Tips for Navigating the Faculty Handbook Online in Word (wcu.edu/fachandbook)

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Other useful links for current information:


Mission Statement

Our Mission (who we are):

Western Carolina University creates learning opportunities that incorporate teaching, research, service, and engagement through on campus, off campus, on-line and international experiences. The university focuses its undergraduate, master’s and three doctoral programs, educational outreach, research, creative, and cultural activities to sustain and improve individual lives and enhance economic and community development in Western Carolina and beyond.

Our Core Values and Guiding Principles (what guides and inspires us):

- Excellence, Scholarship, Teaching and Learning
- Collaboration with and Respect for our Communities
- Free and Open Interchange of Ideas
- Responsible Stewardship and Organizational Effectiveness
- Organizational and Environmental Sustainability
- Cultural Diversity and Equal Opportunity

Our Vision Statement (who we want to be):

To be a national model for student learning and engagement that embraces its responsibilities as a regionally engaged university.

The Mission Statement can also be found online at: https://www.wcu.edu/discover/about/mission-vision.aspx

Brief Description

A comprehensive university offering programs at the baccalaureate, master’s, intermediate, and doctoral (education) levels. Its instructional programs are organized in six undergraduate colleges (arts and sciences, business, education and allied professions, fine and performing arts, health and human sciences, and engineering and technology) and a graduate school. The university offers resident-credit
undergraduate and graduate-level courses and programs on the main campus in Cullowhee and in Cherokee and Asheville. In Asheville, some of the undergraduate programs are offered in cooperation with the University of North Carolina at Asheville. Western Carolina University is committed to equality of opportunity.

History


Location

Located in a beautiful valley near the Blue Ridge and Great Smoky Mountains, Cullowhee (population: 6,700) is 52 miles southwest of Asheville and 6 miles south of Sylva. Situated at the southern end of Cullowhee Valley along the Tuckasegee River, the campus is unusually attractive and easily accessible.
FACULTY HANDBOOK
OF
WESTERN CAROLINA UNIVERSITY

Preface

The Faculty Handbook is published to provide a ready access to information about the operation of the University and to provide answers to the most frequently asked questions about operating procedures and policies. The Handbook is divided into four sections: Volume I describes the university organization and governance; Volume II summarizes faculty responsibilities and opportunities for faculty development; Volume III describes the principles, policies, and procedures for curriculum development and revision; and Volume IV contains University Policies. Taken together, these sections supplement undergraduate and graduate issues of the annual Western Carolina University Catalog and The University of North Carolina Policy Manual which includes The UNC Code.

The Western Carolina University Catalog contains, in greater detail, the academic regulations and an expanded history of the University. The University of North Carolina Policy Manual contains the policies and operating procedures established by the Board of Governors of the University of North Carolina and defines the statutory authority of the Board of Governors.

Volumes I and II are organized in the traditional manner. All entries are numbered to facilitate easy referencing of specific details. Volume III is intended to be a guide to curriculum definitions and processes. Volume IV consists of University Policies that have policy implications for faculty.

IN NO EVENT DO THE PROVISIONS CONTAINED IN THIS FACULTY HANDBOOK CONSTITUTE A CONTRACT BETWEEN THE UNIVERSITY AND THE FACULTY MEMBER. FURTHER, IN NO EVENT ARE THE PROVISIONS CONTAINED IN THIS FACULTY HANDBOOK, UNIVERSITY POLICIES, AND/OR UNIVERSITY OF NORTH CAROLINA POLICIES AND CODE INCORPORATED INTO ANY FACULTY CONTRACT OF EMPLOYMENT.

Office of the Provost
Western Carolina University
VOLUME I

Governance Structure
1.00 GOVERNANCE AND STATUTORY AUTHORITY

Western Carolina University, a constituent institution of The University of North Carolina, functions under the jurisdiction of the thirty-two-member Board of Governors of The University of North Carolina elected by the North Carolina General Assembly. Policies of the Board of Governors are administered by the president and other members of the general administration of The University of North Carolina in Chapel Hill.

The institution was founded in 1889 by Professor Robert Lee Madison. Chartered as Cullowhee High School, it became Cullowhee Normal and Industrial School in 1905. It became a constituent institution of The University of North Carolina on July 1, 1972, following a reorganization of higher education in North Carolina by the state legislature.

The statutory authority, membership, officers, bylaws, power and duties of the Board of Governors are contained in The Code. The Code also describes the duties and responsibilities of the officers of The University of North Carolina and the relationship of the constituent institutions of the Board of Governors. The Code can be accessed online at the following address: http://www.northcarolina.edu/apps/policy/index.php.

The Board of Trustees of Western Carolina University consists of thirteen members—eight appointed by the Board of Governors, four appointed by the governor of the state, and the president of the student body, ex officio. The Board of Trustees receives its authority by delegation from the Board of Governors on matters pertaining to the institution and as advisor to the chancellor concerning the management and development of the institution. The officers of the Board of Trustees are a chair, a vice chair, and a secretary. The Code includes a description of the statutory authority, duties, membership, and officers of the Board of Trustees. The chancellor is the chief administrative officer of the University.

2.00 ADMINISTRATIVE ORGANIZATION

2.01 The Office of the Chancellor

The Chancellor, the Chancellor’s Office, and the central administration have as their primary objective the provision of general administrative leadership for all areas and all activities of the university.

It is the function of the Chancellor to see that the objective is met of providing higher education to the Appalachian region of North Carolina, where major attention is concentrated, and to other areas of the state and the region. The central administration of the university also provides the general direction for the university, seeking and obtaining financial resources and allocating the resources to the various activities throughout the university. It also provides the reporting and review system that enables an evaluation of the effectiveness of institutional activities and of the personnel who have responsibility for the various programs.
Assisting the Chancellor in the administration of the university is the Executive Council whose membership includes the Provost and Vice Chancellor for Academic Affairs, Vice Chancellor for Student Affairs, Vice Chancellor for Administration and Finance, Chief of Staff, General Counsel, Chief Information Officer and the Director of Athletics. In addition to the Executive Council, the Associate Vice Chancellor for Development and Alumni Affairs and the Chief Audit Officer report directly to the Chancellor.

Follow this link to a master Organizational Chart of the University:
http://www.wcu.edu/WebFiles/PDFs/HR_University_Organizational_Chart_update_July_2015.pdf

2.02 Office of the Chief of Staff

The Chief of Staff is both the principal aide and counselor to the Chancellor on important university operational matters as well as the executive leader for the university's marketing, communications and public relations, government relations, and special events areas. The Chief of Staff reports directly to the Chancellor and provides coordination for the achievement of strategic directions, goals, and initiatives for the Chancellor's Division.

The Office of the Chief of Staff is comprised of Communications and Public Relations, University Marketing, External Relations, and Special Events.
Follow this link to a master Organizational Chart of the University:
http://www.wcu.edu/WebFiles/PDFs/HR_University_Organizational_Chart_update_July_2015.pdf

2.03 Academic Affairs

The purpose of the Division of Academic Affairs is to support the provision of varied and well-rounded educational programs at the bachelor's, master's, educational specialist, and doctoral levels. These programs serve the needs of the people of the state and the region, as well as foster the development, preservation, dissemination and utilization of knowledge through effective teaching, learning, research, creativity, and service.

To accomplish its purpose, the academic area of the university is administratively organized into colleges of Arts and Sciences, Business, Education and Allied Professions, Fine and Performing Arts, Health and Human Sciences, and Engineering and Technology. The Honors College, Graduate School and Sponsored Research, and Hunter Library also report to Academic Affairs.

Units of the university which are administratively responsible to the Division of Academic Affairs are the Office of Undergraduate Studies (including the Center for Service Learning, Center for Career and Professional Development, and the Mountain Heritage Center); the Coulter Faculty Commons, Highlands Biological Station, Program for the Study of Developed Shorelines, International Programs and Services, and Intensive English Program; Student Success (including the Advising Center, Academic Success Program, First Year Experience, Math Tutoring Center, Writing and Learning Commons, Registrar’s Office, OneStop, Student Support Services, Disability Services, and Summer Session); Institutional Planning and Effectiveness (including Assessment, Accreditation); Educational Outreach (including the
The Division of Academic Affairs has general responsibility for teaching (administratively located within each college and school) and research administration (administratively located within the Graduate School and Research Division). Graduate School and Sponsored Research is responsible for providing information and services concerned with funded research, sponsored programs, and other grant/contract activities. The Division of Academic Affairs also provides oversight for special units such as the Public Policy Institute (administratively located in the College of Arts and Sciences); the Cherokee Center, which reports to Educational Outreach; the Small Business and Technology Development Center (administratively located in the College of Business); the Center for the Support of Beginning Teachers, the Office of Teacher Recruitment, Advising and Career Support (TRACS, all administratively located in the College of Education and Allied Professions); the John W. Bardo Fine and Performing Arts Center and the Fine Arts Museum (administratively located in the College of Fine and Performing Arts); the Speech and Hearing Center (administratively located in the College of Health and Human Sciences); and the Center for Rapid Product Realization (administratively located in the College of Engineering and Technology).

The Division of Academic Affairs cooperates with regional and state agencies, including area health organizations, community colleges and technical institutes, local public schools and the State Department of Public Instruction, Appalachian Consortium, and others to meet educational needs of the region. It works with federal agencies in a variety of ways, including the National Park Service and the National Science Foundation as well as others, from which substantial grants have been received.

Through and in addition to all of these centers, offices, and programs, the university has reciprocal relationships with many community organizations and divisions.

### 2.04 Administration and Finance

The Vice Chancellor for Administration and Finance is the chief business and financial officer for the university. The Vice Chancellor reports to and is principal advisor to the Chancellor on the business, administrative services, and facilities operations of the university. The Administration and Finance Division is comprised of the Office of the Vice Chancellor and seven major units: University Police, Emergency Management, Human Resources, Budget Office, Financial Services, Facilities Management and the Ramsey Center.

The division's primary objective is to render service to the university. Specifically the division seeks to:

a. Provide effective control and timely reporting of the university's financial affairs;

b. Provide administrative support services that efficiently and effectively accommodate the university’s needs and facilitate the conduct of its primary educational functions.

c. Provide a physical environment that is safe, functional and attractive for those who live, work, attend or visit the University.

d. Ensure positive accountability and cost effective use for the resources committed to the operation of the university.
2.05 Department of Athletics

Vision

Western Carolina University Department of Athletics is committed to success with integrity. Through this commitment, we will realize our vision of becoming the premier institution of choice to be a student-athlete, coach, or athletic administrator in the Southern Conference.

Mission Statement

The Department of Athletics at Western Carolina University is an integral element of the institution and participates fully in the central University mission of teaching and learning. Just as the University seeks to create a community of scholarship in which the activities of its members are conducted with the highest standards of knowledge and practice in their disciplines, the Athletics program promotes the highest levels of academic and athletic success that shares in the responsibility of achieving the goals of the University.

The activities of the Athletics program provide an environment in which students, coaches, faculty, staff, and administrators jointly assume the responsibility for the success on and off the venues of play. The Athletics program embraces the concept that student-athletes are first and foremost students who possess academic goals, personal interests, and vocational ambitions similar to those of any other student. The Athletics program complements other University programs by enhancing the educational, social, career, and athletic opportunities of the students who participate in athletics. This environment also fosters a commitment to high standards of personal and professional conduct by all members of the athletic community manifested in the highest level of personal and professional integrity.

The Western Carolina University Department of Athletics actively promotes a fair and equitable distribution of athletic opportunities, resources, and benefits to all Athletics program participants. Including student-athletes, coaches, and staff; and endeavors a discrimination free environment for all program participants.

The Athletics program provides significant contributions to the University by enhancing loyalty to the alma mater, strengthening the pride and enthusiasm of alumni, fostering a strong sense of community, and serving as a positive public relations tool for the University.

2.06 Office of Internal Audit

What is Internal Auditing?

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the university's operations.

The Goal of Internal Audit
Western's Office of Internal Audit's primary goal is to help the university accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Read the complete Office of Internal Audit charter (https://www.wcu.edu/WebFiles/PDFs/audit-charter-sept-13.pdf)

**Code of Ethics**

The Office of the State Controller of North Carolina has adopted a Code of Ethics. The Code establishes the standard for the minimum levels of expected behavior and is also intended to serve as a guide for making ethical decisions.


**2.07 Legal Counsel Office**

The Legal Counsel Office serves as legal counsel for Western Carolina University. We provide legal advice and business consultative services to the Board of Trustees, the Chancellor, senior officers, and other university managers and employees who are acting in their official capacities on behalf of the university. The Legal Counsel Office does not represent individual faculty, staff members or students in personal legal matters.

Our service philosophy is to provide excellent legal services that also advance the business objectives of our clients with sound, common-sense solutions. Our practice areas and attorney assignments are listed below.
The Student Affairs Division is responsible for a variety of activities which support students’ personal-social development and academic achievement. The Vice Chancellor for Student Affairs has overall responsibility for the administration of the division.

Vision

The WCU Division of Student Affairs aspires to challenge each student with opportunities and experiences to enrich personal growth and potential for success.
Mission

The Division of Student Affairs serves Western Carolina University by facilitating a dynamic campus community. Our services and collaborations engage students by promoting intentional experiences with our colleagues on campus and with our neighbors in the region. Student Affairs helps students discover and join our campus community, works to provide students with the information they need to make good choices, and supports our colleagues in the faculty and staff. We make a difference by building and strengthening the WCU campus community and providing students the experiences necessary to fully realize their potential.

Principles of Good Practice in Student Affairs

The division recognizes that good practice in student affairs:

1. engages students in active learning
2. helps students develop coherent values and ethical standards
3. sets and communicates high expectations for learning
4. uses systematic inquiry to improve student and institutional performance
5. uses resources effectively to achieve institutional missions and goals
6. forges educational partnerships that advance student learning and
7. builds supportive and inclusive communities

Institutional Learning Outcomes

The division supports the university’s student learning outcomes, which include the ability to:

1. to integrate information from a variety of contexts;
2. to solve complex problems;
3. to communicate effectively and responsibly;
4. to practice civic engagement; and
5. to clarify and act on purpose and values.

2.09 Information Technology

Mission

The Division of Information Technology supports the university’s mission by providing and maintaining a secure, reliable and supportable information technology infrastructure and cultivating a knowledgeable and effective staff to embrace WCU’s distinctive engaged learning approach, educational outreach, research, community services, and business operations.

Scope

The Division of Information Technology provides university-wide leadership, management, and services in all areas of information technology. The division is responsible for voice, video, and data systems, including the university networks and the various devices and systems that utilize the networks. The
division’s responsibility includes maintaining an effective information environment that encourages accurate and secure information access, collection, storage, retrieval, and distribution through electronic means. The division supports the use of technology for teaching, learning, research, and administration. In carrying out its responsibilities, the division works collaboratively with other offices of the university and other UNC system institutions.

Specific Responsibilities and Services

Within this mission and scope, these are the major responsibilities of the IT Division:

Planning

Develops and implements university strategic and operational technology plans; participates in UNC system-wide planning in collaboration with the UNC Division of Information Resources; develops, implements, and maintains an enterprise technical infrastructure.

Involvement

Implements mechanisms for participation and involvement of stakeholders through a system of governance and prioritization committees: [http://www.wcu.edu/learn/academic-services/it/aboutit/itgovprioritization/index.asp](http://www.wcu.edu/learn/academic-services/it/aboutit/itgovprioritization/index.asp)

IT Purchasing

Manages enterprise-wide IT-related purchasing of hardware, software, and services.

IT Asset Management

Manages and maintains all IT assets for the University; inventory collection, asset tagging, annual audit.

Policies and Standards

Develops, implements, and maintains university policies and standards related to IT and assures compliance with federal, state, and local regulations.

Security

Implements IT security strategies to protect university assets.

Technology Help Services:

Supports faculty, students, and staff in the uses of information technology.

Technology Innovation

Encourages exploration of new technologies and uses of technology.

Environmental Support

Establishes processes that are responsive to technology’s impact on the environment.

Hardware/Support
Provides or coordinates hardware and software support for university-owned systems.

**Applications Development and Support**

Provides systems analysis and programming support for enterprise applications.

[http://www.wcu.edu/learn/academic-services/it/index.asp](http://www.wcu.edu/learn/academic-services/it/index.asp)

### 3.00 FACULTY GOVERNANCE AND ORGANIZATION

For the purpose of Section 3, reference to “the Colleges” shall refer to the following unless otherwise noted:

- College of Arts and Sciences
- College of Business
- College of Education and Allied Professions
- College of Fine and Performing Arts
- College of Health and Human Sciences
- College of Engineering and Technology
- Hunter Library

**NOTE:** Past practice has been to award the Chair of the Faculty Senate a six credit release from teaching each semester of the academic year. The Provost Office has provided funding equivalent to the adjunct rate to support the release. Although not a part of the arrangements in the past, the provost will allow the Chair of the Senate discretion in allocating the release time. For example, if the chair delegates some of the chair’s duties to an elected officer because of an inability to give up some teaching responsibilities, the elected officer may be given a portion of the chair’s release time. This arrangement will require approval by the appropriate dean and provost.

### 3.01 The Role of the Faculty in Policy Development and Implementation

The Faculty Senate is the chief policy-recommending body of the General Faculty (as defined in 3.02, Article I, Section I of the Faculty constitution). As such, it provides for Faculty participation in the governance and decision-making process of the university. The Faculty Senate operates under the provisions of the Faculty constitution and bylaws. An individual Faculty member may initiate proposals concerning policy matters through the appropriate council of the Faculty Senate, through departmental, college, or General Faculty committees, through individual members of the Faculty Senate, through the Chair of the Faculty, and through normal administrative channels. Proposals may concern a change in existing policy, a new policy, a call for the correction of actions contrary to an existing policy, or a call for interpretation of policy. Proposals should be presented in writing after due reflection, study, and consultation.

Proposals may be considered by the appropriate Faculty committees, the appropriate Faculty Senate councils, the Faculty Senate, and the General Faculty. Recommendations will be considered by the
Chancellor for action. If action by the Board of Trustees is required, the Chancellor will make recommendations to the Board. The only proper communication channel leading to the Board of Trustees is via the Chancellor of the university.

As chief administrative officer, the Chancellor will direct policy implementation through the members of the Chancellor’s staff, vice Chancellors, and other administrative officials. The committees of the General Faculty and the councils and committees of the Faculty Senate and their responsibilities are contained in the bylaws of the General Faculty and in the bylaws of the Faculty Senate. Lists of the Faculty senators as well as council and committee memberships are issued annually.

3.02 The Faculty Constitution of Western Carolina University

ARTICLE I. The General Faculty

Section 1. The General Faculty shall consist of those persons who are approved by the Chancellor for full-time Faculty status, or as further provided by The Board of Governors of the University of North Carolina. Full-time faculty status is described in more detail in Academic Procedures and Regulations document 12 (APR-12) linked from the Office of the Provost website.

Section 2. The General Faculty shall, subject to the approval of the Chancellor, adopt by-laws for self-governance.

Section 3. Organization

The officers of the General Faculty shall be Chair of the Faculty, the Chair-Elect of the Faculty, the Past-Chair of the Faculty, and the Secretary of the Faculty.

I.3.1 The Chair of the Faculty shall be the presiding officer in General Faculty meetings except on those occasions when the Chancellor elects to preside.

I.3.2 The Chair-Elect of the Faculty shall preside in the absence of the Chair.

I.3.3 The Secretary of the Faculty shall keep a record of all proceedings related to meetings of the General Faculty or of the Faculty Senate.

Section 4. Meetings

I.4.1 The General Faculty shall meet at least once each term during the regular academic year.

I.4.2 Special meetings may be called by the Chancellor, or Chair of the Faculty, or upon written request to the Secretary of ten percent of the members of the General Faculty.
I.4.3 The presence of 25% of the members shall be necessary for a quorum.

Section 5. All members of the General Faculty shall have the right to vote.

Section 6. Duties and Responsibilities of the General Faculty

The duties and responsibilities of the General Faculty shall be as follows:

I.6.1 The General Faculty shall consider reports from the Chancellor, the Faculty Senate, Faculty Councils and Committees, Departments, Colleges, and other units of the University and make recommendations concerning these reports.

I.6.2 The General Faculty shall discuss and make recommendations on matters relating to the welfare of the University.

I.6.3 The General Faculty may amend or repeal, with the consent of the Chancellor, any part or all of the Faculty Constitution (See Article II, Section 9). Proposals to amend or repeal shall be discussed at an open forum called by the Chair of the Faculty during the regular academic year. The proposals and written notice of the open forum shall be sent to the General Faculty at least ten working days prior to the forum. The General Faculty will vote on proposals by electronic ballot within five working days following the forum. Actions to repeal or amend shall not be effective unless approved by two-thirds of the members voting.

