the Pre-Tenure Review Summary Sheet,
- Copies of the AFE and the FAR for the period under review,
- Copies of all intellectual contributions, and
- Any other documentation the applicant wishes to submit.

2. Pre-Tenure Evaluation Process

The pre-tenure review committee will evaluate the faculty member's progress towards tenure considering four areas of performance: teaching, intellectual contributions, service, and professionalism and institutional fit. Failure to demonstrate satisfactory progress may result in non-renewal of contract.

a) Teaching

Faculty must submit three types of documentation for evaluation:

- All Student Opinion of Instruction (SOI) scores for the period under review
- Any relevant course related material that demonstrates student learning, including a combination of course syllabi, final examinations, grade distributions, and any other material the candidate may wish to submit
- At least two peer evaluations of teaching with constructive feedback (one by the department head, and one by a tenured faculty member of the applicant's choosing)

b) Intellectual Contributions

Faculty must submit documentation of intellectual contributions such as:

- Number and quality of publications in peer reviewed journals in the candidate's discipline
- Other publications, e.g. books, chapters in books, refereed proceedings, and instructional material development
- Number of presentations at professional meetings

c) Service

Although candidates for tenure and promotion are expected to provide evidence of service at the university, college, departmental, professional, or regional level, significant service is not required at the pre-tenure stage.

d) Professionalism and institutional fit

Evaluation of this requirement will be determined on the basis of the faculty member's ability to conduct his or her work with honesty, integrity, and objectivity and the respectful relationship he or she fosters with students, colleagues, and others who participate in or benefit from his or her work.

3. Pre-Tenure Recommendation Process

The Dean will notify candidates of the recommendations of the pre-tenure review committee, the department head, and the Dean on or before November 1. If deficiencies are identified, the faculty member may be subject to non-renewal of contract.

B. Tenure

1. Tenure Application Process

Applicants for tenure must undergo the tenure application process. The timing of the tenure review is contingent upon the extent of prior service credit.

- The time at VSU requirement, established by the Board of Regents, is a minimum of five consecutive years in a tenure-track position at the rank of Assistant Professor or higher.
- If established in writing at the time of employment, a maximum of three years of prior service may be allowed towards this five-year requirement.
- Also, with written approval, a maximum of two years of leave-of-absence may interrupt the five consecutive year's requirement.
- A maximum of seven years is allowed in a tenure-track position without the award of tenure. Therefore, tenure-track faculty must apply for tenure no later than the Fall of the sixth year.

The Tenure and Promotion Committee (TPC) will consist of four (4) tenured faculty members, one from each department on a rotating and staggered basis. Each member shall serve a four-year term and serve as chair of the TPC in their third year of service.

The department head will notify the faculty on or before September 1 that eligible faculty must submit their final dossier, which includes the following documentation, to the TPC no later than October 1:

- A copy of the Summary Sheet for Application for Tenure.
- A copy of the candidate's AFE(s) and the FAR(s) for each year for the period under review.
- Faculty must submit the following three types of documentation for evaluation:
 - All Student Opinion of Instruction (SOI) scores for the period under review
 - Any relevant course related material that demonstrates student learning, including a combination of course syllabi, final examinations, grade distributions, and any other material the candidate may wish to submit
 - Peer evaluations of teaching (at least two prior to and one after pre-tenure review) (at least one by the department head, and one by a tenured faculty member of the applicant's choosing)
- A copy of each publication (or letters of acceptance for publications not yet printed)
- A DM-generated vita.
- Documents required by the University Tenure and Promotion Committee (UTPC).
- Any other documentation the candidate wishes to submit.

2. Tenure Criteria

The voting constituencies for tenure and promotion decisions vary with the decision to be made. Tenure decisions are reviewed, evaluated, and voted on by all tenured faculty. Promotion decisions are reviewed, evaluated, and voted on by all tenured faculty with a rank higher than that of the applicant. Members of the UTPC may not vote on either tenure or promotion.

The voting constituency will evaluate the candidate on five requirements:

- the terminal degree requirement;
- the teaching requirement;
- the intellectual contribution requirement;
- the service requirement; and
- the professionalism and institutional fit requirement.

