

### 6.3 Faculty appointment and evaluation

The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of faculty members, regardless of contract or tenure status.

**Compliance Judgment:** In Compliance

#### Rationale

**Publication of Faculty Related Policies and Guidelines.** [Section 5 of the Faculty Manual](#) <sup>[1]</sup> contains policies and procedures for appointment, employment, and evaluation of all faculty members, regardless of contractual status, tenure status, or assigned location (e.g., remote sites). The Faculty Manual provides general processes, timelines, and criteria for appointment, promotion, and evaluation. More discipline specific criteria and guidelines for tenure are provided for faculty on tenure-track appointments via the academic unit’s promotion and tenure guidelines, presented in Table 6.3-1. The Faculty Manual and faculty-related policies, forms, and guidelines are available on the [Academic Affairs website](#).<sup>[2]</sup> USC Aiken is also governed by USC system-wide policies that are published on the [USC System Policy & Procedures website](#).<sup>[3]</sup>

**Table 6.3-1. Promotion and Tenure Guidelines for Academic Units**

<a href="#">Biology &amp; Geology</a> <sup>[4]</sup>	<a href="#">Exercise &amp; Sports Science</a> <sup>[9]</sup>	<a href="#">Nursing</a> <sup>[14]</sup>
<a href="#">Chemistry &amp; Physics</a> <sup>[5]</sup>	<a href="#">History, Political Science &amp; Philosophy</a> <sup>[10]</sup>	<a href="#">Psychology</a> <sup>[15]</sup>
<a href="#">Communication</a> <sup>[6]</sup>	<a href="#">Languages, Literatures &amp; Cultures</a> <sup>[11]</sup>	<a href="#">School of Business Administration</a> <sup>[16]</sup>
<a href="#">Education</a> <sup>[7]</sup>	<a href="#">Library</a> <sup>[12]</sup>	<a href="#">Sociology</a> <sup>[17]</sup>
<a href="#">English</a> <sup>[8]</sup>	<a href="#">Mathematical Sciences &amp; Engineering</a> <sup>[13]</sup>	<a href="#">Visual &amp; Performing Arts</a> <sup>[18]</sup>

**Faculty Appointments.** [USC System policy ACAF 1.00 - Recruitment and Appointment of Tenured, Tenure-Track, and Non-Tenure-Track Faculty](#) <sup>[19]</sup> specifies the processes for recruitment, hiring, and appointment of faculty. A documented search

process is required for all academic appointments whether the search is internal or external. In keeping with the system wide policy, USC Aiken has delineated search procedures in its [Faculty Recruitment Guide](#).<sup>[20]</sup> In keeping with policies and procedures, the request for a new faculty position begins with the submission of a [Request for Position Form 12](#)<sup>[21]</sup> and an [Academic Position Request Form](#).<sup>[22]</sup> Once approved, a search committee is created to oversee the search process. Faculty search committees must document search details on a [final report form](#)<sup>[23]</sup> which is submitted to Human Resources. [Expenses incurred for recruitment and appointment](#)<sup>[24]</sup> are tracked and submitted to the Provost / Executive Vice Chancellor for Academic Affairs for reimbursement. This process is the same regardless of the location at which a faculty will be teaching.

Conditions for faculty appointment are presented in [Section 5.2 of the Faculty Manual](#).<sup>[25]</sup> The initial letter of appointment indicates a faculty member's academic rank, tenure or tenure-track status, and essential job duties. The types and titles of faculty are established by [USC System policy ACAF 1.06 - Academic Titles for Faculty and Unclassified Academic Staff Positions](#).<sup>[26]</sup> Tenured and tenure-track full-time members carry academic ranks of professor, associate professor, and assistant professor. Tenured and tenure-track full-time members are expected to hold a terminal degree in their discipline. Non-tenured, full-time members carry the rank of senior instructor, instructor, lecturer, or visiting professor. Each candidate for appointment at the rank of instructor is expected to have earned the master's degree and to offer evidence or promise of competence in teaching. Full-time visiting faculty, lecturers, and part-time adjuncts have teaching duties only. Temporary, part-time faculty are not eligible for tenure.