Section 7. Officers

I.7.1 Those eligible for the office of Chair, or Chair-Elect, or Past-Chair, or Past-Chair, or Secretary of the Faculty must be full-time and devote at least one-half time to teaching or other academic duties excluding administration, each of whom shall have been a full-time faculty member a minimum of three full years. Questions of eligibility shall be resolved by the Committee on Nominations, Elections, and Committees. Nominations and elections shall be held in the spring term, and the persons elected shall take office on the following July 1.

I.7.2 The Chair of the Faculty shall serve ex officio as President of the Faculty Senate. The Chair shall represent the Chancellor in academic matters whenever requested to do so by the Chancellor or the Provost, and shall have such other responsibilities as may be determined by the Chancellor, Provost, or the Faculty Senate. The Chair shall lead the Senate Planning Team. The Chair is an Assembly Delegate.

I.7.3 The Chair of the Faculty shall serve for a term of one year.

I.7.4 The Chair-Elect of the Faculty shall serve in the absence of the Chair. The Chair-Elect shall be a member of the Senate Planning Team and shall chair the Rules Committee.
The Chair-Elect shall serve as an ex officio member of the Committee on Nominations, Elections, and Committees.

I.7.5 The Chair-Elect of the Faculty shall serve for a term of one year and succeed as Chair of the Faculty for a term of one year.

I.7.6 At the end of the Chair of the Faculty’s one-year term, on July 1, the Chair will transition to the Past-Chair office and the Chair-Elect will take office as Chair of the Faculty.

I.7.7 The Past-Chair shall serve in the absence of the Chair and the Chair-Elect. The Past-Chair shall be a member of the Senate Planning Team and shall serve as the Parliamentarian of the Faculty Senate.

I.7.8 The Past-Chair shall serve for a term of one year.

I.7.9 The Secretary of the Faculty shall keep minutes of all meetings of the General Faculty and of the Faculty Senate. The Secretary of the Faculty shall add these minutes to the Faculty Senate webpage in a timely fashion and archive them in a permanent location in the Provost’s Office. The Secretary of the Faculty shall keep records of all committee reports submitted to the Chair of the Faculty or the Faculty Senate. The Secretary of the Faculty shall be ex officio Secretary of the Faculty Senate, the Senate Planning Team, and the Committee on Nominations, Elections, and Committees. The Secretary of the Faculty shall keep records of all elections conducted by those committees. The website for meeting minutes is: http://www.wcu.edu/discover/leadership/faculty-senate/faculty-senate-agendas-and-minutes/index.asp

I.7.10 The Secretary of the Faculty shall serve for a term of three years and shall be eligible for re-election. Nominations and elections shall be held in the spring term every third year, and the person elected shall take office on the following July 1.

I.7.11 Nominations for Chair-Elect and Secretary of the Faculty shall be made by the Committee on Nominations, Elections, and Committees at least three weeks before the date of the election. Additional nominees may be added to the ballot by written nomination signed by twenty-five faculty members and submitted to the Committee on Nominations, Elections, and Committees at least two weeks before the date of election. CONEC shall select and submit the names of qualified nominees for each office to its secretary for publication of the ballot. The nominee receiving the highest number of votes in the election shall be declared elected, unless he or she has failed to receive greater than 50% of the votes cast. In that event, a run-off election shall be held between the persons receiving the highest and the next highest number of votes. The person receiving the highest number of votes in the run-off election shall be declared elected.
I.7.12 In the event of a vacancy of an Office of the General Faculty, the following procedures are to be followed:

a. The Chair: If a vacancy occurs in the office of the Chair, the Chair-Elect shall serve as Chair for the remainder of the unexpired term. He or she shall thereafter remain in the office of the Chair for the following term.

b. The Chair-Elect: If a vacancy occurs in the office of the Chair-Elect during the Fall Semester, a special election for Chair-Elect of the Faculty is to be conducted by the Committee on Nominations, Elections, and Committees. If a vacancy occurs in the Spring Semester, the office of Chair-Elect shall remain vacant for the remainder of the term and the duties of the Chair-Elect shall be redistributed as determined by the Faculty Senate Planning Team.

c. The Past-Chair: If a vacancy occurs in the office of the Past-Chair, the Faculty Senate Planning Team shall appoint a replacement from among all past Chairs of the Faculty or from Faculty Senators who have served for more than two years.

d. The Secretary: If a vacancy occurs in the office of the Secretary during the Fall Semester, a special election for Secretary of the Faculty is to be conducted by the Committee on Nominations, Elections, and Committees. If a vacancy occurs in the Spring Semester, the Faculty Senate Planning Team shall appoint a replacement from the members of the Planning Team not currently serving in a General Faculty Office or as a Council Chair. If the unexpired term of the Office of the Secretary extends into the next academic year, an election for Secretary of the Faculty is to be conducted during the regular spring elections.

Section 8. Elected Committee Membership of the General Faculty

I.8.1 The elected committees of the General Faculty shall be the Committee on Nominations, Elections, and Committees; Delegates to the Faculty Assembly of The University of North Carolina; Faculty Grievance Committee; and the Faculty Hearing Committee.

a. The Committee on Nominations, Elections, and Committees shall conduct all elections for officers and committees of the General Faculty according to the Faculty Constitution and the By-laws of the constituent bodies.

b. Delegates to the Faculty Assembly of The University of North Carolina shall represent the General Faculty and shall serve according to the Charter and By-laws of the Assembly.

c. The Faculty Grievance Committee shall carry out the functions as required in Chapter VI, Section 607, of The Code.
d. The Faculty Hearing Committee shall carry out the functions of the faculty standing committees required in Chapter VI, Section 603, of The Code.

I.8.1.1 In addition to the aforementioned elected committees of the General Faculty, additional university committees shall have a portion of their membership determined by elections conducted by the Committee on Nominations, Elections, and Committees. These university committees shall be the Athletics Committee and the University Budget Advisory Committee:

a. The Athletics Committee shall monitor, oversee, and make formal inquiries regarding issues such as academic support for student-athletes, the athletics budget, and gender and minority equity. It will inquire into any matters involving the welfare of student-athletes and will seek resolution of any problems through recommendations to the Chancellor.

The committee will have three members elected from the General Faculty, three members appointed by the Faculty Senate, and three members appointed by the Chancellor. The Athletics Committee web page is linked to the Faculty Senate web site.

b. The University Budget Advisory Committee (UBAC) makes recommendations to the Chancellor with respect to matters of budget and planning and serves as a communication link between the university students, staff, faculty, deans, vice chancellors, and chancellor on budgetary matters. The University Budget Advisory Committee consists of twelve members: two students, five staff, and five faculty. The five faculty serving on the UBAC shall be members of the General Faculty, elected to staggered three-year terms in the General Faculty Elections conducted by the Committee on Nominations, Committees, and Elections each spring. Each college may have no more than one member on the University Budget Advisory Committee at the same time. All members of the general Faculty, below the level of Associate Dean, are eligible to run for membership. The runners-up in each year’s election will serve as alternates for one year, and will be used to fill vacated positions. Faculty may not serve more than two terms consecutively.

I.8.2 Methods of Election

a. Each spring term the Faculty Senate shall provide the Secretary of the Faculty with nominees for each vacancy on the Committee on Nominations, Elections, and Committees.

b. Each spring term the Committee on Nominations, Elections, and Committees shall provide the Secretary of the Faculty with nominees for each vacancy on the Faculty Grievance Committee, the Faculty Hearing Committee, and Faculty Assembly Delegation. These nominations must reach the Secretary of the Faculty in time for
In no case shall this be less than three weeks before the date of the election.

c. Additional nominees may be added to the ballot for any committee by written nomination signed by at least fifteen faculty members. Such nominations shall be submitted to the Secretary of the Faculty at least two weeks before the date of the election.

d. Ballots shall be distributed electronically by the Secretary of the Faculty, and those nominees receiving the highest number of votes shall be declared elected.

e. Interim vacancies shall be filled by the Secretary of the Faculty from the list of those voted on in the most recent election in the order of highest number of votes received, observing so far as possible the balance by colleges and academic rank required in the By-laws of the General Faculty.

f. The number of persons to be elected to serve on each committee or delegation, the length of terms, other membership requirements, and the system of succession and rotation shall be established in the By-laws of the General Faculty.

g. No person shall serve more than two successive terms in the same position, but may be re-elected after one year off the committee or delegation.

ARTICLE II  The Faculty Senate

Section 1.  The name of this body shall be the Faculty Senate of Western Carolina University.

Section 2.  Purpose and Responsibilities

II.2.1  The Senate shall represent the General Faculty as their principal voice to advise the Chancellor and the Provost on the conduct of the University’s affairs. The Faculty Senate shall represent the sense of the General Faculty in the long-term development of the University’s identity and mission. It shall serve as a collegial forum for the airing of faculty concerns and suggestions about academic aspects of the University.

II.2.2  The Senate may make recommendations to the Chancellor and/or the Provost, by resolution, on any matter germane to the operation of the University. Correspondingly, the Chancellor or the Provost may delegate legislative responsibility in academic matters to the Senate. Senate focus will be on faculty domains as defined by The Code.

II.2.3  All legislation by the Senate shall be subject to the approval of the Chancellor, who shall inform the Secretary of the Faculty in a timely manner of action taken on such
legislation. The Secretary will subsequently inform the Senate of such action(s) at the next Senate meeting.

II.2.4 The Senate recognizes that each of the Colleges is responsible for the policies which affect their operations. However, the Senate reserves the right to review the actions of any College relative to policies which may affect the University as a whole.

II.2.5 The Senate may invite any Dean, Director, Department Head, or Faculty Member to appear before the Senate to provide information. Conversely, any Dean, Director, Department Head, or Faculty Member must contact the Senate Leadership to request an appearance at a Senate meeting.

Section 3. Membership and Elections

II.3.1 The Chancellor, or a designee, the Senior-Elected member of the Faculty Assembly Delegation, the Chair, the Chair-Elect, the Past-Chair, and the Secretary of the Faculty shall be ex-officio voting members of the Senate.

II.3.2 All full-time faculty, serving at the level of Department Head or below, are eligible for elected membership. Questions of eligibility shall be resolved by the Committee on Nominations, Elections, and Committees.

II.3.3 All members of the General Faculty shall be eligible to vote for Senate membership.

II.3.4 Faculty of the Colleges, the College of Engineering and Technology, and the Library shall elect Senators for a three year term through election procedures specified in their by-laws. The number of elected Senators will be 20 - 25. Representation by Colleges will be determined by the ratio of full-time Faculty in that College relative to the total number of full-time faculty at the University. Each College will have at least two elected Senators, unless they inform the Committee on Nominations, Elections, and Committees otherwise. No college shall have a majority of Senators. The specific ratio shall be calculated by CONEC annually to determine the exact number of Senators to be elected.

II.3.5 When a new College is formed, an Election Committee appointed by the Dean of the College shall conduct an election of Senators based on the procedure outlined in II.3.4. Such elections will be held during the first month of the academic year, and the new Senators will take office immediately. In the case where a Senator from one College becomes a faculty member in a new College, that Senate seat will be declared vacant, and a new Senator will be chosen according to the procedure stated in Article II, Section 3.11 below. The Senator who becomes a faculty member of the new College will not automatically remain a Senator. That Senator’s term will, in effect, end when the new College is formed, and the new elections will determine who the Senators from the new college will be.
II.3.6 The regular term of Senators shall be for a period of three years, with a maximum of two consecutive terms of service.

II.3.7 Each year prior to the elections for the Faculty Senate, the Committee on Nominations, Elections, and Committees shall review the number of faculty members in each College to determine whether any changes in the proportionate membership are needed.

II.3.8 Senators shall be elected by the College they will represent and results of the senator elections shall be submitted to the Secretary of the Faculty no later than the first Wednesday in April of the year prior to their service. Faculty members with joint appointments shall be eligible to vote in only one College. Newly elected senators will be invited by the Secretary of the Faculty to attend the last meeting of the Faculty Senate in the spring semester.

II.3.9 Whenever a member shall fail to attend, or be represented by a proxy, for three successive regular meetings of the Senate, that Senator’s place shall be deemed vacant; however, the Senator may be reinstated by a two-thirds vote of the Senate.

II.3.10 A Senator’s unexpired or temporarily vacated term shall be filled by the Secretary of the Faculty from the slate of candidates at the time the Senator was elected, in the order of the highest number of votes received. A Senator’s term shall be considered temporarily vacated if the absence is to be for a semester or more, but not in excess of an academic year. The position will be considered permanently vacated if the absence exceeds an academic year.

II.3.11 Senators shall assume office at the first meeting of the Senate in the academic year following their election.

Section 4. Senators, as representatives of the College or Library from which they are elected, shall report proceedings of the Senate to their constituent faculties. Senators, as representatives of the General Faculty, may bring to the Senate such proposals as have originated from any university constituency, including individual faculty members, Colleges, students, administrators, Councils, or other groups within their colleges or the library.

Section 5. Officers

II.5.1 The Chair of the Faculty shall be the presiding officer, except on those occasions when the Chancellor elects to preside.

III.5.1.1 The Chair of the Faculty shall receive a six credit release from teaching each semester of the academic year. The Provost will provide funding equivalent to the adjunct rate to support the release, and will allow the Chair discretion in allocating the release.
time to another elected officer in order to best meet obligations of both teaching and service to the Senate.

II.5.2 The Chair-Elect of the Faculty presides in the absence of the Chair and serves as chair of the Senate Rules Committee. The Past-Chair of the Faculty shall preside in the absence of the Chair and Chair-Elect.

II.5.3 The Secretary of the General Faculty shall serve as the Secretary of the Senate.

Section 6. Councils

II.6.1 The consideration of matters within its jurisdiction may be delegated by the Faculty Senate to Councils, which shall be responsible to and report to the Faculty Senate.

II.6.2 There shall be three Councils, whose duties, special membership conditions, and other information shall be developed in the By-laws of the Faculty Senate:

a. Academic Policy and Review Council
b. Faculty Affairs Council
c. Collegial Review Council

Section 7. Faculty Senate Meetings

II.7.1 The Faculty Senate shall meet as often as needed during the regular academic year, with the first meeting to be held no later than the second full week of classes in the fall, and be on call during the summer, provided that the Senate may alter meeting dates when necessary.

II.7.2 A special meeting of the Senate may be called by the Secretary at the direction of the Chancellor, or at the direction of the Chair of the Faculty or at the direction of the Senate, on the written request of more than one-fourth of the members of the Senate, or on written request of twenty-five members of the Faculty.

II.7.3 The Secretary shall send notice of regular or special meetings of the Senate to all faculty members to arrive at least five working days prior to regular meetings and two working days before special meetings. The notice shall contain a tentative agenda. All Senate meetings shall be open meetings.

II.7.4 A majority of Senators shall form a quorum.

Section 8. Right of Faculty Appeal

II.8.1 The Senate shall reconsider any action upon petition to the Chair of the Faculty by twenty-five or more faculty members. In the event such reconsideration does not
produce agreement, the matter under appeal shall be brought to the General Faculty for a decision by a majority of those present at a duly called meeting.

II.8.2 Written notice of a General Faculty meeting for the discussion of Senate action appealed by petition shall be sent to faculty members to arrive at least one week prior to the date of the meeting and such notice shall include in its agenda a statement of the action appealed.

Section 9. Amendments and Bylaws

II.9.1 A recommendation to repeal or amend any or several of the provisions of the Constitution shall be made at the regular meeting of the Senate preceding that at which the vote on such recommendation is taken.

II.9.2 A two-thirds majority of the Senate present and voting shall be necessary in order to recommend the repeal or amendment of the Constitution to the General Faculty.

II.9.3 The Faculty Senate shall, subject to the approval of the Chancellor, adopt By-laws to govern its proceedings.

Section 10. Curriculum Assessment, Development, and Review

II.10.1 The responsibility for curriculum assessment, development, and revision rests with the faculty and is overseen by the Faculty Senate. Primary responsibility resides in the department and college in which the curriculum is housed and delivered. Four university-wide groups have responsibility for reviewing proposed changes in the curriculum. These are the Liberal Studies Committee, the Graduate Council, the Professional Education Council, and the University Curriculum Committee.

II.10.2 a. The Liberal Studies Committee (LSC) monitors and maintains established learning outcomes and documents their assessment within the program and considers all changes in the liberal studies curriculum and program as detailed in the Official Liberal Studies Document (http://www.wcu.edu/WebFiles/PDFs/LiberalStudiesDocument-Approved-1-27-2016.pdf). While the LSC will have authority to suggest the total revision of this program, major revision (such as changing the number of required hours in the liberal studies program or the re-allocation of hours) shall require an independent task force empaneled by the Faculty Senate. The 15-member Liberal Studies Committee will include elected representatives from each of the Colleges and Schools of the university and the Library as well as three ex officio non-voting members including the Director of Undergraduate Advising, the Chair of the Academic Policy and Review Council, and the Assistant Provost for Undergraduate Studies. Each College will conduct the election(s) for its representatives to the LSC in the spring semester and report the results of these elections to CONEC and the Secretary of the Faculty. Elected membership will be proportional from each
College and School. Representation shall be determined by calculating the average of the number of junior/senior majors, undergraduate degrees awarded, undergraduate student credit hours generated, FTE for students, and FTE for faculty from the preceding year of the election. Each Spring CONEC will determine the distribution of the LSC membership based on these criteria and will inform each College of the number of elections for vacant seats they are to hold that semester. No College or School shall have more than three members on the LSC and the total number of elected members from all Colleges and Schools shall be eleven. Each College, School, and the Library shall have at least one member on the LSC. Elections will be staggered and terms will be three years. A quorum will be met when a simple majority of voting members is present. The chair shall be elected from the membership at the first meeting each year, can serve a subsequent term, and is eligible to vote on all matters.

b. In the event that the liberal studies program is reviewed as a whole, the chair of the LSC will work in conjunction with the chair of the University Curriculum Committee (UCC; see below) to ensure that all colleges are formally consulted via each of their curriculum committees. If a major liberal studies program change is recommended, the joint LSC/UCC committee will then bring a formal resolution to the Faculty Senate for action.

II.10.3 The Graduate Council considers all changes in the graduate curricula of the university, including graduate education programs. Membership in the Graduate Council will be determined as described below in Article III Section 4.1.

II.10.4 The Professional Education Council (PEC) considers all changes in undergraduate and graduate education programs. Membership includes faculty from the College of Education and Allied Professions, the College of Arts and Sciences, the College of Fine and Performing Arts, the university administration, area public school professionals, and WCU students as outlined in the PEC By-laws http://www.wcu.edu/learn/departments-schools-colleges/CEAP/about-the-college/governance/ceap-professional-education-council/index.asp

II.10.5 The University Curriculum Committee (UCC) considers all new programs as well as new courses not related to Liberal Studies, Graduate Council, or Professional Education Council curricula. Some of the matters considered by the UCC include planning undergraduate and non-degree curriculum and reviewing the following: establishment of academic programs/majors, certification programs, minors, or concentrations within an existing major; consolidation of existing programs/majors; substantial revision or curricular modifications of programs/majors; major extension of academic programs/majors to off-campus sites; and changing titles of academic programs, majors, minors, or concentrations. Membership in the UCC will include a representative appointed from each college’s curriculum committee and an appointed member each from the library, LSC, PEC, and Graduate Council. Six
additional members will be elected, one from each college that develops curriculum, and will serve three-year staggered terms. Each college that develops curriculum will conduct the election(s) for its representatives to the UCC in the spring semester and report the results of these elections to CONEC and the Secretary of the Faculty. No college may have a majority of members. A quorum will be met when a simple majority of voting members is present. The chair shall be elected from the membership at the first meeting each year, can serve a subsequent term, and is eligible to vote on all matters.

II.10.6 The Faculty Senate will receive all recommendations from a regular report included in the Senate agenda the above curriculum councils and committees and has the final faculty vote on new programs, new degrees, new majors, new minors, liberal studies changes, program deletions, and changes to university level curriculum policies and requirements. When new programs are in development, the Faculty Senate shall discuss these programs and take action on them either in conjunction with or prior to the delivery of requests to plan or requests to implement a program are sent to General Administration.

ARTICLE III The Graduate School

Section 1. The Graduate Faculty

III.1.1 The Graduate Faculty shall consist of those members of the General Faculty who, on recommendation of the Department Head/School Director in consultation with departmental faculty, the Dean of the appropriate college after consultation with the respective College Collegial Review Committee, Dean of the Graduate School and Research, and the Graduate Council, have been appointed by the Chancellor.