Performance in each of these areas will be evaluated as follows:

- a) The terminal degree requirement is:
- a PhD or DBA from an AACSB-accredited institution with at least 18 semester hours of graduate credits in their teaching discipline;
 - a JD or LLM from an ABA-accredited law school (i.e., for someone primarily teaching business law or legal environment of business);
 - a terminal degree in the field of medicine from an AMA-accredited medical school (i.e., for someone primarily teaching healthcare administration);
 - a terminal degree in a business-related field from a discipline-accredited program with at least 18 semester hours of graduate credits in their teaching discipline (e.g., healthcare administration or supply chain management).
- b) The teaching requirement is a satisfactory rating in teaching by the voting constituency. This committee evaluates a candidate's performance using information from the AFEs, FARs and other submitted documents as noted above.
- c) The intellectual contribution requirement varies by rank; however, regardless of rank a faculty member with an initial SA-qualified faculty status must be SA-qualified at the time of application, and a faculty member with an initial PA-qualified faculty status must be SA- or PA-qualified at the time of application. The requirement at each rank is as follows:
- (1) Assistant Professor:
- At least five intellectual contributions
 - At least three of these must be articles in QJs (see definition of QJ in Section II.B.5)
 - All three articles must be related to the candidate's discipline
 - All three articles must have a VSU affiliation
- (2) Associate Professor:
- At least seven intellectual contributions
 - At least four of these must be articles in QJs (see definition of QJ in Section II.B.5)
 - All four articles must be related to the candidate's discipline
 - All four articles must have a VSU affiliation

- (3) Full Professor:
- At least twelve intellectual contributions
 - At least seven of these must be articles in QJs (see definition of QJ in Section II.B.5)
 - All seven articles must be related to the candidate's discipline
 - At least five of these seven articles must have a VSU affiliation

d) The service requirement is a satisfactory rating by the voting constituency of the candidate's service to the university, college, department, region, and profession.

e) The professionalism and institutional fit requirement will be determined on the basis of the faculty member's ability to conduct his or her work with honesty, integrity, and objectivity and the respectful relationship he or she fosters with students, colleagues, and others who participate in or benefit from his or her work.

3. Tenure Evaluation and Recommendation Process

- After receipt of a candidate's dossier the Tenure and Promotion Committee (TPC) will verify whether the candidate has met the minimum requirements for tenure.
- The Department Head must provide a letter summarizing the input from all full-time faculty in the department to be included in the dossier. [If the candidate is the Department Head, the Associate Dean will provide this letter.]
- The candidate's dossier will be available for review by members of the voting constituency during the second and third weeks of October.
- The candidate's dossier will be presented by the TPC Chair to the voting constituency at its annual fall meeting held in the fourth week of October.
- After discussion, an anonymous vote will be taken.
- The TPC Chair will submit a memorandum, including the vote count of the voting constituency, to the Dean. A copy of the memorandum will be included in the dossier.
- Following the meeting, the TPC Chair will inform each candidate of the voting constituency's recommendation and the vote count.
- The Dean's letter of recommendation for each candidate will be added to the dossier which will be sent to the Vice President for Academic Affairs (VPAA).
- The VPAA will forward the dossier to the University Tenure and Promotion Committee (UTPC) for review.
- The UTPC will make a recommendation to the VPAA who will then convey a decision to the President.
- The candidate will be notified of the final decision by the VPAA.

C. Post-Tenure

1. Post-Tenure Review Process

All tenure track faculty must undergo the post-tenure review process. This review is scheduled five years after tenure, promotion, or the last post-tenure review.

The department head will notify faculty on or before September 1 that post-tenure materials are due to the post-tenure review committee. This committee will be determined by the department head and will consist of three tenured Langdale College faculty within the department if possible. The applicant will submit the following documentation to the post-tenure review committee no later than October 1:

- A copy of the Summary Sheet for Post-Tenure Review for the preceding five years (which can be prepared in DM),
- A copy of the candidate's last five years' AFEs and the last five years' FARs,
- Faculty must submit the following three types of documentation for evaluation:
 - All Student Opinion of Instruction (SOI) scores for the period under review
 - Any relevant course related material that demonstrates student learning, including a combination of course syllabi, final examinations, grade distributions, and any other material the candidate may wish to submit
 - Peer evaluations of teaching (at least two in the most recent five-year period) (at least one by the department head, and one by a tenured faculty member of the applicant's choosing)
- A copy of each publication (or letters of acceptance for publications not yet printed)
- A DM-generated vita, and
- Any other documentation the candidate wishes to submit for the committee's consideration.

2. Post-Tenure Evaluation Process

The post-tenure review committee will evaluate the candidate on four requirements:

- the teaching requirement;
- the intellectual contribution requirement;
- the service requirement; and
- the professionalism and institutional fit requirement.

Performance in each of these areas will be measured as follows:

a) The teaching requirement is a satisfactory rating in teaching by the post-tenure review committee. This committee evaluates a candidate's performance using information from the AFEs, FARs and other submitted documents as noted above.

b) The intellectual contribution requirement is determined to have been met if the faculty member sustains an appropriate qualified faculty status.

c) The service requirement is a satisfactory rating by the post-tenure review committee of the candidate's service to the university, college, department, region, and profession.

d) The professionalism and institutional fit requirement of the applicant will be determined on the basis of the faculty member's ability to conduct their work with honesty, integrity, and objectivity. They should also foster a respectful

relationship with students, colleagues, and others who participate in or benefit from their work.