The recent [re-appointment of a non-tenured full-time senior instructor](#)<sup>[27]</sup> is provided as an illustrative example of adherence to policies and procedures regarding appointment. In addition, documents associated with a [recent search for and subsequent appointment of cybersecurity faculty](#)<sup>[28]</sup> are provided to illustrate the implementation of search and hiring procedures.

**Faculty Employment.** Conditions of employment include rights and responsibilities of faculty, work terms, workload, promotion policies, grievance processes, non-harassment policies, and dismissal processes.

- ***Rights and Responsibilities.*** The Board of Trustees has delegated to the faculty legislative powers in all matters pertaining to the standards of admission, registration, requirements for and the granting of degrees, curricula, instruction, research, extracurricular activity, discipline of students, educational policies and standards of the University, and all other matters pertaining to the conduct of faculty affairs, including the discipline of its own members. All full-time tenured and tenure-track faculty members, unless the terms and conditions of their appointment letter state otherwise, are expected to engage in [teaching](#),<sup>[29]</sup> [student advisement](#),<sup>[30]</sup> [scholarship](#),<sup>[31]</sup> and [service](#).<sup>[32]</sup> [Duties of full-time non-tenure track instructors and senior instructors](#) <sup>[33]</sup> are focused in the areas of teaching and university service.

- ***Work terms.*** Details regarding the terms of employments are delineated in [Section 5.4 of the Faculty Manual](#).<sup>[34]</sup> Unless otherwise noted in the letter of appointment, employment of faculty members is for a period of nine months. The nine-month period for members of the faculty is from August 16 to May 15. Tenure-track faculty will normally begin employment at the University on either January 1 or August 16. All new faculty not beginning employment on January 1 or August 16, regardless of basis or hiring date, can be assigned official tenure-track status only on January 1 or August 16, whichever is the next date following the faculty member's hiring date. Offers of summer school teaching and compensation are not guaranteed and are at the discretion of the unit head, the dean, and the Executive Vice Chancellor for Academic Affairs. Normal compensation per course is 7.5% of the previous academic year's salary for a three credit-hour course that meets criteria for sufficient enrollment.

- ***Workload.*** Expectations regarding workloads are also specified in [Section 5.4 of the Faculty Manual](#).<sup>[35]</sup> Teaching loads for full-time faculty at USC Aiken vary among departments and within departments depending upon the nature of

the courses being taught. Twelve semester contact hours of regularly scheduled courses per semester is the usual undergraduate teaching load. The teaching load during a semester when one or more graduate courses are taught is nine hours. Reduction in this load may be made due to added administrative or other responsibilities carried by the faculty member. Involvement in research is also considered, and appropriate teaching load reductions are made when conditions warrant.

Although highly undesirable, it is sometimes necessary to request a full-time faculty member to accept a teaching assignment which is in excess of the faculty member's normal teaching load. In such cases, the unit head must first ascertain that no part-time faculty are available to teach the course and that it is not practical for the faculty member to teach an "underload" the following regular academic semester. Under such circumstances, the dean in consultation with the Executive Vice Chancellor for Academic Affairs computes a fair and equitable compensation for the faculty member. This compensation is contingent upon the number of load hours, the number of different classes that the instructor has to prepare for the semester, the type of class being offered, and any other factors which might influence the difficulty of the overload task. A faculty member may refuse a request to teach an overload and such a refusal will not be considered in any merit or performance evaluation (e.g., promotion and tenure, merit raises, etc.). An example of a [recent overload for a faculty member](#) <sup>[36]</sup> is provided to illustrate adherence to this process.