III.1.2 Officers: The Dean of the Graduate School and Research shall serve as Chair of the Graduate Faculty and of the Graduate Council. The Dean shall prepare the agenda for both bodies and shall make an annual report to the Graduate Faculty.

Section 2. The Graduate Faculty shall meet at least once a year and at other times as needed to act on matters of concern to the entire body. A meeting may be called by the Dean, or upon written request of ten percent of the Graduate Faculty, the Dean shall call a meeting. Twenty-five percent of the membership shall constitute a quorum.

Section 3. The Graduate Faculty may adopt By-laws to govern its proceedings.

Section 4. The Graduate Council

III.4.1 The Graduate Council shall be an elected advisory body representative of the Graduate Faculty. It shall be composed of the Dean of the Graduate School and Research, the Associate Dean of the Graduate School and Research, and the Dean of Library Services as ex officio members; members of the Graduate Faculty from each
college with graduate programs elected from that college; and one student appointed by the Dean of the Graduate School and Research. The determination of the specific number of members to be elected from each College will be made by the Dean of the Graduate School and Research based on graduate student credit hours generated in each College, with the provision that there be at least one member from each College. Elected faculty members shall serve staggered three-year terms but not more than two successive terms. They may be re-elected after one year off the Council.

III.4.2 The Council shall meet at least twice each regular academic term, and special meetings may be held on the call of the Dean, or upon the request of three of its members, addressed to the Dean, to act on matters affecting the Graduate Faculty and graduate programs. It shall have the right to delegate matters within its jurisdiction to standing committees or special committees which shall be responsible to and report to the Graduate Council. Its duties shall include, but not be limited to, the following:

a. To establish curricula and standards of instruction.

b. To regulate admissions, grading practices, and degree requirements.

c. To make changes in, additions to, or deletions from degree programs.

d. To appoint graduate faculty.

e. To evaluate degree programs.

III.4.3 Right of Faculty Appeal

a. Any action of the Graduate Council will be reconsidered provided that at least 15 members of the Graduate Faculty petition the Dean for reconsideration.

b. In the event of failure to produce agreement, the matter under appeal shall be brought to the Graduate Faculty for a decision by a majority of the faculty present at a duly called meeting.

Section 5. The Faculty Scholarship Advisory Committee

III.5.1 Duties:

The Faculty Scholarship Advisory Committee serves to provide a channel for open discussion of the research and scholarly aspirations and concerns of the faculty at Western Carolina University. Special functions of the committee include assisting faculty in the pursuit of sponsored research, serving as a faculty research and scholarship awards committee, sponsoring grant writing and grant review teams and
advising the Dean of the Graduate School and Research on policies, procedures, and development programs needed for high quality faculty research, creative, and scholarly activities.

III.5.2 Membership:

The Faculty Scholarship Advisory Committee shall be chaired by a nominated faculty member and composed of one elected representative from each College, appointed member from the Coulter Faculty Commons, the Office for Undergraduate Studies and the Graduate Student Association. All college representative members shall be elected by the respective college faculty to serve three-year terms and may only serve two consecutive terms. Membership outside the college representatives serve term lengths as recommended by the Dean of the Graduate School. The Faculty Scholarship Advisory Committee shall meet at least once per semester.

Section 6. Institutional Review Board

The Institutional Review Board (IRB) shall develop policies and review applications for the use of human research subjects for research purposes under university auspices. It shall recommend appropriate policies and give overall supervision to the handling of all human experimental subjects in order to assure conformity with federal, state, and university regulations relating to safety, health, and welfare of humans. It will assist the Dean of the Graduate School and Research or designee in developing an adequate system of records and controls on the use of humans as experimental subjects. The Provost shall appoint the IRB which shall report directly to the Provost. Membership shall consist of: the Dean of the Graduate School and Research or designee; one member whose primary concern is in a scientific area; one member whose primary concern is in a non-scientific area; one member who has no affiliation with the institution; two others to ensure ethical treatment of subjects. A chair shall be selected during the first meeting of each fiscal year.

Section 7. Institutional Animal Care and Use Committee

III.7.1 The Institutional Animal Care and Use Committee (IACUC) shall develop policies and periodically review applications for the use of animals in research, housing, care, and disposal procedures whenever and wherever animals are used for teaching or research purposes under university auspices. It shall recommend appropriate policies and give overall supervision to the handling of all animal experimental subjects in order to assure conformity with federal, state, and university regulations relating to the safety, health, and welfare of both researchers and animals. It will assist the Dean of the Graduate School and Research or designee in developing an adequate system of records and controls on the use of animals as experimental subjects. The Chancellor shall appoint an IACUC which will report directly to the Provost. Membership shall consist of: the Associate Dean of the Graduate School and Research; a veterinarian; a practicing scientist experienced in research involving
animals; one member whose primary concerns are in a non-scientific area (e.g., ethicist, lawyer, clergy); one member who is not affiliated with the university in any way and is not a member of the immediate family of a person affiliated with the university; and one member who meets the requirements of one or more of the above categories. The Associate Dean of the Graduate School and Research will chair the committee. Both sexes must be represented on the overall membership of the committee.

Section 8. Dean of the Graduate School and Research

III.8.1 The chief administrative officer of the school shall be the Dean of the Graduate School and Research.

III.8.2 After consultation with the Graduate Council and a search committee appointed by the Provost, the Provost shall make nominations for appointment to this office to the Chancellor. If the Chancellor agrees, he or she will appoint the Dean. Periodic review of the work of this office shall be conducted, and the time between reviews shall in no case be more than five years.

III.8.3 The duties of the Dean of the Graduate School and Research shall be delegated and defined by the Chancellor and shall appear in the official documents of the University.

Section 9. Patent Committee

III.9.1 This Committee recommends policies relating to patents and copyrights where obligations, privileges, and finances involve the university, its employees, or its students. It will insure that Western Carolina University policies conform to those of The University of North Carolina. The Dean of the Graduate School and Research or designee and the Vice Chancellor for Administration and Finance or designee shall be ex officio members. Five faculty members, one of whom shall hold rank in the area of business law and one of whom shall be a member of the Library Faculty, shall be members.

III.9.2 The Chancellor appoints the chair of the Patent Committee. The Patents Committee shall report directly to the Chancellor.

ARTICLE IV The Colleges

Section 1. The Faculty

IV.1.1 Membership.

The Faculty of a College shall consist of those members of the General Faculty who hold appointments in that College.
IV.1.2 Duties and Responsibilities.

The Faculty of a College shall have primary responsibility within broader policy guidelines of the University, for curriculum, courses, method of instruction, research, faculty status, and those aspects of student life which relate to the educational process.

IV.1.3 Officers

a. The Dean of the college shall serve as Chair of the Faculty of that College.

b. The Faculty of a College may elect a Vice-Chair to preside in the absence of or at the request of the Dean.

c. The Faculty of a College may elect a Secretary who shall keep a record of its meetings.

Section 2. The Faculty of a College shall hold at least one meeting each regular academic term to act on matters of concern to the College. A special meeting may be called by the Dean. The Dean shall call a special meeting upon the written request of ten percent of the Faculty of the College. At regular and special meetings, 25 percent of the Faculty of the College shall form a quorum.

Section 3. The Faculty of a College shall adopt By-laws to govern its proceedings.

Section 4. Committees

IV.4.1 Dean’s Advisory Committee

a. The Dean’s Advisory Committee shall be composed of the Dean of the College, who shall serve as Chair, and members as determined by the By-laws of the College.

b. The Dean’s Advisory Committee shall advise the Dean on any matter of concern.

c. The committee shall meet at least once each regular academic term and at the call of the Dean, or upon the request of at least three of its members addressed to the Dean. All meetings shall be announced and scheduled in such a way that maximum attendance will be encouraged.

IV 4.2 Student Advisory Committee

a. Each College shall have a Student Advisory Committee consisting of one student selected from each department/school in the College. The Dean shall be the Chair.
b. The duty of this Committee shall be to advise the Dean on matters of common interest to the Dean and the students. Meetings may be called at any time by the Dean. The Dean shall call a special meeting upon the request of more than one-fourth of the student members of the Committee. All meetings shall be announced and scheduled in such a way that maximum attendance will be encouraged.

IV.4.3 Each College should, in its By-laws, determine the size, method of selection, duties, and responsibilities of such Committees as:

a. Elections

b. Curriculum

c. Collegial Review

d. Strategic Planning

Section 5. Dean of the College

IV.5.1 The chief administrative officer of the College shall be the Dean.

IV.5.2 After consultation with the Department Heads/School Directors of the College and a Search Committee appointed by the Provost, the Provost shall make nominations for appointment to this office to the Chancellor. If the Chancellor agrees, he or she will appoint the Dean. Periodic review of the work of this office shall be conducted, and the time between reviews shall in no case be more than five years.

IV.5.3 The duties of the Dean shall be delegated and defined by the Chancellor and shall appear in the official documents of the University. The Dean of a College is charged by the Chancellor and the Provost to plan, organize, direct, and control the affairs of the College as its chief administrative officer. Activities incorporated under this charge include the following duties and responsibilities:

a. To establish long range and short range goals for the College.

b. To effectively organize the College to respond to the needs of people within the University and in the region.

c. To administer the academic program of the College, including: monitoring the progress of students enrolled in the College, reviewing curriculum and course schedules, evaluating transfer credits, advising and registering students, reviewing credits for graduation, and considering the merits of exceptions to general policies and procedures.
d. To represent the College in the affairs of the University.

e. To create a positive environment conducive to the professional growth of the faculty, the educational advancement of students, and the economic development of the region served by the University.

f. To serve as the chief fiscal officer of the College, including: budget preparation, budget hearing defense, allocation of funds provided to the College, approval of expenditures, internal auditing of College accounts, and financial negotiations with persons involved in the financial activities of the College.

g. To direct and coordinate the activities of Department Heads/School Directors in achieving University and College goals and objectives.

h. To assist Department Heads/School Directors in recruiting faculty members and students.

i. To oversee the process of faculty evaluation and make recommendations to the Provost.

j. To appoint Search Committees for selection of Department Heads/School Directors and to coordinate their activities.

k. To evaluate the performance of each Department Head/School Director on a systematic basis.

l. To assure that merit salary increases are based upon a reward system which recognizes quality achievements.

m. To organize activities of the College to develop and maintain appropriate relationships with the external agencies and groups served by the College.

n. To maintain appropriate relationships with the Graduate School to assure the effective delivery of graduate instruction.

o. To coordinate all off-campus instructional activities of the College.

ARTICLE V The Departments

(Clarifying note: Some units within colleges are organized as Schools rather than departments and have “School Directors” rather than “Department Heads” although department and Department Head language is used throughout this Article)

Section 1. The Departmental Faculty
V.1.1 The Faculty of a Department shall consist of those members of the General Faculty who hold appointments in that Department.

V.1.2 The Departmental Faculty shall have primary responsibility, within broader policy guidelines of the College, the Faculty Senate, and the University, for curriculum, courses, method of instruction, research, faculty status, and those aspects of student life which relate to the educational process.

Section 2. Officers

V.2.1 The Head of the Department shall serve as Chair of the Departmental Faculty.

V.2.2 The Departmental Faculty may elect a Vice-Chair to preside in the absence of or at the request of the Chair.

V.2.3 The Departmental Faculty may elect one of its members to serve as Secretary, who shall record the minutes of all meetings.

Section 3. The Departmental Faculty shall meet at the call of the Department Head and as often as necessary to assure the effective communication of academic matters. A special meeting shall be called by the Department Head at the request of one half of the Departmental Faculty. At regular and special meetings, a majority of the department members shall constitute a quorum.

Section 4. Committees

V.4.1 The department shall elect a Collegial Review Committee from among its members to make recommendations to the Department Head on these as well as other personnel matters. Those being considered for promotion or tenure will not serve while they are being considered.

V.4.2 Other departmental committees, such as a Student Advisory Committee, a Strategic Planning Committee, and a Curriculum Committee, may also be established.

Section 5. Head of the Department

V.5.1 The chief administrative officer of the department shall be the Department Head.

V.5.2 The Dean will consult with the Departmental Faculty and, if an outside search is conducted, a Search Committee appointed by the Dean. After consultation with the Dean, the Provost shall make nominations for appointment to this office to the Chancellor. If the Chancellor agrees, he or she will appoint the Department Head. Periodic review of the work of this office shall be conducted, and the time between reviews shall in no case be more than three years.
V.5.3 The duties of a Department Head shall be delegated and defined by the Chancellor, and shall appear in the official documents of the University. The duties shall include but not be limited to the following statement:

Heads of Departments within a College are directly responsible to the Dean of that College. They are the chief administrative officers of their respective departments and have general administrative responsibility for matters affecting the academic strength and productivity of their departments. It is their responsibility to develop and maintain a faculty and programs of excellence. Among the specific duties delegated to the Head by the Chancellor within University and College policies and guidelines are the following: recruiting, screening, and recommending the appointment of faculty members; initiating recommendations on all departmental personnel matters including reappointment, promotion, tenure, and other actions on faculty status; maintaining an effective faculty evaluation system and providing leadership in promoting the professional development of the faculty; providing for and administering such departmental committees as are appropriate and needed; oversight of all matters pertinent to the departmental curriculum, including instructional standards, methods, materials, and quality, advisement and other work with students, and the planning, evaluating, and proposing changes and additions in courses and programs; managing the departmental schedule of course offerings, staffing of the courses, and preparing and administering departmental budgets; and working cooperatively with other units of the University, such as the Library, to assure the effective functioning of the department.

ARTICLE VI  The University Library

Section 1. The Faculty

VI.1.1 The Faculty of the University Library shall consist of those members of the General Faculty who hold appointments in the University Library.

VI.1.2 The Faculty of the University Library shall have primary responsibility, within the broader policy guidelines of the University, for building collections and providing related services in conjunction with the development of curricula, courses of study, and methods of instruction. It shall also have responsibility for research, faculty status, and those aspects of student life which relate to the educational process.

Section 2. Officers

VI.2.1. The Dean of Library Services shall serve as Chair of the Library Faculty.

VI.2.2. The Faculty of the University Library may elect a Vice-Chair to preside in the absence of or at the request of the Dean of Library Services.
VI.2.3. The Faculty of the University Library may elect a Secretary who shall keep a record of its meetings.

VI.2.4. The Faculty of the University Library shall hold at least one regular meeting each term to act on matters of concern to the University Library. A special meeting may be called by the Dean of Library Services and shall be called upon the request of three members of the faculty or ten percent of the faculty, whichever is greater. At regular and special meetings, a majority of the faculty shall constitute a quorum.

Section 3. The Faculty of the University Library shall adopt By-laws to govern its proceedings.

Section 4. Committees

VI.4.1 The university library faculty shall elect a Dean of Library Service’s Advisory Committee, a Collegial Review Committee and may also establish a Strategic Planning Committee, and such other committees as are deemed necessary or desirable.

Section 5 Dean of Library Services

VI.5.1 The chief administrative officer of the University Library shall be the Dean of Library Services.

VI.5.2 Nominations for appointment to this office shall be made to the Chancellor by the Provost after consultation with the university library faculty and a Search Committee appointed by the Provost. If the Chancellor agrees, he or she will appoint the Dean of Library Services. Periodic review of the work of this office shall be conducted, and the time between reviews shall in no case be more than five years.

VI.5.3 The duties of the Dean of Library Services shall be delegated and defined by the Chancellor and shall appear in the official documents of the University.

3.03 By-laws of the General Faculty of Western Carolina University

These By-laws are written under the provisions of the Constitution of the General Faculty and, where the By-laws are in conflict, the Constitution will govern.

ARTICLE I Procedural questions shall be resolved in accordance with the most recent edition of Robert’s Rules of Order

ARTICLE II The Committee on Nominations, Elections, and Committees.

Section 1. Membership and chair

II.1.1 The Committee on Nominations, Elections, and Committees (CONEC) shall consist of nine elected full-time faculty members, each of whom shall have been a full-time faculty
member a minimum of three full years, and the Chair-elect and Secretary of the Faculty as ex officio members.

II.1.2 At least one faculty member from each of the Colleges of the university, including the Library, shall serve, but no more than one-half the members shall be from any one College. At least one member from each of the academic ranks of Professor, Associate Professor, and Assistant Professor shall serve on the committee. A member’s promotion in rank during a term of office shall not terminate membership. Department Heads/School Directors may serve on the committee.

II.1.3 Each member shall serve a three-year term, the terms staggered so that three members are elected each year.

II.1.4 The Chair shall be elected by and from the membership of the committee and shall serve for two years.

Section 2. Duties and Responsibilities

II.2.1 In addition to the duties specified in the Faculty Constitution (I.7.1 and I 7.2) and in the By-laws of the Faculty Senate (II.2.3), the committee shall promulgate its own rules of procedure, shall devise appropriate and uniform election procedures, shall provide assistance to the elections committees of the Colleges, and shall maintain a record of all elections for the previous five years.

II.2.2 The committee shall insure that all nominations for elections conducted under its supervision be open. Questions of eligibility for nominations shall be resolved by the committee. Committee decisions may be appealed to the Faculty Senate.

II.2.3 The Chair of the CONEC shall call the first meeting of each committee of the General Faculty for which a chair is to be elected.

ARTICLE III Delegates to the Faculty Assembly of the University of North Carolina

Section 1. Membership and Elections

III.1.1 Delegates to the Faculty Assembly of The University of North Carolina shall represent the General Faculty and shall serve according to the Charter and By-laws of the Assembly. Nominations and elections shall be held in such a way as to assure that there will be no more than two delegates from any one undergraduate college of the university. Department Heads/School Directors may serve on the Faculty Assembly Delegation.

III.1.2 Delegates and alternates shall be elected to three-year terms, the terms staggered so that each of the two delegates and each of the two alternates are elected in different years.

III.1.3 Chair of the Faculty Senate shall be an ex-officio delegate to the Faculty Assembly.
Section 2. Duties and Responsibilities

III.2.1 The Faculty Assembly delegation shall prepare an annual report of the work of the Faculty Assembly to be presented by the senior-elected delegate to the General Faculty at its first fall meeting.

III.2.2 The senior-elected Faculty Assembly delegate shall serve as an ex-officio member of the Faculty Senate and of the Senate Planning Team.

III.2.3 The senior-elected Faculty Assembly delegate shall report matters of interest or concern to the Faculty Senate at its next scheduled meeting after each Faculty Assembly meeting.

III.2.4 If the senior-elected Faculty Assembly delegate is unable to perform these duties, the next senior delegate will fulfill them.

ARTICLE IV The Faculty Grievance Committee

Section 1. Membership and chair

IV.1.1 The Faculty Grievance Committee ("Committee") shall consist of twelve (12) elected full-time faculty members with representation from each professorial rank. No officer of administration shall serve on the Committee. For purposes of this section, "officer of administration" shall be deemed to include Department Chairs, Department Heads, and School Directors. Appointment to department headship or to a higher level administrative position during a Committee member’s term of service shall force resignation from the Committee.

IV.1.2 At least one faculty member from each of the Colleges of the university shall serve, but no more than one-half the members shall be from any one College. A member’s promotion in rank during a term of office shall not terminate membership, unless such promotion causes a professorial rank to be unrepresented, in which case a faculty member at that rank must be elected or appointed.

IV.1.3 Each member shall serve a four-year term, the terms staggered so that one-fourth of the members are elected each year.

IV.1.4 The chair shall be elected by and from the membership of the Committee and shall serve for one year. The chair may be elected to successive terms.

Section 2. Duties and Responsibilities

IV.2.1 The Committee is authorized to hear and advise with respect to the adjustment of grievances of all faculty. The power of the Committee is solely to hear representations by the persons directly involved in grievances and to advise adjustment by the appropriate administrative official. Advice for adjustment in favor of an aggrieved Faculty member may be given to the Chancellor only after the Provost, Dean,
Department Head, or other administrative official most directly empowered to adjust it has been given similar advice and has not acted upon it within a reasonable time.

IV.2.2 Grievances within the province of this Committee include all those matters related to the faculty member’s employment status (See Section VI of Tenure Policies and Regulations of Western Carolina University) and intra-university relationships. The Committee shall not consider matters involving formal proceedings for the suspension or dismissal of the faculty member since these matters will be considered by the Faculty Hearing Committee.