3. Post-Tenure Review Report

The post-tenure review committee report should identify strengths and weaknesses of the candidate and write a letter of recommendation to the Department Head. The Department Head will review the report and the dossier and write a letter of recommendation to the Dean. Candidates will be notified by the Dean of the recommendations of the post-tenure review committee, the department head, and the Dean on or before November 1.

If deficiencies are identified, the faculty member may be placed on a Faculty Development Plan.

VII. Promotion

A. Promotion Application Process

The voting constituencies for tenure and promotion decisions vary with the decision to be made. Tenure decisions are reviewed, evaluated, and voted on by all tenured faculty. Promotion decisions are reviewed, evaluated, and voted on by all tenured faculty with a rank higher than that of the applicant. Members of the UTPC may not vote on either tenure or promotion.

The Tenure and Promotion Committee (TPC) will consist of four (4) tenured faculty members, one from each department on a rotating and staggered basis. Each member shall serve a four-year term and serve as chair of the TPC in their third year of service.

The department head will notify the faculty on or before September 1 that eligible faculty must submit their final dossier, which includes the following documentation, to the TPC no later than October 1:

- A copy of the Summary Sheet for Application for Promotion (from DM).
- A copy of the candidate's AFE(s) and the FAR(s) for each year for the period under review.
- Faculty must submit the following three types of documentation for evaluation:
 - All Student Opinion of Instruction (SOI) scores for the period under review
 - Any relevant course related material that demonstrates student learning, including a combination of course syllabi, final examinations, grade distributions, and any other material the candidate may wish to submit
 - Peer evaluations of teaching (at least two in the most recent five-year period) (at least one by the department head, and one by a tenured faculty member of the applicant's choosing)
- A copy of each publication (or letters of acceptance for publications not yet printed)
- A DM-generated vita.
- Documents required by the University Tenure and Promotion Committee (UTPC).

B. Promotion Criteria

The voting constituencies for tenure and promotion decisions vary with the decision to be made. Promotion decisions are reviewed, evaluated, and voted on by all tenured faculty with a rank higher than that of the applicant.

Promotion beyond the rank of Assistant Professor is limited to tenure-track faculty only. The voting constituency will evaluate the candidate on six requirements:

- the time in rank and time at VSU requirements,
- the terminal degree requirement;
- the teaching requirement;
- the intellectual contribution requirement;
- the service requirement; and
- the professionalism and institutional fit requirement.

Performance in each of these areas will be measured as follows:

1. The time in rank and time at VSU requirements are established by the Board of Regents. The minimum requirements for the two levels of promotion are:
 - *Associate Professor*. At least four consecutive years at VSU at the rank of assistant professor. For example, an Assistant Professor in a tenure-track position who began employment in Fall 2017 could apply for promotion to Associate Professor in Fall 2020. If approved, promotion would take effect Fall 2021.
 - *Full Professor*. At least five consecutive years at VSU at the rank of associate professor. For example, an Associate Professor in a tenure-track position who began employment in Fall 2017 could apply for promotion to Associate Professor in Fall 2021. If approved, promotion would take effect Fall 2022.
2. The terminal degree requirement is:
 - a PhD or DBA from an AACSB-accredited institution with at least 18 semester hours of graduate credits in their teaching discipline;
 - a JD or LL.M from an ABA-accredited law school (i.e., for someone primarily teaching business law or legal environment of business);
 - a terminal degree in the field of medicine from an AMA-accredited medical school (i.e., for someone primarily teaching healthcare administration);
 - a terminal degree in a business-related field from a discipline-accredited program with at least 18 semester hours of graduate credits in their teaching discipline (e.g., healthcare administration or supply chain management).
3. The teaching requirement is a satisfactory rating in teaching by the voting constituency. This committee evaluates a candidate's performance using information from the AFEs, FARs and other submitted documents as noted above.
4. The intellectual contribution requirement varies by rank; however, regardless of rank a faculty member with an initial SA-qualified faculty status must be SA-qualified at the time of application, and a faculty member with an initial PA-qualified faculty status must be SA- or PA-qualified at the time of application. The requirement for promotion to each rank is as follows:
 - a) Assistant Professor:
 - At least three intellectual contributions

- At least two of these must be articles in QJs (see definition of QJ in Section II.B.5)
 - Both articles must be related to the candidate's discipline
 - Both articles must have a VSU affiliation
- b) Associate Professor:
 - At least seven intellectual contributions
 - At least four of these must be articles in QJs (see definition of QJ in Section II.B.5)
 - All four articles must be related to the candidate's discipline
 - All four articles must have a VSU affiliation
- c) Full Professor:
 - At least twelve intellectual contributions
 - At least seven of these must be articles in QJs (see definition of QJ in Section II.B.5)
 - All seven articles must be related to the candidate's discipline
 - At least five of these seven articles must have a VSU affiliation

5. The service requirement is a satisfactory rating by the voting constituency of the candidate's service to the university, college, department, region, and profession.