In support of the institution's mission to employ high-impact learning practices, faculty are encouraged to form mentoring relationships with students and to offer independent studies and individual research courses. Such classes are not counted within the full-time teaching load of faculty; however, faculty do accumulate credit toward the reduction of teaching loads by offering these classes. The completion of ten student credit hours arising from independent classes or individual research courses results in a load reduction of one course credit hour. A record of all such courses taught are kept and reported in the end-

of-year reports presented in the [narrative response to Standard 6.1 – Full-time faculty](#).<sup>[37]</sup> Faculty may request a load reduction once the required number of credits have been gained. For any given semester, the administration may refuse to grant a faculty member's request for a reduced load due to budgetary or scheduling problems; however, the reduction must be granted within two years of the request being submitted.

- **Promotion and Tenure.** The University of South Carolina Aiken adheres in principle to the standards of the American Association of University Professors regarding the rights, privileges, and benefits accorded faculty members. To promote the welfare of the University, its policy will be to provide, after a successful probationary period, tenure for its full-time tenure-track faculty members. At the time of their appointment, faculty members will be informed of the tenure regulations applicable to their positions. Changes in tenure regulations are not applied retroactively if disadvantageous to the faculty member.

Tenure and promotion are separate actions, but may be granted at the same time. The application process for tenure and promotion and the criteria for promotion to professorial ranks are specified in [Section 5.6 of the Faculty Manual](#) <sup>[38]</sup> and in the Promotion and Tenure Guidelines, presented in Table 6.3-1. Further, an instructor who holds at least the master's degree and has held a full-time faculty appointment at USC Aiken for a minimum of six years of satisfactory performance may apply for promotion to Senior Instructor.

Examples are provided as evidence of the implementation and adherence to policies and guidelines associated with promotion and tenure. Two examples of the awarding of tenure and promotion to the rank of Associate Professor are included; [example 1](#) <sup>[39]</sup> is for a faculty member from the College of Sciences and Engineering and [example 2](#) <sup>[40]</sup> is for a faculty member from the School of Business Administration. Two examples are provided to demonstrate the promotion of a faculty member to the rank of Professor; one from the [Department of English](#) <sup>[41]</sup> and the other from the [Department of Biology and Geology](#).<sup>[42]</sup> Finally, two examples are included to demonstrate the promotion of instructors to

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the rank of senior instructor; one is from the [Department of Chemistry and Physics](#) <sup>[43]</sup> and the other is from the [School of Nursing](#).<sup>[44]</sup>

- **Grievance Process.** USC Aiken faculty members have the right to grieve any administrative decisions affecting their employment, including but not limited to denial of tenure or promotion; unsatisfactory post tenure review decision; salary and compensation; violation or denial of procedural due process; inadequate or improper documentation, use of impermissible criteria, or improper evaluation of criteria; denial of academic freedom; non-reappointment of tenure-track faculty; and other matters such as work assignments or disciplinary actions. The grievance process is delineated and published in [Section 5.9 of the Faculty Manual](#). <sup>[45]</sup> There have been no faculty grievances filed for any reason since the past reaccreditation in 2011.
- **Non-harassment Policies.** The University of South Carolina is committed to a policy of affirmative action/equal opportunity and non-discrimination on the basis of race, sex, gender, age, color, religion, national origin, disability, sexual orientation, genetics, or veteran status. This commitment applies to all academic and non-academic personnel matters and to educational access for all persons including employees, prospective employees, students, prospective students and other persons utilizing the University's programs and facilities. Policies regarding sexual non-harassment and discriminatory non-harassment are presented in [Section 5.10](#) <sup>[46]</sup> and [Section 5.11](#) <sup>[47]</sup> of the Faculty Manual, respectively. There have been no charges of discriminatory or sexual harassment at USC Aiken.
- **Dismissal Process.** [Section 5.5 of the Faculty Manual](#) <sup>[48]</sup> explains the process of terminating faculty appointments. Termination of probationary appointments must occur in writing by specified dates, depending upon whether the faculty member is in the first or subsequent years of a probationary appointment. Termination of tenured faculty can only occur for cause such as failure to perform the duties of the position or misconduct directly and substantially related to the fitness of the faculty member's professional capacity as a teacher or researcher. Termination of faculty because of financial exigency

is possible; however, the administration must prove the existence of a financial exigency, must prove that all feasible alternatives to termination of tenured appointments have been pursued, including the termination of temporary appointments and untenured faculty in that order, and must define the extent of the financial exigency to the Faculty Advisory Committee. There has been no instance of the termination of a faculty position for cause or financial exigency at USC Aiken.