IV.2.3 Grievances may be filed by any faculty member during his/her employment at Western Carolina University. If the faculty member is separated from employment while his/her grievance is pending, the grievance must be dismissed unless the Chancellor decides it is in the university’s best interest to allow the grievance to continue. [UNC Policy 101.3.2, Section IV.i.]

Section 3. Principle Procedures

IV.3.1 See Section 4.10.B of the WCU Faculty Handbook for grievance procedures.

IV.3.2 Changes to the Grievance Procedures shall be made in the following manner:

IV.3.2.1 Substantive changes (as defined by the Rules Committee of the Faculty Senate) shall be approved by the General Faculty according to procedures in Article VII of the By-laws of the General Faculty.

IV.3.2.2 Changes due to directives from the University of North Carolina General Administration shall be made automatically with the General Faculty being informed by the Chair of the Faculty.

IV.3.2.3 Minor changes (as defined by the Rules Committee of the Faculty Senate) shall be made by the Faculty Senate with the General Faculty being informed by the Chair of the Faculty.

ARTICLE V The Faculty Hearing Committee

Section 1. Committee Responsibilities

V.1.1 The Faculty Hearing Committee (“FHC”) is authorized to: (i) hear petitions for the review of negative reappointment and tenure/promotion decisions in accordance with Sections 602 and 604 of the Code of The Board of Governors of The University of North Carolina (the “Code”); (ii) to hear requests for review of intended discharge of or the imposition of a serious sanction on a tenured faculty member (or a faculty member serving a stated term) in accordance with Section 603 of the Code; and (iii) to hear requests for reconsideration of termination due to financial exigency or the major curtailment or elimination of a program in accordance with Section 605 of the Code. The central role of the FHC is to gather and preserve evidence, make findings of fact, and provide
recommendations and advice to the Chancellor on the merits of the faculty member’s allegations. [UNC Policy 101.3, Section II.C]

Section 2. Membership and Terms

V.2.1 The FHC shall consist of twelve (12) tenured associate or full professors elected by the General Faculty in accordance with the Bylaws and procedural regulations of the General Faculty. At least one (1) tenured faculty member from each College of the University shall be elected and serve.

V.2.2 No administrative officer may serve on the FHC. For purposes of this Section V.2.2, the term “administrative officer” means the Provost, Assistant or Associate Provost, Dean, Assistant or Associate Dean or Department Head/School Director.

V.2.3 Acceptance of an appointment to an administrative officer position during an FHC member’s term of service shall be deemed a voluntary resignation from the FHC.

V.2.4 FHC members are elected to an initial four (4) year term and will be eligible for immediate re-election to an additional four-year term. Terms shall be staggered so that approximately one-fourth of the FHC members are elected each year. After serving two consecutive four-year terms, a faculty member can become eligible to be elected to serve on the FHC after the passage of one (1) year.

Section 3. Chair and Vice Chair; Terms

V.3.1 The officers of the FHC shall be the Chair and the Vice Chair appointed from among and by the FHC membership. Each officer shall serve a one (1) year term and shall be eligible for re-election. In the event the Chair is unable to complete his/her duties or appointment, the Vice Chair may serve in his/her place.

Section 4. Review Panels

V.4.1 A Review Panel is a sub-committee comprised of members of the FHC selected by the Chair to review specific petitions. A Review Panel shall not include any faculty member who has participated in a reappointment, tenure or promotion decision that is the subject of review.

V.4.2 Upon receiving a written petition for review, the Chair of the FHC will select five (5) members of the FHC to serve on a Review Panel, and shall appoint one (1) member to serve as Chair of that Review Panel. When contacting potential Review Panel members, the Chair of the FHC shall inquire whether the proposed members have any conflicts of interest with any of the parties (i.e., the faculty member requesting the review or the administrators involved in the decision being reviewed) or prior knowledge about the contested matter such that the members cannot maintain objectivity.

Section 5. Training
V.5.1 In accordance with UNC Policy 101.3.1, Section II.C.i, members of the FHC shall be trained annually by the University Legal Counsel’s Office. A member of the FHC must have attended training as a pre-requisite to serving on a Review Panel.

ARTICLE VI Duly-constituted Committees

Section 1. Duly-constituted committees, as specified in Articles III 8.2, IV 5.2, and VI 5.2 of the Constitution, are appointed by the Provost or the appropriate Dean for the purpose of reviewing and searching for academic administrators at the levels of Dean, Department Head/School Director, and Dean of Library Services.

Section 2. Membership, duties, and procedures shall be established by the respective colleges, departments/schools, and the library with the advice of the Faculty Senate.

ARTICLE VII Changes in By-laws

Section 1. A recommendation to repeal or amend any or several of the provisions of the By-laws shall be made at the regular meeting of the Faculty Senate preceding that at which the vote on such recommendation is taken.

Section 2. A two-thirds majority of the Senate present and voting shall be necessary in order to recommend the repeal or amendment of the By-laws to the General Faculty.

Section 3. The faculty may amend or repeal, with the consent of the Chancellor, any part or all of the By-laws of the General Faculty. Proposals to amend or repeal shall be discussed at an open forum called by the Chair of the Faculty during the regular academic year. The proposals and notice of the open forum shall be sent to the faculty at least ten days prior to the forum. The proposals shall be acted upon by the General Faculty, the vote to be conducted by electronic ballot within one week following the discussion. Actions to repeal or amend shall not be effective unless approved by two-thirds of the members voting.

3.04 By-Laws of the Faculty Senate

The By-laws of the Faculty Senate are written by authority of Article II, Section 9.3 of the Faculty Constitution. For the purpose of this document, Senate Leadership is defined as the General Faculty Officers.

ARTICLE I Meetings of the Faculty Senate

Section 1. a. Potential faculty matters to be addressed by the Senate are developed (identified) in faculty caucuses and forums. Caucuses are called by the Past-chair of the Faculty at the beginning of each semester. Forums are called as needed by the Chair of the Faculty or the Chancellor or designee.
b. Meetings of the Faculty Senate shall be conducted in accordance with the most recent edition of Robert's Rules of Order unless a 2/3 majority of senators agree to suspend the Rules.

c. The number, dates, and announcement of meetings shall conform to the provisions of Article II, Section 7, of the Faculty Constitution.

d. A meeting notice, which includes a draft of the agenda, shall be prepared by the Senate Planning Team and sent to the faculty by the Secretary or designee on the Friday prior to the Senate meeting. A final version of the agenda shall be sent to the faculty on the Monday prior to the Senate meeting.

e. Minutes of meetings shall be prepared and maintained by the Secretary of the Senate. Copies of the minutes shall be distributed to Senators for approval and made available to the university community prior to the next Senate meeting. Approval of the minutes requires a simple majority vote.

f. A Senator who cannot attend a meeting of the Faculty Senate may designate another Senator as a proxy. Prior to the meeting, the Senator must send written notification to the Secretary of the Faculty Senate copying the Senator serving as proxy. A Senator may serve as a proxy for only one person per meeting.

ARTICLE II Committees, Councils and other Faculty Groups

Section 1. Senate Planning Team of the Faculty Senate

II.1.1 Membership of the Senate Planning Team shall include

a. Chair of the Faculty (facilitator)
b. Chair-Elect of the Faculty
c. Past-Chair of the Faculty
d. Secretary of the Faculty
e. Senior Elected Delegate to the UNC Faculty Assembly
f. Council Chairs
g. Chancellor, Provost, or their designees.
h. At large Senators who are elected by the Senate to ensure representation by at least one person from each College

II.1.2 Responsibilities of the Senate Planning Team

1. meets monthly to set the upcoming Senate agenda based in part on faculty and administrative input
2. identifies relevant background information on agenda items
3. invites appropriate administrators and/or experts to upcoming Senate meetings
4. facilitates changes due to vacancies in Senate Leadership
5. makes a yearly assessment of external duties of the Senate Leadership and redistributes these duties as needed. In general, anticipated duties of the Senate Leadership are presented in the table below. No duties shall be reassigned in a manner that conflicts with duties specified to each office in the Faculty Constitution (Article I, Section 7 or Article II, Section 5).
<table>
<thead>
<tr>
<th>Committee Membership</th>
<th>Ceremonial Duties</th>
<th>Administrative Duties</th>
<th>Senate Roles/Duties</th>
<th>Other Duties</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chair of the Faculty</strong></td>
<td>Senate Planning Team Faculty Assembly Chancellor’s Leadership Council Paul A. Reid Awards Committee</td>
<td>Attends Graduation Participation in University-wide Assemblies (i.e. Opening Assembly and Spring Awards Ceremony)</td>
<td>Sets Faculty Senate Calendar for next academic year</td>
<td>Chair of Faculty Senate Chair of Senate Planning Team</td>
</tr>
<tr>
<td><strong>Chair-Elect of the Faculty</strong></td>
<td>Senate Planning Team Rules Committee CONEC Chancellor’s Leadership Council</td>
<td>Attends Freshman Convocation</td>
<td>Organizes forum and voting for any changes to General Faculty Constitution and By-laws Update changes to General Faculty Constitution and By-laws on SharePoint each year Works with Secretary and Past-Chair to finalize Faculty Senate Council assignments</td>
<td>Chairs Senate if Chair is unavailable</td>
</tr>
<tr>
<td><strong>Past-Chair of the Faculty</strong></td>
<td>Senate Planning Team</td>
<td></td>
<td>Organizes Fall and Spring Faculty Caucus Works with Secretary and Chair-Elect to finalize Faculty Senate Council assignments</td>
<td>Parliamentarian Chairs Senate meeting if both Chair and Chair-Elect are unavailable</td>
</tr>
<tr>
<td><strong>Secretary of the Faculty</strong></td>
<td>Senate Planning Team CONEC</td>
<td>Helps maintain Faculty Senate web page Sends Faculty Senate Announcements Secretary of CONEC Maintains records of General Faculty Elections Works with Chair-Elect and Past-Chair to finalize Faculty Senate Council assignments</td>
<td>Secretary of the Faculty Senate Prepares draft of Faculty Senate Agenda</td>
<td></td>
</tr>
</tbody>
</table>
II.1.3 All Councils of the Faculty Senate

a. The major working units of the Senate are the Councils with composition and scope described in Article II, C below.
b. No College shall have a majority of members on any Council.
c. Council membership for Senators will be for three-year staggered terms.
d. Faculty Senators shall serve on only one Council. The Senate leadership will make appointments to the various Councils based on availability and interest of each Senator. Senators will be apprised of Council assignments at the beginning of the academic year.
e. If necessary, Senators may also serve as representatives of their Colleges in satisfying the membership requirements of the various Councils.
f. The Senate Leadership will complete the faculty appointments for each Council with respect to rotation, continuity, representation, and efficiency. These appointments will be presented to the Faculty Senate at its first regular meeting of the academic year.
g. The Chair of the Faculty names a Chair for each Council with input from Council membership. The Chair must be a member of the Faculty Senate, will serve a one-year term and shall be eligible for reappointment.
h. The Chair of each Council shall receive assignments from the Faculty Senate, shall assume responsibility for seeing that the Council completes the assignments in a timely fashion, and shall report the work of the Council to the Faculty Senate at each meeting.
i. The Senate Leadership is responsible for orienting the new Senate members to the faculty governance system at the beginning of the academic year.
j. Councils shall meet monthly during the academic year. The Chair of the Council may call additional meetings. A majority of Council members shall form a quorum.
k. In most instances, matters within its jurisdiction should be considered by each Council as a whole. Councils may establish standing committees or ad hoc committees and delegate particular assignments to such.
l. All standing and ad hoc committees shall report to the Council on a regular basis. Recommendations by such committees shall be acted upon by the Council.
m. Each Council Chair shall provide an annual written summary of the work of the Council to the Chair of the Faculty by the last regular Faculty Senate meeting of the academic year, which includes Council membership.
n. If warranted, a Council Chair or any Council member may be removed by action of the Senate Leadership.

Section 3. The Composition and Scope of the Councils
II.3.1 Academic Policy and Review Council (APRC)

a. Academic policy and institutional governance falls under the jurisdiction of the APRC. Areas of responsibility include:

1. altering admission, graduation, instructional, or retention standards
2. modifying academic policies including grading criteria, etc.
3. reviewing academic programs (i.e. inactivation, reactivation, and termination)

b. Membership of the APRC shall include:

1. Senators, preferably at least one from each College
2. one full-time faculty representative from the University Curriculum Committee chosen annually by that body
3. one full-time faculty representative from the Graduate Council chosen annually by that body
4. one full-time faculty representative from the Professional Education Council chosen annually by that body
5. one full-time faculty representative from the Liberal Studies Committee chosen annually by that body.

Once the Council membership is established, if there is no representation from a particular College, the Dean of the affected College shall be requested to provide a full-time faculty member. If a Dean does not meet this expectation within 10 working days of the request, such vacancy will be filled by the Senate Leadership.

c. The Chair of the APRC must be a Senator and will be appointed by Senate Leadership. The Chair will serve a one-year term and shall be eligible for additional terms.

d. The Chair of the APRC will receive written and/or verbal reports about changes to curriculum from the University Curriculum Committee, Liberal Studies Committee, Professional Education Council, and Graduate Council each month. This information will be conveyed to the Faculty Senate at each meeting for information. Curriculum items may become action items at Faculty Senate if so moved (see IV.B.).

II.3.2 Collegial Review Council (CRC)

a. The jurisdiction of the CRC includes:
1. annual faculty evaluation  
2. tenure, promotion and reappointment  
3. post tenure review  
4. other issues related to faculty performance  

b. Membership of the CRC shall include:

1. Senators, preferably at least one from each College  
2. One full-time faculty representative from each of the College's Collegial Review Committee chosen annually by that body.

Once the Council membership is established, if there is no representation from a particular College, the Dean of the affected College shall be requested to provide a full-time faculty member. If a Dean does not meet this expectation within 10 working days of the request, such vacancy will be filled by the Senate Leadership from the faculty of the effect College.

c. The Chair of the CRC must be a Senator and will be appointed by Senate Leadership. The Chair will serve a one-year term and shall be eligible for additional terms.

II.3.3 Faculty Affairs Council (FAC)

a. The welfare and development of the Faculty falls under the jurisdiction of the FAC excluding specific issues that are the jurisdiction of the other two Senate Councils mentioned above.

1. Student Assessment Instruments are overseen by FAC

b. Membership of the Faculty Affairs Council shall include:

1. Senators, preferably at least one from each College  
2. One full-time faculty representative from each of the Dean's Advisory Committee chosen annually by that body.

Once the Council membership is established, if there is no representation from a particular College, the Dean of the affected College shall be requested to provide a full-time faculty member. If a Dean does not meet this expectation within 10 working days of the request, such vacancy will be filled by the Senate Leadership.

c. The Chair of the CRC must be a Senator and will be appointed by Senate Leadership.
d. The Chair will serve a one-year term and shall be eligible for additional terms.

Section 4. Standing Committee

II.4.1 Rules Committee

a. The jurisdiction of the Rules Committee includes:

   a. reviewing the Faculty Constitution, the By-laws of the General Faculty and the By-laws of the Faculty Senate of the Faculty Handbook
   b. receiving and evaluating suggestions for amendments
   c. updating the Faculty Handbook as needed

b. The Rules Committee will report annually to the Faculty Senate and at other times as needed. The report will include Committee membership.

c. The Rules Committee will consist of a minimum of four Senators chosen by the Faculty Senate at the first meeting of the academic year and will be chaired by the Chair-elect of the Faculty.

Section 5. Ad hoc Committees

a. The Faculty Senate may name ad hoc committees to investigate matters under the jurisdiction of the Faculty Senate.

b. These special committees shall prepare written reports, including Committee membership, submitted to the Faculty Senate.

c. When the Faculty Senate accepts the ad hoc committee's report, that committee will be disbanded unless the Faculty Senate directs otherwise.

d. When student membership is required for an ad hoc committee, the Student Government Association will be requested to provide members.

ARTICLE III Orientation of New Senators and Council Members

The Secretary of the Faculty will be responsible for orienting new Senators at the beginning of the academic year. New Senators will be asked to indicate their preference for membership on the Councils. The Senate Leadership will make Council assignments with regard to existing Council membership and stated preferences of new Senators.

ARTICLE IV Procedure for Bringing Business before the Faculty Senate

Section 1. Bringing items to the Senate Planning Team.
IV.1.1 Any items requiring Senate action may be presented to the Chair of the Faculty by any university constituency, including individual faculty members, Colleges, students, administrators, Councils or other groups. The Chair will then present the item to the Senate Planning Team. In addition, any Department, College, or other body may request discussion of proposed programs, projects, or items before the Senate Planning Team.

IV.1.2 The Senate Planning Team will take one of the following actions:

a. Report the item to the full Faculty Senate for consideration. The Faculty Senate may act on the item at the next meeting, move it for immediate action, or refer it to one of the Councils for further analysis.

b. Refer the item directly to one of the Councils for further analysis before action by the Faculty Senate. In this case, the Senate Planning Team will report such a referral to the Faculty Senate at the next Faculty Senate meeting. To avoid extended debate, a time limit will be placed on discussion of the item. The time limit will be determined in advance by the Senate Planning Team. Discussion will be extended beyond that time limit only by a two-thirds vote of the Faculty Senate.

c. Return the item to the initiating person(s) for additional clarification and inform the Faculty Senate of this action.

IV.1.3 Council reports to the Faculty Senate

Councils will report on their activities at each meeting of the Faculty Senate. Reports will consist of items in two categories.

a. Action: Items in this category should be presented to the Senate Planning Team to be entered on the agenda. They require appropriate debate and discussion and may be moved to the agenda of the next Senate meeting if prolonged discussion or consultation is deemed desirable.

b. Information: This category will be used to inform the Faculty Senate of the current work of the Council. Faculty Senate discussion of items in this category will be subject to the time limit outlined above. Any information brought forward may be brought into action if the Senate so moves.

ARTICLE V Amendments

The By-laws of the Faculty Senate may be amended or repealed upon a two-thirds majority vote of the
senators present at any regular meeting.

**ARTICLE VI Voting Procedures**

All votes on resolutions and action items before the Faculty Senate will be electronically recorded, archived with the minutes and made available to the public upon request. Approval of the minutes may be voted on by raise of hand or voice vote.

**ARTICLE VII Reports**

Section 1. As provided in II.B.13 of these By-laws, each Council Chair shall provide an annual written summary of the Council’s work to the Chair of the Faculty by the last regular meeting of the Faculty Senate of the academic year.

Section 2. The Chair of the Faculty shall submit an annual report of Faculty Senate activities to the Chancellor by June 1 each year.
VOLUME II

Faculty Responsibilities and Development
4.00 EMPLOYMENT POLICIES, TERMS, AND PROCEDURES FOR FACULTY

4.01 Equal Opportunity and Diversity

Western Carolina University is committed to the principles of equal opportunity and inclusion as reflected in the mission, core values, and guiding principles set out in the university’s strategic plan, and as codified in University Policy #10, “Policy Statement on Non-Discrimination and Equal Opportunity”, found at


4.02 Academic Freedom and Responsibility of the University Community

A. Western Carolina University is dedicated to the transmission and advancement of knowledge and understanding. Academic freedom is essential to the achievement of these purposes. This institution therefore supports and encourages freedom of inquiry for faculty members and students to the end that they may responsibly pursue these goals through teaching, learning, research, discussion, and publication, free from internal and external restraints that would unreasonably restrict their academic endeavors.

B. Western Carolina University shall support faculty and students in their responsible exercise of the freedom to teach, to learn, and otherwise to seek and speak the truth. It is the policy of Western Carolina University to support and encourage full freedom, within the law, of inquiry, discourse, teaching, research, and publication for all members of this institution’s academic staff. Members of the faculty are expected to recognize that accuracy, forthrightness, and dignity befit their association with this institution and their position as men and women of learning. They should not represent themselves, without authorization, as spokespersons for Western Carolina University.

C. Western Carolina University shall not penalize or discipline members of the University because of the exercise of academic freedom in the lawful pursuit of their respective areas of scholarly and professional interest and responsibility.

D. Faculty and students of this institution shall share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.
4.03 Appointments

A. Considerations for Academic Appointments

1. When recommendations and decisions on appointment, reappointment, promotion, and tenure are made, at least the following considerations must be assessed: The faculty member’s demonstrated professional competence and potential for future contribution and the needs and resources of the institution. In making recommendations and decisions, administrators and committees shall use criteria and standards recommended by the faculty and approved by the Chancellor and shall comply with all applicable requirements of the Code of the University of North Carolina. General guidelines for colleges and departments to use in preparing criteria will be set forth by the Chancellor upon the recommendation of the University Tenure and Promotion Committee.