6. The professionalism and institutional fit requirement of the applicant will be determined on the basis of the faculty member's ability to conduct their work with honesty, integrity, and objectivity. They should also foster a respectful relationship with students, colleagues, and others who participate in or benefit from their work.

C. Promotion Evaluation and Recommendation Process

- After receipt of a candidate's dossier the Tenure and Promotion Committee (TPC) will verify whether the candidate has met the minimum requirements for promotion.
- The Department Head must provide a letter summarizing the input from all full-time faculty in the department to be included in the dossier. [If the candidate is the Department Head, the Associate Dean will provide this letter.]
- The candidate's dossier will be available for review by members of the voting constituency during the second and third weeks of October.
- The candidate's dossier will be presented by the TPC chair to the TPC at its annual fall meeting held in the fourth week of October.
- After discussion, an anonymous vote will be taken.
- The TPC Chair will submit a memorandum, including the vote count of the voting constituency, to the Dean. A copy of the memorandum will be included in the dossier.
- Following the meeting, the TPC Chair will inform each candidate of the voting constituency's recommendation and the vote count.
- The Dean's letter of recommendation for each candidate will be added to the dossier which will be sent to the Vice President for Academic Affairs (VPAA).
- The VPAA will forward the dossier to the University Tenure and Promotion Committee (UTPC) for review.
- The UTPC will make a recommendation to the VPAA who will then convey a decision to the President.
- The candidate will be notified of the final decision by the VPAA.

VIII. Non-Tenure Track Faculty Ranks

A. Lecturer:

- This is a full-time position.
- This position can be renewed annually based on: 1, a satisfactory rating on teaching and service by the Department Head; and 2, budget availability.
- A Lecturer can be promoted to Senior Lecturer provided the candidate has demonstrated above average performance in teaching and service, as determined by the Department Head, and the candidate has been in the position of a Lecturer for a minimum of six (6) years.

B. Senior Lecturer:

- This is a full-time position.
- This position can be renewed annually based on: 1, a satisfactory rating on teaching and service by the Department Head; and 2, budget availability.
- Additional duties may be assigned to a Senior Lecturer by the Department Head.

C. Instructor:

- This is a full-time position.
- This position can be renewed annually based on: 1, a satisfactory rating on teaching and service by the Department Head; and 2, budget availability.
- An Instructor must be making progress towards a terminal degree in their teaching field.
- Upon completion of a terminal degree an Instructor may be promoted to the rank of Assistant Professor.
- Upon completion of a terminal degree an instructor may be reassigned to a tenure-track position and the time spent at the rank of Instructor may be credited toward tenure if approved in writing at the time of the initial appointment.
- The maximum period of time that may be served at the rank of Instructor is seven (7) years.

D. Adjunct:

- This is a part-time position.
- Adjunct faculty are hired on a course-by-course basis.

IX. Merit Pay

A. Amounts

The University System of Georgia and Valdosta State University may award pay raises based on merit rather than granting across-the-board increases. Annually, the Board of Regents and the President of VSU may create a merit pay pool and specify general guidelines for distributing the amount in the pool.

B. Procedures

As part of the evaluation process, department heads recommend pay increases based on faculty members' teaching, research, and service performance. These three areas have weights of 45%, 35%, and 20%, respectively. The Dean may reserve a portion of the merit pay pool to award for reasons such as market salary adjustment or extraordinary engagement and impact. The Dean reviews the department heads' recommendations and may modify the raises

in consultation with the department heads. Recommended raises are then forwarded by the Dean to the VPAA for final approval.

C. Retention, Non-Renewal, and Termination of Untenured Faculty

Department heads in consultation with the Dean will make retention, non-renewal, and termination decisions for untenured faculty. Untenured faculty members are subject to non-renewal of their contracts for various reasons, including poor teaching performance, failure to maintain an appropriate qualified faculty status, failure to progress toward tenure, or budgetary constraints. Offenses of an egregious nature may result in immediate termination. The Board of Regents Academic Affairs Handbook and the VSU Faculty Handbook—both are available on the web—contain procedures for these decisions.