**Faculty Evaluation.** The University of South Carolina Aiken conducts evaluations of all faculty members (including those principally assigned to remote sites) in accordance with policies, procedures, and criteria published in the Faculty Manual. Student evaluations of teaching, annual faculty evaluation procedures, the post-tenure review process, and the post promotion review for Senior Instructors described in the Faculty Manual are designed to provide formative feedback to faculty and to serve as summative assessment in order to ensure that USC Aiken's standards for tenure and faculty ranks are maintained.

- ***Student Evaluations of Teaching.*** As specified in [USC System policy ACAF 1.04 – Student Evaluation of Courses](#) <sup>[49]</sup> and as described in the [Faculty Manual](#) <sup>[50]</sup>, evaluation of teaching occurs in all classes and for all faculty in which the faculty-student ratio is greater than one-to-one; independent studies, practice teaching, internships, private instruction and practicums are exempt. The Faculty Manual details the process for distribution of the evaluations near the end of classes each term and how the resulting assessment data are to be used. Remote site and online class sections are included in the evaluation of teaching. The Office of Institutional Effectiveness, Research and Compliance uses Class Climate to distribute the [online survey](#) <sup>[51]</sup> to students' email accounts. Two examples of completed surveys are provided: Example 1 is of a [Fall 2019 Chemistry class](#) <sup>[52]</sup> and Example 2 is of a [Fall 2019 Nursing class](#). <sup>[53]</sup>
- ***Annual Evaluation of Full-time Faculty.*** Annually, each faculty member must provide a [self-appraisal of performance](#) <sup>[54]</sup> with appropriate documentation

in the areas of teaching, scholarship/ creative activities and service. Effective teaching documentation includes the results of student evaluations of teaching and reports of peer observations of their teaching. The [peer observation of teaching policy](#) <sup>[55]</sup> calls for classroom observations of teaching for tenure track faculty members and instructors in the first and second years and early in the year of application for tenure, promotion, or the fifth year (whichever comes first). Thereafter, classroom observations of teaching are conducted early in the year of application for a promotion or the year before post tenure review. If significant weaknesses are observed in visits made during the first and second years, additional classroom observations may be conducted in the third year. In the case of full-time Instructors, after the fifth year following the initial appointment, or after promotion to Senior Instructor, observations take place every six years.

Faculty members are responsible for creating and maintaining thorough, up-to-date files and/or portfolios for use in review processes. Files contain, in addition to the curriculum vitae, summaries of activity related to teaching, research or scholarly/creative activities, and professional service.

The dean/department chair or Director of the Library writes an annual evaluation which points out areas of strength and suggestions for improvement. The faculty member receives a rating of “Meritorious,” “Satisfactory,” or “Unsatisfactory” in each area of responsibility: teaching, scholarship and creative activities, service, and an “overall rating” on performance. All faculty members receive copies of their annual evaluations. Following a required review of all faculty members’ evaluations by the Academic Council, the Executive Vice Chancellor issues a letter to each faculty member with official performance ratings along with an explanation if the ratings differ from those assigned by the unit head. An illustrative example of an [annual review of a faculty member](#) <sup>[56]</sup> is provided.

The Executive Vice Chancellor for Academic Affairs evaluates Deans and Department Chairs on the basis of their annual documented self reports. Deans and department chairs have the same opportunity to submit a rejoinder as that



outlined for full-time teaching faculty members; in their case, the rejoinder would be submitted to the Chancellor. An illustrative example of an [annual evaluation conducted on a Dean](#) <sup>[57]</sup> is provided.