2. Candidates for tenure-track positions who hold or are pursuing a terminal degree from Western Carolina University may be considered for employment if they have established themselves at other institutions for a significant period of time, usually five years or more, or possess unusual qualifications of benefit to the University. Prior to pursuing their candidacy, department heads and deans must seek approval from the Provost. Should exceptions be made, contract language at the time of hire should document the exception.

B. Terms and Conditions of Appointments Including Prior Service Credit

1. The terms and conditions of each initial appointment and each reappointment to the faculty shall be set out in writing. A copy thereof, signed by the Chancellor or the Chancellor’s designee and the faculty member, shall be delivered to the faculty member and a copy shall be retained by the Chancellor. The general terms and conditions of such appointments, including those provided herein, shall either be set out in the document of appointment or incorporated therein by clear reference to specified documents that shall be readily available to the faculty member.

2. Prior to the initial probationary appointment at Western Carolina University and upon the recommendation of the concerned departmental advisory committee and departmental head, credit for prior service may be granted by the Provost to be applied against the faculty member’s probationary period. The extent of such credit shall be noted in the faculty member’s employment contract. As a general rule, one year of service credit at Western Carolina University may be granted for every two years of full time service at other higher-education institutions.

C. Types of Faculty Appointments

Faculty appointments shall be of three kinds: appointments with tenure, probationary appointments, and fixed-term appointments. All recommendations for initial, full-time appointments shall be made by the department head after consultation with the departmental advisory committee.
1. Tenured appointments

a. Definition

An appointment with tenure is a continuing appointment to a professorial rank that is not affected by changes in such rank and continues until ended by resignation, by retirement, or by approved procedures as provided in Sections 4.08 and 4.09 of this document and in Sections 603 and 605 of the Code of the University of North Carolina. Only faculty members at the ranks of assistant professor, associate professor, and professor are eligible for tenure. Administrative personnel with professorial rank shall be eligible for tenure in rank as faculty members but not in their administrative positions. Although criteria may vary, an administrative officer shall be recommended for tenure by the same procedure prescribed for other faculty members, i.e., a recommendation must originate within the faculty member's academic department and receive consideration by the appropriate dean and the Provost. Faculty members with tenure who are appointed to administrative positions shall retain tenure in the academic rank.

b. Initial appointments with tenure

Outlined below are the minimum standards that shall apply when an individual is being considered for an initial tenured appointment.

- A file will be prepared by the administrative office to which the candidate would report if employed. The file will contain: (a) a copy of the individual's vita; (b) three letters of recommendation; (c) a letter from the administrator recommending professorial rank and requesting a favorable tenure recommendation. A copy of the file will be provided to the Provost.
- The departmental collegial review committee will review the file and recommend to the dean whether tenure should be recommended. A written report of this recommendation will be transmitted to the Provost through normal administrative channels with intervening administrative levels indicating their concurrence with the recommendations. The administrators recommending action will consult with their respective tenure and promotion advisory committees as necessary.
- In making their recommendation, the various collegial review committees will rely on departmental criteria which are reflective of university standards (Section 4.04C), but will, of necessity, base their judgment on the candidate's record of performance established prior to coming to Western Carolina University.
- Following receipt of this recommendation, the Provost will make a recommendation and transmit all information to the Chancellor for appropriate action.
- The recommendation for professorial rank and tenure can be made simultaneously with the offering of the position and can occur at any time during the year.
- The recommendation from the Chancellor to the Board of Trustees can be made at any point in the academic year but normally would be made when all other tenure recommendations are forwarded.

c.  **Probationary appointments for tenure**

A tenure-track appointment is a probationary appointment which has as its major purpose the determination of the suitability of the faculty member for a tenure appointment, consistent with the provisions of Section 602 (4) of the *Code of the University of North Carolina*. Probationary appointments are for a specific term of service and are subject to the reappointment provisions of Section 4.06.

d.  **Persons in the following categories shall not be eligible for tenure:**

- Persons with non-probationary, fixed-term appointments.
- The director of athletics, head football coach, head basketball coach, assistant director of athletics, and other full-time members of the intercollegiate athletics staff, including assistant coaches of football and basketball. These persons may be appointed to a fixed term as instructors upon recommendation by an instructional department head, the dean, and the Provost. Reappointments may be made for an indefinite period.
- Persons subject to the State Personnel Act (SPA Appointments).
- Administrators exempt from the State Personnel Act (EPA Appointments).

2.  **Special Faculty Members**

- Faculty members who are appointed as visiting faculty members, adjunct faculty, lecturers, instructors, artists-in-residence, writers-in-residence or other special categories are regarded as “special faculty members”. Special faculty members may be paid or unpaid.
- Special faculty members who are paid shall be appointed for a specified term of service, as set out in writing in the letter of appointment. The term of appointment of any paid special faculty member concludes at the end of the specified period set forth in the letter of appointment, and the letter of appointment constitutes full and timely notice that a new term will not be granted when that term expires. However, full-time appointees at the rank of instructor or above (including lecturers and visiting assistant/associate/full professors) shall be given the notice of non-reappointment specified in Section 4.09B1 if the conditions of appointment to the rank of instructor or above include a provision that the appointment is subject to renewal.
- Special faculty members who are not paid may be appointed for a specified term of service or at will. Their pay and appointment status should be set out in the letter of appointment.
- During the term of their employment, special faculty members are entitled to seek recourse under the Faculty Grievance Procedures.
• Special faculty members, whether paid or unpaid, are not covered by Section 604 of the UNC Code, and that section does not accord them rights to additional review of a decision by the University not to grant a new appointment at the end of a specified fixed term.

D. Provision for Less than Full-Time Employment

Faculty may be employed for less than full-time employment with commensurate compensation. Faculty on full-time employment may apply for relief from all or some employment obligations under the conditions of the Serious Illness and Disability Policy (which includes childbirth) or other compelling reasons.

E. Externally Funded Positions

The written statement of a faculty member's appointment, reappointment, or promotion to a position funded in whole or in substantial part from sources other than continuing state budget funds or permanent trust funds shall specify in writing that the continuance of the faculty member's services, whether for a specified term or for tenure, is contingent upon the continuing availability of such funds. This contingency shall not be included in either of these situations:

1. In a promotion to a higher rank if, before the effective date of that promotion, the faculty member had tenure and no such condition is attached to the tenure, or

2. If the faculty member held tenure in the institution on July 1, 1975, and the faculty member's contract was not then contingent upon the continuing availability of sources other than continuing state budget or permanent trust fund.

4.04 Western Carolina University Collegial Review

A. Overview

Western Carolina University faculty members are responsible for evaluating each other’s contributions to the University, region, and profession and making recommendations to the administration on faculty performance decisions. Western Carolina University has four separate but related faculty evaluation processes: annual faculty evaluation (AFE), reappointment (R), tenure and promotion (T/P) and post-tenure review (PTR). This section explains the purpose of each review, defines each of these processes, and explains the roles and responsibilities of all participants.

Full-time, part-time, and adjunct faculty are required to document their teaching, scholarship, and service as related to their primary responsibilities in the Faculty Activity Database. Reports from the database will be included in materials presented for Annual Faculty Evaluation, Reappointment, Tenure, Promotion, and Post-tenure Review.

In the event of any conflict between a report generated by the Faculty Activity Database (FAD) and requirements stated in the Departmental Collegial Review Document (DCRD), the DCRD requirements will take precedence over the FAD report for all review processes and the faculty member should edit the FAD report accordingly. Every report from the FAD will be generated as a downloadable and editable
text document (e.g., MS Word) to facilitate individual customizing needs and to allow flexibility in reporting specific departmental requirements as needed.

**B. Types of Review**

1. **Annual faculty evaluation.** The purpose of annual faculty evaluations (AFE) is to provide faculty members with an annual evaluation, which includes written feedback concerning the extent to which they have met the departmental criteria for teaching, service, and scholarly/creative contributions. AFE is based on an annual record of performance.

2. **Reappointment.** The purpose of collegial review in the reappointment process (R) decisions is to indicate whether or not a faculty member is meeting the departmental criteria for teaching, service, and scholarly/creative contributions. Reappointment is based, in significant part, on a cumulative record of performance.

3. **Tenure and promotion.** The purpose of collegial review in the tenure/promotion (T/P) process is to determine whether or not an individual faculty member merits tenure or promotion. Each faculty member presents a dossier describing how he/she has met department criteria for tenure or promotion. Tenure and promotion are based, in significant part, on a cumulative record of performance.

4. **Post-tenure review.** The purpose of post-tenure review (PTR) is to support continuing faculty development, to promote faculty vitality, and to encourage excellence among tenured faculty. Each faculty member presents material for review that includes the four most recent annual faculty evaluation summary statements, the most recent set of directional goals, and a current curriculum vitae. The faculty member may include a brief reflective summary to provide context (departments will determine the length and depth of this summary). Evaluation committees, department heads, and deans assess the extent to which tenured faculty members have exceeded, met, or not met the department post-tenure review criteria in the five years since the last TPR/PTR action.

**C. University Standards for Collegial Review**

Faculty members at Western Carolina University are expected to be effective teachers, to be practicing scholars in their disciplines, and to provide meaningful service to the University and the community. The particular mix of these expected activities will vary as a function of departmental missions and the role of the faculty member in the department. Tenure-track or tenured faculty members should be active in all three areas. Overarching expectations of all faculty include professionalism and collegiality. Collegiality is not a separate criterion upon which faculty are assessed, unless otherwise dictated within DCRDs or College by-laws. Collegiality entails shared responsibility and effective cooperation to achieve common goals. Moreover, collegiality among associates must involve appreciation of and respect for differences in expertise, ideas, and background. The concept of collegiality, however, should be distinguished from congeniality; to be congenial is parallel with sociability and agreeableness, while collegiality is a positive and productive association with colleagues. A person need not be congenial to
be collegial. See also UNC Policy Manual 101.3.1.11.B. The following minimum university standards provide the groundwork for departments to establish specific criteria for collegial review.

1. Teaching

Faculty members at Western Carolina University are scholarly teachers who provide evidence that their teaching is effective. Effective teaching will be documented through the use of student, and peer evaluations as well as a self-report. Students will evaluate teachers on the professional aspects of teaching and on their response to instruction. Peers evaluate pedagogical content knowledge as well as the professional aspects of teaching. Faculty members will provide a self-evaluation on the link between their instruction and disciplinary currency.

2. Scholarship

Consistent with its mission and vision as a regionally engaged institution, Western Carolina University defines scholarship broadly through the Boyer Model which includes four categories of scholarship:

**Scholarship of discovery.** Scholarship of this type includes original research that advances knowledge and may involve publishing journal articles, authoring/editing books, or presenting at conferences. This type of scholarship also includes creative activities such as artistic products, performances, musical, or literary works.

**Scholarship of integration.** Scholarship of this type involves synthesis of information across disciplines, across topics within a discipline, or across time. Textbooks, bibliographies, and book reviews are examples of this type of scholarship.

**Scholarship of application.** Sometimes called engagement, the scholarship of application goes beyond the provision of service to those within or outside the University. To be considered scholarship, there must be an application of disciplinary expertise with results that can be shared with and/or evaluated by peers such as technical reports, policy statements, guidebooks, economic impact statements, and/or pamphlets.

**Scholarship of teaching and learning.** Scholarship of this type is the systematic study of teaching and learning processes. It differs from scholarly teaching in that it requires a format that will allow public sharing and the opportunity for application and evaluation by others.

Faculty members should demonstrate that they are current and scholarly in their disciplines as reflected in the ways they teach and serve. They are also expected to demonstrate regular activity in one or more of the types of scholarship listed above. The relative emphasis on each type of scholarship will be determined in the context of departmental and university mission and needs. Expectations of scholarly activity should be consistent with peer institutions. Expectations for scholarship will be
defined by the departmental faculty in the Collegial Review Document and approved by the department head, dean, and Provost.

Departments should recognize and evaluate a wide variety of scholarly activities consistent with the department’s and the University’s mission. Scholarly activities should not be rigidly categorized. Many activities and products can be classified as more than one type of scholarship.

3. Service

Faculty members are expected to participate in service. Service is expected to increase over a faculty member’s employment. Primarily, service requires general expertise and is done as an act of good citizenship. Service at the department, college/school and university levels includes serving on committees (e.g., search committees, curriculum committees, and collegial review committees), recruiting students, mentoring new faculty members, and advising administrators.

Service may also require special expertise, unusual time commitments, or exceptional leadership. Examples of such service include exercise of special technological, research or pedagogical skills, involvement with students in extracurricular activities, leadership in university governance, or taking on special administrative assignments (e.g., being department head, directing a graduate program, administering a grant obtained by the University).

Service includes community engagement (e.g., providing disciplinary expertise to a professional, civic, economic, or educational entity at the local, regional, or national level).

Advising students is a significant form of service. Advisers are expected to be informed about curriculum and related processes, to be available to those they advise, and to help students in their academic and career planning.

D. Procedures Guiding Collegial Review

Collegial review is the responsibility of the faculty. All procedures for faculty evaluation should reflect the university standards as stated in Section 4.04C.

1. The rule of confidentiality will guide the operations of all collegial review committees.
   a. All the committees and parties involved in the evaluation of tenure, promotion and reappointment cases agree to maintain the confidentiality of records, deliberations, and specific recommendations.
   b. Accepting appointment to departmental, college or university collegial review committees indicates agreement to confidentiality. Confidentiality of the tenure, promotion and reappointment process is to be respected forever, not just during that particular year of review. Members of collegial review committees
participate with the understanding that all matters related to their deliberations remain confidential.

c. Faculty candidates under review are not to approach committee members at any time concerning the disposition of their review and should understand that inquires of this type are deemed entirely inappropriate. Committee members are encouraged to report candidates who approach them requesting information regarding the review. Committee members must refrain from commenting on the disposition of a review to the faculty candidate.

d. Violation of collegial review committee confidentiality, including but not limited to the dissemination of written or verbal information, discussion of proceeding or resolutions, should be reported to and investigated by the appropriate Dean/Provost and may result in sanctions against the offending faculty member and will be held confidential.

e. In the case of departmental collegial review committee violations, appropriate sanctions will be determined by the department head in consultation with the dean and provost. In the case of college and university collegial review committee violations, appropriate sanctions will be determined by the dean and provost.

f. Appropriate sanctions will be determined in consideration of the gravity of the offense and the resulting damages. Sanctions, at a minimum, will include removal of the offending faculty member from the collegial review committee. Further sanctions may include warning or reprimand (written), permanent removal of the privilege of serving at any level of collegial review or on committees that consider confidential material such as candidate files. In the most severe cases of violation, “sufficiently serious as to adversely reflect on the individual’s honesty, trustworthiness or fitness to be a faculty member,” sanctions should be drawn from Faculty Handbook 4.09D1c, Discharge or the Imposition of Serious Sanctions.

g. Faculty members who have been sanctioned have the right to appeal, as indicated in Article 4 of the Faculty By-laws and Faculty Handbook 3.03 Article IV 3.3 of the By-laws of the General Faculty, or Faculty Handbook section 4.09 for serious sanctions.

2. Annually, each faculty member will receive information concerning departmental expectations. Departmental criteria should be specific and flexible – specific enough to provide guidance to new faculty and flexible enough to accommodate multiple types of teaching, service, and scholarship.

3. Collegial review/faculty evaluation (AFE statements, reappointment, tenure and promotion decisions, and post-tenure review feedback) should be based on the degree to which the faculty member meets the established departmental criteria.
4. Each faculty member has the right to receive annual written feedback as part of the AFE and reappointment procedures.

5. Each faculty member has the right to place a written response to the AFE and reappointment feedback in his/her AFE/TPR file. Faculty responses to the department head AFE statement must be submitted to the department head prior to the first day of the following fall semester, unless stated as earlier within the DCRD.

6. All four faculty evaluation processes (AFE, reappointment, tenure and promotion, and post-tenure review) must include procedures and documentation that are consistent and aligned. One set of supporting documentation is sufficient for candidates up for both promotion and tenure, when they occur in the same academic year.

7. Reappointment, tenure, and promotion will utilize the departmental criteria that are in affect at the time of the review.

8. Should criteria for reappointment, tenure, and promotion be different from when the faculty member was previously reviewed, the individual may request special consideration by the appropriate department and/or college collegial review committee(s). The following procedures will be followed:

   a. The appropriate department or college collegial review committee(s) may recommend extension of probationary period and/or reconsider the expectations. The committee should consider such things as the timing of the change in expectations relative to the candidate’s eligibility for review and the level of discrepancy between the expectations and the ones under which the candidate had been working.
   b. The collegial review committee(s) shall make a written recommendation to accept or deny the request and specify any conditions.
   c. The collegial review committee(s) shall forward the recommendation to the appropriate department head/dean.
   d. The appropriate department head/dean must review the recommendation with the candidate.
   e. The appropriate department head/dean may accept, modify, or reject any collegial review committee recommendations.
   f. Any changes made to the recommendations of the collegial review committee(s) recommendations must first be discussed with the candidate before forwarding them to the Provost for action.
   g. The Provost may seek the advice and counsel from the University Collegial Review Committee.

- The Provost will notify the candidate in writing specifying the conditions under which the candidate will be evaluated.
- This notification letter will be placed in the candidate’s personnel file.
• The candidate will be responsible for including this letter in the TPR application or dossier.
• The faculty member may appeal any unfavorable action to the next level until it reaches the Provost.
• The Provost’s decision for a review of an individual’s criteria for tenure and promotion shall be final

9. Department heads and deans should receive training regarding collegial review policies and procedures.

E. Roles, Responsibilities, and Procedures

This section outlines the respective responsibilities of all parties within the collegial review process.

1. Departments
   a. Recommend criteria consistent with the university standards for teaching, scholarship, and service.
   b. Review departmental criteria according to established guidelines.

2. Faculty members
   a. Provide evidence in the application or dossier for reappointment, tenure, and promotion reviews. The application (1st, 3rd, 5th year) and dossier (2nd, 4th, 6th year) should reflect their record of teaching, scholarship, and service activities that meet departmental criteria. In the case of required administrative review (see Section 4.06B), the candidate will submit a dossier rather than an application, regardless of year. The specific contents and format of the dossier are outlined by the Provost annually. See also Section 4.07.B
   b. Acknowledge receipt of AFE and reappointment feedback.

3. Department collegial review committees
   a. Evaluate applications and dossiers against the departmental criteria.
   b. Vote on candidate reappointment, tenure, promotion, and post-tenure review.
   c. Provide each candidate with annual written reappointment statements describing, to the extent possible, the committee’s impression of the candidate’s progress toward tenure, promotion and reappointment.
   d. Provide each candidate with a written description of his/her reappointment, tenure, promotion, and post-tenure review actions taken by the committee.
   e. Work with department heads to develop procedures for making recommendations to the college collegial review committee.
   f. In review actions requiring a vote, a majority vote of the committee is required for a positive recommendation.
   g. Proxy voting or in absentia voting are not permitted for collegial review committees. If a committee member is not present and able to participate in the discussion she/he may not vote.
4. College collegial review committees

a. Receive the candidate’s reappointment dossiers in 2nd and 4th years (if required by college by-laws), TPR dossier in 6th year, and dossiers in the event of a required administrative review.
b. Receive the recommendations from the department collegial review committee and department head. These documents may be combined or separate.
c. Evaluate dossiers against the departmental criteria.
d. Assure that departments appropriately followed the procedures specified in collegial review documents.
e. Develop written procedures to guide the review process for candidate dossier for reappointment, tenure, and/or promotion review actions (see 4.06 B.2).
f. Provide each candidate with a written description of his/her reappointment, tenure, and promotion, review actions taken by the committee.
g. In review actions requiring a vote (if required by college by-laws), a majority vote of the committee is required for a positive recommendation.
h. Proxy voting or in absentia voting are not permitted for collegial review committees. If a committee member is not present and able to participate in the discussion she/he may not vote.
i. Work with deans to develop by-law for colleges for reappointment review actions (see 4.06 B.2).

5. The University Collegial Review Committee

a. Receives the recommendations from the college collegial review committee and dean. These documents may be combined or separate.
b. Evaluates dossiers against the departmental criteria (DCRD).
c. Assures that departments and colleges appropriately followed the procedures specified in collegial review documents.
d. Provide each candidate with a written description of his/her reappointment, tenure, promotion, and post-tenure review actions taken by the committee.
e. A majority vote of the committee is required for a positive recommendation.
f. Proxy voting or in absentia voting are not permitted for collegial review committees. If a committee member is not present and able to participate in the discussion she/he may not vote.
g. Assure that the departmental collegial review criteria and procedures comply with the university standards, principles, and roles established by the Collegial Review Council of the Faculty Senate.
h. Work with the Provost to establish a cycle for evaluating collegial review criteria and procedures.

6. Department heads

Provide faculty members with a copy of the departmental criteria and collegial review procedures.
a. Provide new tenure-track faculty with a copy of the current departmental criteria and procedures no later than when the position is offered.
b. Provide faculty members with annual written feedback (AFE summary statement and reappointment decisions), which describe the degree to which the faculty member met the departmental criteria.
c. Assure that faculty members are sufficiently informed regarding the collegial review process, including the format and required documentation (see Guidelines for Applications/Dossiers provided by the Collegial Review Council and the Provost).
d. Make recommendations to the dean for prior service credit to be granted toward tenure and/or promotion during the hiring process of new faculty members within their department.
e. Make recommendations to the dean on tenure, promotion and reappointment matters.

7. College deans

a. Meet with all faculty candidates for promotion and/or tenure to discuss process, criteria and documentation requirements.
b. Meet with department heads and college collegial review committee members to discuss department criteria and university procedures and standards.
c. Approve departmental criteria to assure they comply with university standards.
d. May establish procedures in consultation with the college collegial review committee and department heads for colleges with common disciplinary expectations and/or those containing professional programs guided by accrediting bodies.
e. Consult with the appropriate department heads; make recommendations to the Provost for prior service credit for new faculty members.
f. Make recommendations to the Provost on tenure, promotion and reappointment matters.
g. Inform the candidate in writing of his/her recommendation decision.

8. The Office of the Provost

Provides training for deans and department heads to assist them with the responsibilities involved in the collegial review process.

a. Hears appeals from departments concerning the appropriateness of the departmental criteria.
b. Consults with the appropriate department head and deans to grant prior service credit for new faculty.
c. Develops guidelines annually in collaboration with the Faculty Senate Collegial Review Council for the specific contents and format of the application and dossier.
d. Provides training and written guidelines to the University Collegial Review Committee.
e. Hears the initial appeal from candidates denied tenure or promotion by the Provost.
f. Makes recommendations to the Chancellor on tenure and promotion.
g. Makes decisions for reappointment.
h. Informs the candidate in writing of his/her recommendation decision.

9. The Chancellor

a. Receives recommendations from the Faculty Hearing Committee concerning Reappointment, Tenure, and Promotion.
b. Hears appeals from candidates denied tenure or promotion by the Provost, following the Provost's negative decisions on reconsideration of appeals.
c. Presents recommendations to the Board of Trustees for tenure and promotion.

10. The Board of Trustees

a. Grants tenure under the delegation of the President and Board of Governors
b. Approves promotions.

11. The Board of Governors

a. Hears appeals in accordance with The Code and UNC Policy 101.3.1.

F. Final action and AA-12

1. AA-12s will be sent to candidates along with final letters of recommendation decisions on all review actions.

2. A copy of the AA-12 will also be sent to department heads and deans.

4.05 Annual Faculty Evaluation

A. Overview

The annual faculty evaluation (AFE) is the primary process for evaluating faculty member performance in teaching, service, and scholarship. The AFE process provides:

- Information for merit salary increases;
- Documentation for tenure, promotion, reappointment, and post-tenure review;
- Feedback to faculty members about their ongoing performance and the extent to which they have met applicable AFE documents.

AFE documents are developed by faculty members in accordance with guidelines provided by the Provost. After approval by departmental faculty, AFE documents are forwarded for approval to the
dean of the college. The departmental AFE documents should include multiple means for evaluating teaching, scholarship, and service.

B. Evaluation of Teaching

1. The faculty at Western Carolina University is committed to the idea that effective teaching maximizes student learning. As such we define teaching excellence as the facilitation of engaged and ambitious learning. Even among diverse instructional settings, we recognize that effective teaching incorporates some common aspects that can be evaluated. In accordance with UNC Policy Manual Chapter 400.3.1.1[G], WCU’s policies for the evaluation of teaching include ongoing student and peer evaluations of teaching. WCU’s evaluation of teaching centers on three areas: pedagogical content knowledge, the professional administration of the class (including supervision of students), and student response to instruction. See Office of the Provost website [http://www.wcu.edu/10132.asp] for further resources and research on the evaluation of teaching.

Overview: WCU Evaluation of Teaching—3 Criteria with Evidence

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<th>EVALUATIVE MEASURES</th>
<th>PEDAGOGICAL CONTENT KNOWLEDGE</th>
<th>PROFESSIONAL ASPECTS OF TEACHING</th>
<th>STUDENT RESPONSE TO INSTRUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVIDENCE / ARTIFACT</td>
<td>Peer Review of Teaching Materials and Direct Observation</td>
<td>Peer Review of Teaching Materials and Direct Observation</td>
<td>Peer Review of Teaching Materials and Direct Observation</td>
</tr>
<tr>
<td>EVIDENCE / ARTIFACT</td>
<td>Statement on Teaching Currency</td>
<td>Student Assessment of Instruction (SAI)</td>
<td>SAIs</td>
</tr>
</tbody>
</table>

a. Pedagogical Content Knowledge

Effective teachers remain current in their fields, know how students learn, and recognize what prior information, including misconceptions, students bring to their courses. Most important, they know how to combine these three kinds of knowledge to create teaching acts that lead to student learning. Shulman (1987) has called this combination “pedagogical content knowledge” to distinguish it from content knowledge alone or pedagogy alone. Using their pedagogical content knowledge, scholars restructure their expertise in forms that are understandable and useable by their students.

An instructor’s pedagogical content knowledge is reflected in the teaching acts that represent a discipline’s central concepts, skills and recent advances through a variety of means, including classroom explanations, assignments, and other course requirements. Teachers become more effective as they repeatedly engage in these teaching acts and
find out what is easiest and most difficult for their students and modify their teaching accordingly.

b. Evaluation of Pedagogical Content Knowledge

Faculty members should be able to evaluate the current state of their pedagogical content knowledge for a particular course by responding to the questions: “What am I doing to help my students understand the most important material in my field?”; and “How have I changed my teaching practices to help students understand the central concepts, skills and advancements for the courses I teach?”

Peer evaluators should be able to see evidence of pedagogical content knowledge in the portfolios of materials faculty members submit, including their syllabi, assignments, exams, classroom exercises, and self-evaluations. Peer observation reports may include categories that reflect how instructors have used pedagogical content knowledge in the design of their instruction.

- Statement (by faculty member) discussing how instruction has changed or developed in relation to his/her discipline.
- Peer evaluation of the extent to which a faculty member’s pedagogy is appropriate to the discipline.

c. Professional Aspects of Teaching

Effective teaching relies upon the ability to perform well the required administrative and professional functions associated with instruction. While good teaching relies upon disciplinary expertise – and different disciplines often approach teaching differently – teaching is also a profession that requires common duties regardless of area. Such functions include, for example, providing appropriate and timely feedback to students, providing clear instructions, providing regular information regarding progress, responding appropriately and in a timely manner to students, making materials available, holding classes and making suitable use of class time. Highly effective teaching is more than class management; it is class management that relies upon an instructor’s ability to perform the duties associated with the job.

d. Evaluation of Professional Aspects of Teaching

These workaday aspects of teaching are separate from, but related to, both academic expertise and student perception of learning, and they may be assessed by peers and students. Direct observation by peers of instruction, as well as peer review and evaluation of materials, can provide evaluation of a faculty member’s organizational and administrative performance in their classes. Student feedback (on SAIs for example) may reflect performance in this area.

- Feedback from direct observation of teaching
• Peers review of teaching materials
• SAI responses on relevant items, such as:
  • My instructor is well prepared for class meetings.
  • Feedback from the instructor clearly indicates my standing in this course.

e. Student Response to Instruction

Students have a unique and important perspective on certain components of teaching effectiveness. They value intellectual engagement, enthusiasm, and passion for course content. Course organization and clarity, two aspects that relate to student success, are validly rated by students. Effective teachers are available to the students. The extent to which the student feels respected and shares a sense of rapport with the instructor correlates with teaching effectiveness.

f. Evaluation of Student Response to Instruction

• Feedback from direct observation of teaching. Evaluation by peers of teaching materials
  • SAI responses

2. Sources of data for evaluating teaching

When evaluating an instructor's teaching for tenure, promotion, and reappointment, all departments must include data from at least the following three sources:

• Student assessment of instruction (SAI)
• Colleagues' reviews of teaching (e.g. classroom observation and/or reviews of teaching materials)
• Instructor's self-report and evaluation

a. Student assessment of instruction (SAI)

Tenured faculty members are required to report SAIs during at least one semester each academic year. Those standing for promotion or reappointment may be required to provide more frequent evaluations as prescribed by the Provost. SAIs will be conducted using forms and procedures that have been departmentally approved and include one of the university-wide assessment forms approved by the Faculty Senate.

b. Colleagues' review of teaching

*Teaching Materials*. Each department should designate a committee of at least two faculty colleagues, exclusive of the department head, to review and evaluate teaching materials prepared by the instructor being evaluated. Materials may include course syllabi, examinations, quizzes, reading lists, assignments, study guides, handouts, slides
and media, computer programs, etc. In small departments, reviewers may be selected from outside the department. Each department should develop a protocol to guide the review of materials.

**Direct Observation of Classroom Teaching.** All tenure-track faculty members must be evaluated by direct observation of classroom teaching as required by the University of North Carolina General Administration (see UNC Policy Manual 400.3.1.1(G). Classroom observation should never be used as the sole measure of teaching effectiveness. Each department should develop protocols to guide classroom observation.

c. **Instructor's self-report and evaluation**

   Faculty members should be able to address the currency of their pedagogical content knowledge by responding to the questions: “What am I doing to help my students understand the most important material in my field?” and “How have I changed my teaching practices to help students understand the central concepts, skills and advancements for the courses I teach?”

d. **Other information as determined by the College and/or Department Collegial Review Documents.**


3. **Evaluating library faculty**

   Library faculty members’ contributions may or may not include formal classroom instruction. The “teaching quality and effectiveness” of the library faculty are identified by the following:

   - Managing personnel and other resources effectively and/or ensuring unit goals are in concert with overall library and university goals.
   - Acquiring, organizing, and creating means of access to library-related information resources.
   - Developing library collections, both in physical and electronic form, to ensure that the collections meet the instructional and research needs of the University.
   - Assisting patrons in the use of library services and collections either as individuals or groups.
   - Applying and/or developing technology to enhance library services.
   - Assessing and evaluating library operations, resources and services, strategic and tactical planning, and developing library promotional materials.

   Library faculty members must include data from at least the following two sources:

   - Colleagues’ review of relevant materials
   - Faculty member's self-report and evaluation
C. Evaluation of Scholarship

Scholarship is an ongoing activity with the goal of being shared with others and/or evaluated by peers. Faculty members should provide a list and description of their scholarship. Departments must develop criteria for evaluation of scholarship. Departmental criteria should be specific and flexible – specific enough to provide guidance to new faculty and flexible enough to accommodate multiple types of scholarship.

D. Evaluation of Service

Faculty members should provide a list and description of their service activities. Documentation of service may include letters, newspaper articles, advisee evaluations, evidence of service outcomes, etc. Because service varies widely, departments must develop methods of evaluating service.

E. Evaluation of Grant Writing Activities

Grant writing is an activity that requires faculty members to take initiative in matching resources to needs. Departments must develop criteria that evaluate the significance of grant writing activities. Faculty members should provide a list and description of all grants submitted and/or awarded.

F. Annual Evaluation of Instructors Who Are Non-Tenure Track

With the exception of professorships whose responsibilities are specified by contract, annual evaluation of instructors who are non-tenure track is built on the following premises:

1. Teaching and learning are the primary focus.
2. All teaching will be formally evaluated. See Section 4.05B.1, Evaluation of Teaching.
3. In addition to class meetings, instructors will schedule office hours to meet with their students. This could be in person, via email, phone, or electronically.
4. Departments will establish criteria for formally evaluating instructors, regardless of their title or type of appointment. All departments should include data from at least the following three sources:
   - Student assessment of instruction
   - Colleagues’ reviews of teaching (e.g. classroom observation and/or reviews of teaching materials)
   - Instructor’s self-report and evaluation
5. All instructors will be told in writing at the time of their appointment how their work will be evaluated.
6. Instructors will receive written feedback on their performance from the department head.
7. In the event that problems are identified, the department head will meet with the instructor to address the problem.
4.06 Reappointment for Tenure Track Faculty

A. Overview

The reappointment process is a review of a tenure-track faculty member’s annual progress toward meeting departmental criteria for tenure and promotion during the probationary period (See Section 4.07A.3). This process is a significant part of the basis of a tenure-track faculty member’s annual contract renewal. Reappointment recommendations are made at the department and/or college level and are forwarded to the Provost. Tenure review occurs no later than the final year of a faculty member’s probationary period. A decision not to reappoint a faculty member may be made for any reason that is not an impermissible reason.

B. Application and Review Process

In the 1st, 3rd, and 5th year of the probationary period the candidate submits a reappointment application consisting of the completed AA12 form with the accumulated AFE letters from the department head during each year of the probationary period attached. Applications may not be submitted in two consecutive years.

The department head and dean may determine that the candidate needs to submit a cumulative reappointment dossier during the 1st, 3rd, and/or 5th year of the probationary period. Candidates requiring an administratively initiated review (Dossier) in the 1st, 3rd, or 5th year will complete the dossier within 30 calendar days of notification. These administrative review dossiers will be submitted through full review levels the same as 2nd and 4th year reappointment dossiers as determined by each college.

In the 2nd and 4th year of the probationary period the candidate submits a reappointment dossier as determined by the Provost and the Collegial Review Council of the Faculty Senate. The reappointment dossier is a cumulative record documenting progress toward tenure.

1. The Provost, in consultation with the Faculty Senate Collegial Review Council, will provide instructions for the preparation of the reappointment applications and the reappointment dossiers in May for the next TPR cycle.

2. Reappointment application: 1st, 3rd, 5th years
   a. The reappointment application is reviewed by the departmental collegial review committee, the department head, the college collegial review committee (if appropriate), the dean and the provost.
   b. The department collegial review committee meets and makes recommendations on reappointment applications within the time frame established by the Annual TPR Calendar issued by the Provost, said time frame not to exceed 15 working days following the submission deadline. In accordance with the established procedures of each college, department heads submit recommendations directly to the dean or to the college collegial review committee (if appropriate).
c. Each college, within their by-laws, will determine the process and manner of review for reappointment dossiers.
d. The recommendations then go to the Provost for final decisions.

3. Reappointment dossiers: 2nd, 4th years, and administrative review

- The reappointment dossier is reviewed by the department collegial review committee, the department head, the college collegial review committee (if appropriate), the dean and the Provost.
- The department collegial review committee meets and makes recommendations on reappointment dossiers within the time frame established by the Annual TPR Calendar issued by the Provost, said time frame not to exceed 15 working days following the submission deadline. In accordance with the established procedures of each college, department heads submit recommendations on reappointment dossiers directly to the dean or the college collegial review committee (if appropriate).
- Each college, within their by-laws, will determine the process and manner of review for reappointment dossiers.
- Recommendations then go to the Provost for final decisions.

4. The candidate is informed in writing of the recommendation decisions and the vote count at each level of review within 5 working days following the vote at each level.

<table>
<thead>
<tr>
<th>Review Level</th>
<th>Responsible for Communication</th>
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</thead>
<tbody>
<tr>
<td>Department CRC and Dept. Head</td>
<td>Department Head</td>
</tr>
<tr>
<td>College CRC and Dean</td>
<td>Dean</td>
</tr>
<tr>
<td>University CRC and Provost</td>
<td>Provost</td>
</tr>
</tbody>
</table>

5. Reappointment Application and Dossier submission deadlines

At the beginning of each academic year, the Provost distributes a collegial review calendar. Timely notice of a decision not to reappoint depends on candidate’s unbroken length of service at Western Carolina University in the same class of appointment. Important dates relating to the probationary period for reappointment purposes will be included in the hiring contract.

Deadlines for submission are as follows:

a. In the 1st (except if the candidate is in his/her first full time year at WCU), 3rd, and 5th year of the probationary period, all applications are due on the 1st working day of October.
b. All tenure track candidates in the 1st full time year at WCU regardless of the probationary year, will submit applications (or dossiers if administrative review is initiated) by the 10th working day of January. If a dossier is required the candidate must be notified by the end of exam week in fall semester.
c. In the 2nd and 4th year of the probationary period, all dossiers are due on the 1st working day of October.

d. All candidates in the 3rd and 5th year of the probationary period who are asked to submit dossiers for administrative review must be notified by the 1st working day of September. However, Department Heads and Deans are encouraged to notify candidates as soon as possible. These dossiers will be due on the 1st working day of October.

Those faculty who change from a fixed-term appointment to a tenure-track appointment, however, should contact the Provost’s office to find out the submission deadline for their reappointment dossier.

C. Other Reappointment Considerations

1. Decisions are based on the departmental criteria in effect during the year being reported. If departmental criteria have changed from the previous year, faculty members should refer to 4.04D8 for requesting special consideration.

2. Faculty members who choose to appeal negative reappointment decisions must meet the deadlines described in the section on hearings (See section 4.10).

3. A faculty member who asserts that the procedures followed to reach the non-reappointment decision materially deviated from the prescribed procedures such that doubt is cast on the decision not to reappoint may appeal that decision to the Faculty Hearing Committee.

4. While reappointment decisions are based on departmental criteria, candidates should be aware that according to UNC Policy 101.31 (II-A), “[a] decision not to reappoint a faculty member may be made for any reason that is not an impermissible reason.” The Code of the University of North Carolina (604B) provides that: “In no event shall a decision not to reappoint a faculty member be based upon (a) the exercise by the faculty member of rights guaranteed by the First Amendment to the United States Constitution, or by Article I of the North Carolina Constitution, or (b) the faculty member’s race, color, sex, religion, creed, national origin, age, disability, veteran’s status, or other forms of discrimination prohibited under polices adopted by the Board of Trustees, or (c) personal malice.” For purposes of this section, the term “personal malice” means dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual. See UNC Policy 101.3.1 II.B. for details.

In addition to those classifications in (b) above, the WCU Board of Trustees has affirmed that a decision not to reappoint a faculty member shall not be based upon the faculty member’s gender identity or expression, genetic information, sexual orientation, or political affiliation, except where religion, sex, or age are bona fide job related employment requirements, as documented in University Policy 10 Statement on Non-Discrimination and Equal Opportunity.
4.07 Academic Tenure and Promotion

A. Overview of Tenure and Promotion

1. Tenure

Academic tenure refers to the conditions and guarantees that apply to a faculty member’s employment. Tenure provides protection against involuntary suspension or discharge from employment or reduction in rank except upon specified grounds and in accordance with the procedures provided in Sections 4.09 and 4.10. Tenure secures the academic freedom of faculty members and enables the institution to attract high quality faculty. The tenure decision shall include, but is not limited to, an assessment of:

a. The faculty members demonstrated professional competence as evaluated by meeting or exceeding departmental criteria;

b. The faculty member’s potential for future contributions and;

c. Institutional needs and resources.

2. Promotion

The University initially assigns faculty rank in accordance with degree preparation, experience, and performance record. Faculty members achieve a higher rank and earn a higher salary on the basis of a collegial review process that evaluates years in rank, earned degrees, and performance toward meeting departmental criteria consistent with university standards (See 4.07.A.6.b).

3. Probationary period

a. Tenure-track faculty can be on probation for a maximum period of six years, subject to extensions as provided in Section 4.00.

b. The probationary period provides time for tenure-track faculty to establish a record of academic achievement (in teaching, scholarship and service) and to demonstrate potential for future productivity. It also allows the University to adjust faculty resources in accordance with institutional needs.

c. Faculty may negotiate a shorter probationary period at the time of hire. Alternatively, faculty who have far exceeded expectations and demonstrated evidence of significant and sustained contributions to the University in all three areas of teaching, scholarship and service, may apply for early consideration of tenure. Faculty who fail in their application for early tenure may reapply during the standard probationary period.
d. The review of tenure-track faculty must be conducted on a schedule that permits the timely notice requirements in Section 4.09B to be observed.

e. The probationary period is determined by the following guidelines:

1) The maximum probationary period shall be six years of continuous, full-time service at Western Carolina University. Faculty members whose probationary period has extended into the sixth year must be granted either a promise of tenure or, if tenure is denied, a fixed-term appointment for one academic year.

2) Nine-month tenure-track faculty employed for one academic year, beginning in the fall term, shall be counted as fulfilling one year of probationary period.