- **Evaluation of Adjunct Faculty.** It is the responsibility of the Deans and Department Chairs to evaluate all temporary part-time faculty employed in their schools/departments by the end of the first semester of teaching at USC Aiken and annually thereafter. The evaluation is based on a review of syllabi, sample tests and assignments; reports of classroom observations; and results of student evaluations of teaching submitted each semester for every course taught. The Deans/Chairs keep records of these evaluations on file as documentation of the temporary part-time faculty member's performance of those duties specified in the contract letter and provide a copy to the faculty member being evaluated. Since the primary responsibility of temporary part-time faculty is teaching, the areas of service to the school and community, and professional achievement (scholarship) play little, if any, part in the evaluation. An illustrative example of an evaluation of a [part-time adjunct's teaching effectiveness](#) <sup>[58]</sup> is provided.

- **Post Tenure Review.** USC Aiken's [Post Tenure Review Policy](#) <sup>[59]</sup> recognizes and rewards faculty for achievements in the areas of teaching, scholarship, and service commensurate with the standards of the rank earned. USC Aiken is committed to the tenure of its faculty and views post tenure review as a means of supporting the professional development of the faculty. The process provides feedback on the faculty member's continuing commitment to the University as demonstrated by the kinds of productive activities specific to each faculty member's discipline.

Tenured faculty members participate in post tenure review every six years. The faculty member's post tenure review application is evaluated by the [Post Tenure Review Committee](#).<sup>[60]</sup> The Committee's recommendation, with rationale, is forwarded to the Executive Vice Chancellor for Academic Affairs who reviews the file and forwards a recommendation, with rationale, to the Chancellor. The Chancellor makes a final determination about whether the faculty member has

satisfactorily completed the post tenure review process. If the post tenure review indicates unsatisfactory performance, the faculty member is required to work with his or her academic unit head to design a professional development plan outlining the strategies for improvement. The faculty member has a maximum of three years to satisfy the goals of the professional development plan. Two examples of recent post-tenure reviews are provided. The first is for a [professor](#) <sup>[61]</sup> and the second is for an [associate professor](#). <sup>[62]</sup>

- ***Post Promotion Review of Senior Instructors.*** [Post promotion review](#) <sup>[63]</sup> is a periodic review of senior instructors. Like the post tenure review, the process provides feedback on a senior instructor's continuing commitment to the University as demonstrated by the kinds of productive activities specific to each faculty member's discipline. It is through this productivity that the excellence of USC Aiken is affirmed and sustained. Among other things, a senior instructor provides an amalgamation of annual review material along with documentation of peer observation of teaching.

A faculty member's post promotion review application is evaluated by the Post Tenure Review Committee to determine if the senior instructor has maintained professional performance at the earned rank. The Committee's recommendation, with rationale, is forwarded to the Executive Vice Chancellor for Academic Affairs who reviews the file and forwards a recommendation, with rationale, to the Chancellor. The Chancellor makes a final determination about whether the faculty member has satisfactorily completed the post tenure review process. A recent [post promotion final determination letter](#) <sup>[64]</sup> is provided as evidence of the implementation of this process.

### Supporting Documentation

1. [Faculty Manual: Section 5.0 - Regulations, Policies and Procedures](#)
2. [USC Aiken Academic Affairs Website](#)
3. [USC System Policy & Procedures Website](#)
4. [Promotion and Tenure Guide for the Department of Biology & Geology](#)