3) For nine-month tenure-track faculty who do not begin during the fall term, the probationary period will begin the subsequent academic year.

4) For faculty on twelve-month appointments, each successive year of full-time service beginning not later than September 15 of one calendar year and extending through June of the next calendar year shall be counted as fulfilling one year of the probationary period.

5) Summer school teaching/service, experience as a graduate assistant, graduate fellow, or other part-time employment does not count toward years of experience for purposes of determining the probationary period of a tenure-track faculty member.

6) In the event of serious illness, childbirth or other compelling reasons, the probationary period may be extended by the Provost (see APR 4 at http://www.wcu.edu/learn/office-of-the-provost/resources-for-faculty-and-staff/academic-procedures-and-regulations/index.asp).

4. Awarding of tenure

a. The Board of Governors of the University of North Carolina has delegated the authority to award tenure to the Western Carolina University Board of Trustees.

b. The Western Carolina University Board of Trustees awards tenure based on the recommendation of the Chancellor or the Chancellor’s designee.

c. Tenure becomes effective upon the approval by the Board of Trustees.

5. Rank
a. Western Carolina University recognizes the following faculty ranks: 1) instructor, 2) assistant professor, 3) associate professor, and 4) full professor.

b. An earned master's degree from a regionally accredited institution is a minimal requirement for appointment to the rank of instructor. For appointments at the ranks of assistant, associate, and full professor, an earned doctorate from a regionally accredited institution is normally required. If specified in departmental criteria, the highest degree normally earned in the field (i.e. terminal degree) may be accepted in lieu of a doctoral degree. Exceptions can be granted in the departmental criteria with the Dean and Provost’s approval.

6. Eligibility for promotion

a. Candidates must be full-time employees, tenure-track or tenured, and hold an appropriate degree. Promotion is not based solely on a faculty member’s years of service. Instead, faculty promotions are based also on earned degrees and cumulative records of performance that meet or exceed departmental criteria.

b. Required years in rank for promotion.

For promotion to Associate Professor, faculty must have spent a minimum time in rank in a tenured/tenure-track position at WCU of six (6) years; eligible faculty may apply for promotion to Associate Professor no earlier than their sixth year in rank at WCU to be considered for award of promotion in the following year (year seven).

For promotion to Full Professor, faculty must have spent a minimum time in rank in a tenured/tenure-track position at WCU of five (5) years; eligible faculty may apply for promotion to Full Professor no earlier than the start of their fifth year in rank at WCU to be considered for award of promotion effective at the start of the following year (year six).

Exceptions may be made in cases where faculty who have exceeded expectations and demonstrated evidence of significant and sustained contributions to the University in all three areas of teaching, scholarship and service, may apply for early consideration of promotion, only with the endorsement of their department head and dean.

Prior service credit applies towards required years in rank at WCU only if and as specified in the faculty member’s tenure-track appointment contract.

c. Minimum university standards to be considered for assignment of rank are shown below. Definitions and explanations for standards are found in Section 4.04C.

1) Assistant professor
Evidence of achievement and promise for sustained contributions to the institution in teaching, service, and scholarship.

2) Associate professor

Evidence of high levels of achievement and contributions to the institution in teaching, service, and scholarship.

3) Professor

Evidence of superior teaching, service, and scholarship.

d. Experience as a graduate assistant, graduate fellow, summer school faculty, or any other part-time employment are not counted toward years of experience for purposes of determining the appropriate initial rank or promotion in rank.

B. Application and Review Process for Tenure and Promotion.

The tenure review process is a review of a tenure-track faculty member’s record in meeting departmental criteria for tenure and promotion during the probationary period. Tenure is a continuing commitment by the University to the faculty member. Tenure and promotion recommendations are made at the department and/or college level, then to the University Collegial Review Committee before being forwarded to the Provost, Chancellor, and Board of Trustees. Tenure review occurs no later than the final year of a faculty member’s probationary period.

Each faculty member submits a dossier which is a cumulative record documenting progress toward tenure and/or promotion. Dossiers for tenure, promotion, and reappointment have a similar format but the review procedures are different.

1. The Provost, in consultation with the Collegial Review Council, will provide instructions for the preparation of dossiers in May for the next TPR cycle.

2. Faculty members prepare and submit tenure and promotion dossiers to department heads for review by department collegial review committees. These committees must meet and vote according to the deadlines in Section 4.07.C.3. Department heads’ recommendations and department collegial review committee votes are forwarded to the college collegial review committees and appropriate deans. These committees must meet and vote according to the deadlines in Section 4.07.C.3. Collegial review committees’ and deans’ recommendations are forwarded to the University Collegial Review Committee. This committee’s votes are forwarded to the Provost whose recommendations are submitted to the Chancellor and the Board of Trustees for final decision.

3. At each level of review candidates are informed in writing within 5 working days of recommendations and vote counts.

4. Dossier submission deadlines
At the beginning of each academic year, the Provost distributes a collegial review calendar. Timely notice of a decision not to reappoint depends on candidate’s unbroken length of service at Western Carolina University in the same class of appointment. (See Section 4.07A.3 for more on probationary periods.) Therefore, deadlines for submission of a tenure and promotion dossiers vary according to the date of initial appointment. Important dates relating to the probationary period for tenure purposes will be included in the hiring contract.

The deadline for the submission of the tenure and/or promotion dossier is the 1st working day of October.

* The term "working days" as used in these policies means any day (excluding Saturdays and Sundays) on the undergraduate Academic Calendar that classes are scheduled to be in session during the faculty member’s contracted employment term, not including summer sessions. Official university “Advising Days” count as working days in these policies even though classes do not meet.

C. Other Tenure and Promotion Considerations

1. If faculty apply for tenure and/or promotion prior to their last year of the probationary period and receive a negative review at any level, the dossier will not be forwarded to the next level, except when a faculty member requests that it continue through the process. Such requests shall be made in writing to the committee chair or administrator at the negative review level and must be submitted no later than 5 working days after receipt of notification.

2. Faculty will be notified of their eligibility to apply for promotion and/or tenure on or before May 1st of the academic year prior to the year of eligibility.

3. Review deadlines

The Provost publishes a review schedule for promotion and tenure by the end of May for the next academic year. Once the process begins, a date specified by the Provost’s Office, all levels of review must complete their work no later than the times indicated in the decision deadlines column as shown in the matrix below. Candidates must receive notification of the reviewer’s decision according to the time limits shown in the letter of notice deadlines column. All deadlines for letters of notice are counted from the end of the decision deadline.
### Applications

<table>
<thead>
<tr>
<th>Decision Deadlines</th>
<th>Reviewer</th>
<th>Letter of Notice Deadlines</th>
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<tr>
<td>10 working days</td>
<td>Departmental Committee</td>
<td>5 working days—communicated by Department Head</td>
</tr>
<tr>
<td>8 working days</td>
<td>Department Head</td>
<td>5 working days—communicated by Department Head</td>
</tr>
<tr>
<td>8 working days</td>
<td>Dean</td>
<td>5 working days—communicated by Dean</td>
</tr>
<tr>
<td>8 working days</td>
<td>Provost</td>
<td>5 working days—communicated by Provost</td>
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### Dossiers

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<td>Department Head</td>
<td>5 working days—communicated by Department Head</td>
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<tr>
<td>15 working days</td>
<td>College Committee</td>
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<td>Dean</td>
<td>5 working days—communicated by Dean</td>
</tr>
<tr>
<td>8 working days</td>
<td>Provost (for reappointment)</td>
<td>5 working days—communicated by Provost</td>
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University Committee Review Begins 5 working days after Dean’s Decision Deadline

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<th>20 working days excluding finals week</th>
<th>University Committee</th>
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<tr>
<td>8 working days</td>
<td>Provost (for T &amp; P)</td>
<td>5 working days—communicated by Provost</td>
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<tr>
<td>March BOT Meeting</td>
<td>Chancellor</td>
<td>Chancellor communicates his/her recommendation to the BoT as well as the BoT decision</td>
</tr>
</tbody>
</table>

### D. Procedures Guiding Review Committees

1. Departmental collegial review committee
a. Each department shall have a collegial review committee that shall be chaired by the department head (non-voting) and composed of up to six tenured faculty members elected by the department’s full-time faculty. In departments with six or fewer tenured faculty members, the committee shall be composed of the department head and tenured faculty, provided the resultant committee shall consist of at least three tenured faculty members, exclusive of the head.

b. In departments with fewer than three tenured faculty, the Department Head in consultation with the department and dean, selects tenured faculty from similar departments to constitute a committee of at least three tenured faculty. If the department head is up for review then the departmental collegial review committee consults with the dean to finalize the committee.

c. Committee members may not be present when their own dossiers are being considered.

d. When the department head is the person being considered by the committee, the department head shall be excused, and the committee shall elect a pro tem chair (voting) from its membership. The pro tem chair shall submit the committee’s recommendations directly to the appropriate dean.

e. Proxy voting or in absentia voting are not permitted for collegial review committees. If a committee member is not present and able to participate in the discussion she/he may not vote.

2. College collegial review committees

a. Each college shall have a collegial review committee chaired by the dean (non-voting) and composed of not less than six nor more than 12 tenured faculty members elected from the faculty of the college in accordance with college by-laws to serve staggered three year terms. Each college shall determine the total number of faculty members to be included on the committee.

b. In colleges with six or more departments, no more than one faculty member may be elected from a single department. In colleges with fewer than six departments each department must be represented by at least one elected member.

c. In departments with no tenured faculty members or an insufficient number of tenured faculty members, the department head, in consultation with the dean, will nominate tenured faculty from other departments within the College or University, to be elected or appointed (see D.2.b. above) to serve as a representative(s) for that department.

d. When presenting the ballot for the college collegial review committee elections, the college election committee shall provide information regarding the balance
of committee membership including such information as: seniority, professional rank, departmental representation and continuity of membership.

e. Deans of other colleges and senior administrative officers are not eligible for service on a college committee.

f. Proxy voting or in absentia voting are not permitted for collegial review committees. If a committee member is not present and able to participate in the discussion she/he may not vote.

3. University Collegial Review Committee

a. The University Collegial Review Committee shall consist of the Provost as nonvoting chair; the Dean of the Graduate School, two tenured faculty members elected from each college by the faculty of the college, and one tenured faculty member elected by the faculty of the university library.

b. Members of the committee shall serve three-year terms, staggered so that one-third of the elected members are elected each year. Elected members may not serve consecutive elected terms.

c. When presenting the ballot for the university collegial review committee elections, the college election committee shall provide information regarding balance of committee membership including such information as: seniority, professional rank, departmental representation and continuity of membership.

d. Proxy voting or in absentia voting are not permitted for collegial review committees. If a committee member is not present and able to participate in the discussion she/he may not vote.

4.08 Post-Tenure Review

A. Overview

1. Purpose

Post-tenure review (PTR) is a comprehensive, formal, periodic evaluation of all tenured faculty. The purpose of this review is to support continuing faculty development, to promote faculty vitality, and to encourage excellence among tenured faculty. This is achieved by recognizing and rewarding faculty performance, offering suggestions to enhance performance, providing a clear plan and timetable for improvement of faculty members whose performance does not meet expectations, and providing for the imposition of appropriate sanctions for those whose performance continues not to meet expectations. Post-tenure review shall be consistent with the UNC Policy Manual Section 400.3.3, Performance Review of Tenured Faculty, and the University Of North Carolina Board Of Governors’ policy of giving teaching primary consideration.
2. Faculty to Be Reviewed

Post-tenure review shall evaluate all aspects of the professional performance of faculty, whose primary responsibilities are teaching, and/or research, and/or service\(^1\). If faculty responsibilities are primarily only to one or two of the areas of teaching, scholarship, and service, then post-tenure review and resulting recommendations should take this allocation of responsibilities into account. (UNC Policy Manual 400.3.3.1 [G]-5)

3. PTR Timetable

A tenured faculty member may elect to undergo PTR during any academic year. Faculty for whom PTR is required must undergo a review no later than the fifth academic year following the most recent of any of the following review events: award of tenure or promotion at Western Carolina University, prior post-tenure review, or return to faculty status following administrative service (UNC Policy Manual 400.3.3.1 [G]-2). Candidates who are denied promotion in the required PTR year must submit PTR materials no later than the following academic year. Exceptions shall be made in the following cases: 1) when on leave from duties, that period shall not be included as part of the five years between mandatory review events and/or 2) when temporarily assigned to duties away from Cullowhee/Asheville during the period of a required review, PTR occurs upon return. In the event of serious illness, childbirth or other compelling reasons, the PTR timetable may be extended by the Provost (see APR 4 at http://www.wcu.edu/learn/office-of-the-provost/resources-for-faculty-and-staff/academic-procedures-and-regulations/index.asp).

B. Review Materials and Process

All Post-Tenure Review procedures must be in compliance with UNC Policy and Guidelines on Performance Review of Tenured Faculty (UNC Policy Manual 400.3.3 and 400.3.3[G]). The provost must annually certify that all aspects of the post-tenure review process are in compliance with this policy and these guidelines. Additionally, UNC General Administration will conduct a review of the post-tenure review process every three years in compliance with UNC Policy Manual 400.3.3.1.

1. Review Criteria

Criteria for post-tenure review are established by departments and included in the Departmental Collegial Review Document (DCRD). Demonstration of professional competence, conscientious execution of duties—taking into account distribution of workload as developed by the department head—and efforts to improve performance with regards to departmental criteria should be considered the

\(^1\) All tenured faculty are subject to post-tenure review with the exception of those currently serving in Tier I or Tier II Senior Academic and Administrative Officers, as defined by UNC Policy 300.1.1-I (e.g., at or above the level of assistant or associate dean).
basic standard for meeting expectations\(^2\). Faculty performance shall be examined relative to the mission of Western Carolina University and that of the college and department of the faculty member (UNC Policy Manual 400.3.3.1[G] 3.).

Faculty performance that exceeds expectations, as determined by the department, should involve sustained excellence in teaching, scholarship, and service. Faculty performance that does not meet expectations, as determined by the department, should involve substantial and chronic deficiencies in the faculty member’s primary responsibilities. In the case that a review level finds a faculty member does not meet expectations, the written evaluation shall state the faculty member’s primary responsibilities and describe the performance deficiencies as they relate to the faculty member’s assigned duties and established goals.

2. Materials to Be Submitted for Review

At a minimum, a faculty member being reviewed will provide a current curriculum vitae (CV), the four most recent annual faculty evaluation summary statements from the department head, and the most recent set of directional goals\(^3\). The faculty member may include a brief reflective summary to provide context. Departments may require a faculty member to add additional materials as directed by Departmental Collegial Review documents.

At the beginning of each post-tenure review cycle, the faculty member shall propose or revise a set of directional goals which will be considered in the post-tenure review. Directional goals shall span a period of five years. These directional goals shall be approved by the department head. Directional goals can be modified annually by the faculty member, in consultation with the department chair, as deemed appropriate by changes in institutional, departmental, or personal circumstances. Directional goals should include milestones that will be incorporated into annual performance evaluations. (UNC Policy Manual 400.3.3.1[G] – 6)

Directional goals should not be a basis for evaluation of a candidate for post-tenure review, but should provide perspective and a framework for goals and accomplishments of faculty members during the post-tenure review period.

In the event that a faculty member and department head cannot agree on a set of directional goals, and that disagreement is alleged to result from violation of law, or a university policy, regulation or rule, or commonly shared understandings within the academic community about the rights, privileges and

\(^2\) In Post-Tenure Review: An AAUP Response, the Association’s Committee on Academic Freedom and Tenure indicated “The basic standard for appraisal should be whether the faculty member under review discharges conscientiously and with professional competence the duties appropriately associated with his or her position, not whether the faculty member meets the current standards for the award of tenure as those might have changed since the initial granting of tenure.”

\(^3\) Directional goals, as mandated by UNC Policy Manual 400.3.3.1[G], are to be developed at the beginning of the faculty member’s next post-tenure review cycle, starting with the 2016-2017 academic year. All tenured faculty are to have a set of directional goals by the 2021-2022 academic year.
responsibilities attending university employment the faculty member may grieve this stalemate through the Faculty Grievance Policy and Procedures given in Section 4.10.B.

3. **Departmental PTR Committee**

Each department or academic unit establishes a PTR Committee (with a process approved by the departmental faculty) with at least three tenured departmental colleagues, excluding the department head. Whenever a department finds it impossible to form a committee containing at least three tenured faculty, the matter will be referred to the Provost. The Provost, with the approval of the tenured faculty of the department and the dean of the college, will, by selecting tenured faculty from similar departments, constitute a committee of three tenured faculty for the department. Faculty members being reviewed are not permitted to select a member of the committee. However, this does not preclude such faculty members from voting on committee membership along with their colleagues.

4. **Review Process**

Performance to be reviewed is limited to the five years preceding review or to the period subsequent to the prior review event, whichever is less.

a. At the beginning of each academic year, the Provost distributes a collegial review calendar which includes post-tenure review deadlines.

b. The department post-tenure review committee meets after reviewing the faculty member’s materials within the time frame established by the Annual Post-Tenure Review Calendar dates issued by the Provost. The committee shall present its written evaluations as to the extent to which the faculty member meets the post-tenure review criteria to the department head, along with a record of the committee vote.

c. The department head must consult with the post-tenure review committee. The department head shall then append his/her evaluation of the candidate to the committee’s evaluation. The department head will communicate in writing to the faculty member, the Dean and the committee and in the event that his/her final assessment of the candidate differs from the departmental committee’s, the department head should state explicitly the reasons for this difference of opinion.

d. The department head shall provide a copy of both of these evaluations to the faculty member and shall meet with the faculty member to discuss the review. The faculty member then has the option of attaching a written response within ten (10) working days of receiving the reviews. When a department head is reviewed, the dean shall perform the roles ordinarily performed by the department head.

e. After reviewing the faculty member’s materials, the dean must consult with the department head who shall present both written evaluations to the dean, along with any written response from the faculty member. The dean shall then append his/her evaluation of the faculty member with respect to the extent that they meet the post-tenure review criteria. In the event that the dean’s final assessment of the candidate differs from the departmental committee’s and/or department head’s assessment, the dean should state explicitly the reasons for this difference of opinion.

f. The dean shall provide a copy of his/her evaluation to the faculty member in writing. The faculty member has the right to grieve the dean’s post-tenure review evaluation within
twenty-one calendar days from receipt of the evaluation, in accordance with the Faculty Grievance Policies and Procedures of Section 4.10.B.

g. If the evaluation of the committee, the department head, and the dean differ, the final outcome of the process will be determined by the majority opinion of the three evaluations should all three evaluations differ, the final evaluation will be that the faculty member meets expectations.

h. The three written evaluations (PTR committee, department head, and dean) and any written response from the faculty member will be sent to the Provost for information.

During this process, the faculty member is to be informed, in writing, of the evaluations at each level of review within 5 working days following the completion of each evaluation.

5. Outcomes

When the outcome of the post tenure review is that a faculty member exceeds expectations, results are documented for university award and merit pay decisions, and to recognize and reward exemplary faculty performance (UNC Policy Manual 400.3.3.1.a.(1)). In addition, suggestions to enhance performance may be provided.

When the outcome of the post-tenure review is that a faculty member meets expectations, results are documented. In addition, suggestions to enhance performance may be provided.

When the outcome of the post-tenure review is that a faculty member does not meet expectations, the department head, in consultation with the faculty member, PTR Committee, and dean of the faculty member's college, will create a three-year development plan within one month of the review. The plan shall include (1) a statement of the faculty member’s primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member’s assigned duties and the directional goals established; (2) specific improvements to be accomplished within three years, (3) resources to be committed to the improvement efforts, and (4) other support provided by the administration (UNC Policy Manual 400.3.3.1(G).11-12). If duties are modified as a result of a less than satisfactory rating, then the development plan should so indicate and take into account the new allocation of responsibilities. The department head and PTR committee will monitor the faculty member's progress relative to the development plan and provide verbal and written feedback to the faculty member semi-annually. The development plan and the written feedback are to be copied to the Dean and the Provost. In the event of serious illness, childbirth or other compelling reasons, the PTR development period may be extended by the Provost through a university process established, in consultation with and endorsed by the Faculty Senate, and approved by the Chancellor.

The plan shall also include a clear statement of consequences should adequate progress not occur by the end of the third year. The consequences may range from suspension of pay raises to, in the most extreme cases, reduction in rank, temporary suspension of employment, or termination of employment.