5. [Promotion and Tenure Guide for the Department of Chemistry & Physics](#)
  6. [Promotion and Tenure Guide for the Department of Communication](#)
  7. [Promotion and Tenure Guide for the School of Education](#)
  8. [Promotion and Tenure Guide for the Department of English](#)
  9. [Promotion and Tenure Guide for the Department of Exercise & Sports Science](#)
  10. [Promotion and Tenure Guide for the Department of History, Political Science & Philosophy](#)
  11. [Promotion and Tenure Guide for the Department of Languages, Literatures & Cultures](#)
  12. [Promotion and Tenure Guide for the Library](#)
  13. [Promotion and Tenure Guide for the Department of Mathematical Sciences & Engineering](#)
  14. [Promotion and Tenure Guide for the School of Nursing](#)
  15. [Promotion and Tenure Guide for the Department of Psychology](#)
  16. [Promotion and Tenure Guide for the School of Business Administration](#)
  17. [Promotion and Tenure Guide for the Department of Sociology](#)
  18. [Promotion and Tenure Guide for the Department of Visual & Performing Arts](#)
  19. [USC System policy ACAF 1.00 - Recruitment and Appointment of Tenured, Tenure-Track, and Non-Tenure-Track Faculty](#)
  20. [USC Aiken Faculty Recruitment Guide](#)
  21. [Request for Position Form 12](#)
  22. [Academic Position Request Form](#)
  23. [Search Committee Final Report Form](#)
  24. [Expense Reimbursement Form for Recruitment and Appointment](#)
  25. [Faculty Manual: Section 5.2 – Conditions of Appointment](#)
  26. [USC System policy ACAF 1.06 - Academic Titles for Faculty and Unclassified Academic Staff Positions](#)
  27. [Example of the Re-appointment of a Non-tenured Full-time Senior Instructor](#)
  28. [Example of a Recent Search & Appointment of Cybersecurity Faculty](#)
  29. [Faculty Manual: Teaching Responsibilities](#)
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30. [Faculty Manual: Student Advisement Responsibilities](#)
  31. [Faculty Manual: Scholarship Responsibilities](#)
  32. [Faculty Manual: Service Responsibilities](#)
  33. [Faculty Manual: Duties of Full-time Non-tenure Track Instructors and Senior Instructors](#)
  34. [Faculty Manual: Section 5.4 – Terms of Employment](#)
  35. [Faculty Manual: Section 5.4 – Teaching Loads](#)
  36. [Example of a Recent Overload for a Faculty Member](#)
  37. [Narrative response to Standard 6.1 – Full-time faculty](#)
  38. [Section 5.6 of the Faculty Manual: Section 5.6 – Promotion and Tenure Policy](#)
  39. [Example 1 of Awarding of Tenure and Promotion to Associate Professor](#)
  40. [Example 2 of Awarding of Tenure and Promotion to Associate Professor](#)
  41. [Example 1 of Promotion to Professor](#)
  42. [Example 2 of Promotion to Professor](#)
  43. [Example 1 of Promotion to Senior Instructor](#)
  44. [Example 2 of Promotion to Senior Instructor](#)
  45. [Faculty Manual: Section 5.9 – Faculty Grievance Policy](#)
  46. [Faculty Manual: Section 5.10 – Sexual Harassment Policy](#)
  47. [Faculty Manual: Section 5.11 – Discriminatory Harassment Policy](#)
  48. [Faculty Manual: Section 5.5 – Termination of Appointments](#)
  49. [USC System policy ACAF 1.04 – Student Evaluation of Courses](#)
  50. [Faculty Manual: Student Evaluation of Teaching](#)
  51. [Student Evaluation of Teaching Survey](#)
  52. [Example 1 – Student Evaluation of Teaching Fall 2019 Chemistry class](#)
  53. [Example 2 – Student Evaluation of Teaching Fall 2019 Nursing class](#)
  54. [Faculty Manual: Faculty Annual Performance Evaluation](#)
  55. [Peer Observation of Teaching Policy](#)
  56. [Example of an Annual Review of a Faculty Member](#)
  57. [Example of an Annual Evaluation of a Dean](#)
  58. [Example of a Part-time Adjunct's Teaching Evaluation](#)
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59. [Faculty Manual: Post Tenure Review Policy](#)
60. [Faculty Manual: Post Tenure Review Committee](#)
61. [Example 1 – Post Tenure Review of a Professor](#)
62. [Example 2 – Post Tenure Review of an Associate Professor](#)
63. [Faculty Manual: Post Promotion Review of Senior Instructors](#)
64. [Example of a Post Promotion Senior Instructor Review](#)