6. Appeals

The Faculty Grievance Committee shall consider problems and appeals that arise from post-tenure review as outlined in Section 4.10.B.
7. Due Process

"A faculty member, who is the beneficiary of institutional guarantees of tenure, shall enjoy protection against unjust and arbitrary application of disciplinary penalties. During the period of such guarantees the faculty member may be discharged from employment, suspended, or demoted in rank only for reasons of incompetence, neglect of duty or misconduct of such a nature as to indicate that an individual is unfit to continue as a member of the faculty" (Code of the University of North Carolina, Chapter VI, Section 603). Disciplinary actions for noncompliance with the development plan are limited to those established in Chapter VI of the Code of the University of North Carolina. Due process and the right of appeal as specified in the Code of the University of North Carolina and the "Tenure Policies and Regulations of Western Carolina University" in the Faculty Handbook shall be guaranteed.

8. Training

The Office of the Provost shall provide ongoing support and training for all post-tenure review evaluators, including peer review committee members, department chairs or academic unit heads, and deans. The Office of the Provost ensures that all post-tenure review evaluators’ benefit from digital training modules prepared by UNC General Administration and receive training in campus-specific policies and procedures. (UNC Policy Manual 400.3.3.1[G].9)

4.09 Termination of Employment

A. Types of Termination of Employment to the University

1. Faculty members with permanent tenure or appointed to a fixed term can be terminated from employment because of:
   - Resignation or retirement
   - Discharge or the imposition of serious sanctions
   - Financial exigency
   - Major curtailment or elimination of a teaching, research, or public-service program

2. Non-reappointment

   Non-reappointment decisions can apply to full-time, non-tenured, non-probationary faculty members whose appointment contract includes a provision that the appointment is subject to renewal. Decisions for non-reappointments for probationary or continuing faculty are based upon the procedures outlined in Sections 4.05 and 4.06.

B. Timely Notice

1. The minimum requirement for timely notice of non-reappointment shall be as follows:
Timely notice before faculty member’s employment contract expires

<table>
<thead>
<tr>
<th>Amount of Service</th>
<th>Notice given not less than</th>
</tr>
</thead>
<tbody>
<tr>
<td>First year or less</td>
<td>90 calendar days</td>
</tr>
<tr>
<td>During second year of continuous service</td>
<td>180 calendar days</td>
</tr>
<tr>
<td>More than two years of continuous service</td>
<td>12 calendar months</td>
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</tbody>
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2. Credit for prior service shall not be counted as continuous service at Western Carolina University for purposes of timely notice.

3. Reappointment decisions will be in writing. If the decision is not to reappoint, then failure to give timely notice of non-reappointment will oblige the Chancellor thereafter to offer a terminal appointment of one academic year.

C. Faculty Resignation and Retirement

1. Faculty may retire in accordance with the provisions of Chapter 135 of the North Carolina General Statutes.

2. A faculty member resigning or retiring from the University should deliver written notice, containing an effective date, to the faculty member’s immediate supervisor. The University requests that it receive such written notice no later than 90 calendar days before a resignation becomes effective.

3. In order to receive retirement benefits or other benefits available at separation, if any, a faculty member must retire or otherwise separate from the University in accordance with legal requirements through the University's Office of Human Resources.

4. The faculty member who has been approached with regard to another position should inform the department head and dean when such negotiations are in progress. When the faculty member enters into a binding agreement, he/she should promptly notify the department head and the dean of the college. Western Carolina University expects 90 calendar days’ notice before a resignation becomes effective.

D. Discharge or the Imposition of Serious Sanctions

1. A faculty member, who is the beneficiary of institutional guarantees of tenure, shall enjoy protection against unjust and arbitrary applications of disciplinary penalties. During the period of such guarantees, the faculty member may be discharged from employment, suspended, or demoted in rank only for reasons of
(a) incompetence, including significant, sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time;

(b) neglect of duty, including sustained failure to meet assigned classes or to perform other significant faculty professional obligations; or

(c) misconduct of such a nature as to indicate that the individual is unfit to continue as a member of the faculty, including violations of professional ethics, mistreatment of students or other employees, research misconduct, financial fraud, criminal, or other illegal, inappropriate or unethical conduct. To justify serious disciplinary action, such misconduct should be either (i) sufficiently related to a faculty member’s academic responsibilities as to disqualify the individual from effective performance of university duties, or (ii) sufficiently serious as to adversely reflect on the individual’s honesty, trustworthiness or fitness to be a faculty member.

These sanctions may be imposed only in accordance with the procedures prescribed in this section.

2. For purposes of these regulations, a faculty member serving a stated term shall be regarded as having tenure until the end of that term. Different procedures shall apply to non-reappointment or termination of employment.

3. The Provost shall send the faculty member a written notice of intention to discharge the faculty member or impose a serious sanction together with a written specification of the reasons. The notice and specification of reasons shall be sent by a method of mail or delivery that requires signature for delivery. The statement shall include notice of the faculty member’s right, upon request, to a hearing by the Faculty Hearing Committee.

4. If, within 14 calendar days after the faculty member receives the notice and written specifications referred to in paragraph 3 above, the faculty member makes no written request for a hearing, the faculty member may be discharged or serious sanction imposed without recourse to any institutional grievance or appellate procedure. Such a discharge or serious sanction shall be imposed by the Provost via letter sent to the faculty member by a method of mail or delivery that requires a signature for delivery. The discharge or serious sanction is imposed upon posting of the letter on the effective date identified in the letter.

5. If the faculty member makes a timely written request for a hearing, the chancellor shall ensure a process is in place so that the hearing is timely accorded before the Faculty Hearings Committee. The hearing shall be on the written specification of

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4 In computing any period of time, the day in which notice is received is not counted but the last day of the period being computed is to be counted.
reasons for the intended discharge or imposition of a serious sanction. The hearing committee shall accord the faculty member 30 calendar days from the time it receives the faculty member’s written request for a hearing to prepare a defense. The Faculty Hearing Committee may, upon the faculty member’s written request and for good cause, extend this time by written notice to the faculty member. The Faculty Hearing Committee will ordinarily endeavor to complete the hearing within 90 calendar days except under unusual circumstances such as when a hearing request is received during official university breaks and holidays and despite reasonable efforts the hearing committee cannot be assembled. The procedures for the hearing are set forth in Section 4.10B.3.

6. When a faculty member has been notified of the institution's intention to discharge the faculty member, the Chancellor may reassign the individual to other duties or suspend the faculty member at any time until a final decision concerning discharge has been reached by the procedures prescribed herein. Suspension shall be exceptional and shall be with full pay.

E. Termination of a Position for Financial Exigency or Major Curtailment or Elimination of a Program

"Financial exigency" is defined as a significant decline in the financial resources of the institution that is brought about by decline in institutional enrollment or by other action or events that compel a reduction in the institution's current operations budget. The determination of whether a condition of financial exigency exists or whether there shall be a major curtailment or elimination of a teaching, research, or public service program shall be made by the Chancellor, after consulting with the academic administrative officers and faculties as required by Section 605 C (1) of the Code of the University of North Carolina, subject to the concurrence by the President and then approval by the Board of Governors. If the financial exigency or curtailment or elimination of program is such that the institution's contractual obligation to a faculty member may not be met, the employment of the faculty member may be terminated in accordance with institutional procedures that afford the faculty member a fair hearing on that decision.

1. Reasons for terminating employment

   The employment of a faculty member with tenure or of a faculty member appointed to a fixed or probationary term may be terminated by Western Carolina University because of (1) demonstrable, bona fide institutional financial exigency or (2) major curtailment or elimination of a teaching, research, or public service program.

2. Consultation with faculty and administrative officers

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5 To meet this deadline, faculty are encouraged to consider scheduling hearings during the evening, weekend, or other non-class time. It is strongly recommended that several days and times be established for the hearing when scheduling the first day, for the eventuality that the hearing may take two or more sessions.
When it appears that the institution will experience an institutional financial exigency or when a major curtailment in or elimination of a teaching, research, or public service program is being considered, the Chancellor or the Chancellor’s delegate shall first seek the advice and recommendations of the academic administrative officers and faculties of the departments or other units that might be affected. The Chancellor shall assure that full discussion at all appropriate academic levels will precede a decision to eliminate positions as a result of either financial exigency or major curtailment or elimination of a teaching, research, or public service program. The Chancellor shall seek alternatives to the elimination of positions. After discussions with the affected department, the Chancellor shall consult the Chancellor’s Advisory Committee before formulating the final decision.

3. Termination procedures
   a. Considerations in determining whose employment is to be terminated
      In determining which faculty member’s employment is to be terminated for the reasons set forth above, consideration shall be given to tenure status, to years of service to the institution, and to other factors deemed relevant, but the primary consideration shall be the maintenance of a sound and balanced educational program that is consistent with the functions and responsibilities of the institution.
   b. Termination
      1) An individual faculty member whose employment is to be terminated shall be notified of this fact in writing. The notice shall include a statement of the conditions requiring termination of employment, a general description of the procedures followed in making the decision, and a disclosure of pertinent financial or other data upon which the decision was based.

      2) When a faculty member’s employment is to be terminated because of major curtailment or elimination of a teaching, research, or public service program and such curtailment or elimination of a program is not founded upon financial exigency, the faculty member shall be given timely notice as required by the Code of the University of North Carolina (Section 605B).

      3) When a faculty member’s employment is to be terminated because of financial exigency, the institution shall make every reasonable effort, consistent with the need to maintain sound educational programs and within the limits of available resources to give the same notice as set forth in Section 4.09B.

      4) For a period of two years after the effective date of termination of a faculty member’s contract for any of the reasons specified in Section 605 of the Code of the University of North Carolina, the
institution shall not replace the faculty member without first offering the position to the person whose employment was terminated. The offer shall be made by a method of delivery that requires a signature for delivery, and the faculty member will be given 30 calendar days after attempted delivery of the notice to accept or reject the offer.

c. Termination if reconsideration not requested

If, within 14 calendar days after the faculty member receives the notice, the faculty member makes no written request for a reconsideration hearing, the faculty member’s employment shall be terminated at the date specified in the notice given pursuant to Section 4.09E3b and without recourse to any institutional grievance or appellate procedure.

d. Request for a reconsideration hearing

Within 14 calendar days after receiving the notice of termination from the Chancellor, the faculty member may request by registered mail, return receipt requested, a reconsideration of the decision to terminate the faculty member’s employment if he/she alleges that the decision was arbitrary or capricious. The request shall be submitted to the Chancellor and shall specify the grounds upon which it is contended that the decision to terminate employment was arbitrary or capricious, and shall include a short, plain statement of facts that the faculty member believes support the contention.

Submission of such a request shall constitute on the part of the faculty member: (1) a representation that the faculty member can support his/her contention by factual proof and (2) an agreement that the institution may offer in rebuttal of the faculty member’s contention any relevant data within its possession.

e. Jurisdiction of the Faculty Hearing Committee

If the faculty member makes a timely written request for a reconsideration of the decision, the Chancellor or the Chancellor’s delegate shall insure that the hearing is accorded before the Faculty Hearing Committee. The procedures for the reconsideration hearing are set forth in Section 4.10A below.

F. Grounds for Non-Reappointment

1. The decision not to reappoint a faculty member when a probationary term of appointment expires may be based on any factor considered relevant to the total institutional interests, but it must consider the faculty member’s demonstrated
professional competence, the potential for future contributions, and institutional needs and resources.

2. These considerations may form, in whole or in part, the basis of the ultimate decision, except that a decision not to reappoint may not be based upon (1) the faculty member's exercise of rights guaranteed by either the First Amendment to the United States Constitution or Article I of the North Carolina Constitution, (2) discrimination based upon the faculty member's race, color, sex, religion, creed, national origin, age, sexual orientation, disability, veterans' status, or (3) personal malice. For purposes of this section, the term “personal malice” means dislike, animosity, ill-will, or hatred based on personal characteristics, traits or circumstances of an individual. See UNC Policy 101.3.1 II.B. for details.

3. A faculty member has 14 calendar days from receipt of the non-reappointment decision from the Chancellor within which to request the Faculty Hearing Committee to review the matter. The review request must be written, addressed to the chair of the Faculty Hearing Committee, and otherwise conform to the requirements of Section 4.10A. If a faculty member makes no request to the committee in the time allowed, further recourse to institutional grievance and hearing procedures is waived.

4.10 Hearing and Review Committees and Processes

A. Review of Reappointment, Tenure, and Promotion Decisions

All university policies relating to tenure are subject to and must be consistent with The Code and Policies of the Board of Governors of The University of North Carolina (“The Code” and “UNC Policies” respectively). The Code and UNC Policies may be accessed in their entirety at: http://www.northcarolina.edu/policy/index.php

Faculty members may seek review of negative reappointment, tenure, and promotion decisions in accordance with the policies described in Sections 4.01 through 4.10 of the Faculty Handbook (hereinafter referred to as the “Tenure Policies”). Review procedures set forth in the Tenure Policies apply to the following cases:

i. Review of negative reappointment decisions for tenure-track faculty (Section 604 of The Code);
ii. Review of negative tenure and/or promotion decisions (Sections 602 and 604 of The Code);
iii. Review of negative early tenure decisions;
iv. Review of intended discharge of or imposition of serious sanction on a tenured faculty member (or a faculty member serving a stated term) (Section 603 of The Code); and
v. Reconsideration of termination due to financial exigency or the major curtailment or elimination of a program (Section 605 of The Code).
4.10. A.1 Review of Negative Reappointment Decisions for Tenure-track Faculty

1.1 Administrative Reconsideration of Provost’s Negative Decision.

1.1.1 A faculty member who would like the Provost to reconsider his/her negative reappointment decision must file a written request for administrative reconsideration within fourteen (14) calendar days from the date of receipt of the decision. The written request shall consist of a short statement detailing the faculty member’s reasons/grounds for challenging the negative decision. *Administrative reconsideration is a condition precedent to further institutional review, and the failure to file the written request in a timely manner constitutes a waiver of the faculty member’s right to a hearing before the Faculty Hearing Committee or one of its Review Panels.*

1.1.2 The Provost shall meet with the faculty member within seven (7) calendar days of receipt of the faculty member’s written request for administrative reconsideration. The faculty member may not submit to the Provost any documents or records that were not originally included in his/her dossier. The Provost’s reconsideration will be limited to the dossier and matters considered during the original collegial review process.

1.1.3 After meeting with the faculty member, the Provost may consult with the dean, department head, and/or others involved in the collegial review process.

1.1.4 The Provost shall provide his/her written reconsideration decision to the faculty member within fourteen (14) calendar days following their meeting.

1.2 Faculty Hearing Committee Review of Provost’s Negative Decision.

1.2.1 Grounds for Review.

1.2.1.1 The review procedures set forth in this Section 1.2 pertain to the next level of campus-based review following the Provost’s administrative reconsideration. The faculty member who seeks review of a negative reappointment decision is referred to as the “Petitioner” (and also may be referred to as a “party”).

1.2.1.2 Review of a negative reappointment decision may proceed only if the Petitioner - (1) timely requested the Provost’s administrative reconsideration pursuant to Section 1.1 above; and (2) contends that the procedures followed to reach the negative reappointment decision materially deviated from prescribed procedures such that doubt is cast on the integrity of the decision not to reappoint; and/or (3) that the negative reappointment decision was based on one (1) or more “Impermissible Grounds”. [Section 604.B of The Code]

Impermissible Grounds under WCU and UNC Policy are the following: (i) the exercise by the Petitioner of rights guaranteed by the First Amendment to the United States
Constitution, or by Article I of the North Carolina Constitution; (ii) the Petitioner’s race, color, national origin, creed, religion, sex, age, gender identity or expression, genetic information, sexual orientation, veteran status, disability, political affiliation or other forms of discrimination prohibited under policies adopted by WCU’s Board of Trustees or the UNC Board of Governors; or (iii) personal malice, which is defined by UNC Policy to mean dislike, animosity, ill-will or hatred based on personal characteristics, traits or circumstances of an individual that are not relevant to valid university decision-making. [UNC Policy 101.3.1]

1.2.2 Filing a Petition for Review.

1.2.2.1 In the event the Provost’s administrative reconsideration decision is adverse to the Petitioner, he/she may file a petition for review of the negative reappointment decision within fourteen (14) calendar days following receipt of the reconsideration decision.

1.2.2.2 The petition must be filed electronically via official University email with the Provost and must include the following information:

   a. A statement that the Petitioner requested Provost’s administrative reconsideration and that decision was adverse to the Petitioner; and
   b. A statement of specific facts to support a claim that the negative reappointment decision was based on one (1) or more specified Impermissible Grounds or that the review procedures materially deviated from prescribed procedures; and
   c. The name of the person(s) responsible for the alleged impermissible decision or the material deviation from procedure (the “Respondent(s)” and also a “party” or “parties”). The term Respondent shall also refer to the academic administrator who presents the University’s case at the hearing if he/she has not been identified as the responsible person(s).

1.2.3 Purposes of Review.

1.2.3.1 The purpose of the campus-based review of a negative reappointment decision is to determine whether the decision was based on Impermissible Grounds, and/or whether the procedures followed to reach the negative reappointment decision materially deviated from prescribed procedures such that doubt is cast on the integrity of the decision: it is not to second-guess professional judgments of colleagues based on permissible considerations during the collegial review process. [Section 604.D (1) (d) of The Code]

1.2.3.2 The Faculty Hearing Committee (“FHC”) and its Review Panels (see the By-laws of the General Faculty, Article V, Section 4) are responsible for receiving relevant evidence, making findings of fact, and providing recommendations and advice to the Chancellor on the merits of the Petitioner’s allegations. The role of the FHC is to create a clear,
permanent record of the evidence presented at the hearing and to advise the Chancellor whether or not the Petitioner has demonstrated, by a preponderance of the evidence, that the decision not to reappoint the Petitioner was materially procedurally flawed or was based in significant part on Impermissible Grounds.

1.2.4 Initial Steps by the Provost and Chair of the Faculty Hearing Committee.

1.2.4.1 The Provost shall promptly forward the petition to the Chair of the FHC and send an acknowledgement of receipt to the Petitioner.

1.2.4.2 The Chair of the FHC shall form a sub-committee (hereinafter referred to as “Review Panel”) for each case. Review Panels shall be selected from the membership of the FHC, and shall consist of five (5) members. The Chair of the FHC shall appoint the Chair of the Review Panel, who shall be a voting member of the panel. The Chair of the FHC may serve as Chair of a Review Panel.

1.2.5 Selection of Review Panel / Conflicts of Interest.

1.2.5.1 A conflict of interest occurs in the hearing context if a member of a Review Panel: (i) is potentially beneficially or adversely affected by the outcome of the hearing; (ii) has particular knowledge about the matter to be reviewed (e.g., served on a department, college, and/or university collegial review committee that considered the Petitioner’s dossier); or (iii) may otherwise be viewed as biased in hearing the matter.

1.2.5.2 A member of a Review Panel is obligated to disclose any potential conflict of interest to the Chair of the FHC and recuse him/herself from the Review Panel if the conflict of interest could affect his/her ability to decide the case in an objective manner.

1.2.5.3 The Chair of the FHC has the authority to remove a member of the Review Panel upon the disclosure of a conflict of interest or upon a request by the Petitioner that a member be removed for cause (i.e., undisclosed conflict of interest). The Chair of the FHC will replace a removed member with another eligible member of the FHC.

1.2.6 Chair of the Review Panel.

1.2.6.1 The Chair of the Review Panel shall determine if the petition was timely filed and if it contains the information specified in Section 1.2.2.2 above. If the Petitioner has met these requirements, the Chair of the Review Panel may ask the Petitioner for more information or for clarification, which includes permitting the Petitioner to file an amended petition if necessary. If the Review Panel has jurisdiction over the matter, the Chair shall schedule a hearing. If the petition was not timely filed or does not contain the information specified in Section 1.2.2.2, the Review Panel does not have jurisdiction to hear the matter. In that event, the Chair of the Review Panel shall submit a written report to the Chancellor recommending dismissal of the petition, with copies to the Petitioner, Respondent, and the Provost.
1.2.6.2 The Chair of the Review Panel shall determine all procedures for the review process consistent with the requirements set forth in Sections 1.2.9 and 1.2.10 below. He/she shall set the date and time for the hearing, the order of presentation at the hearing, and shall coordinate logistics (e.g., reserving appropriate rooms for the hearing and witnesses, and scheduling a court reporter) with the assistance of administrative staff in the Provost’s Office.

1.2.6.3 The Chair of the Review Panel shall instruct the parties on the hearing procedures. He/she may make procedural rulings such as the number of witnesses a party may call or the length of each party’s presentation. The Chair of the Review Panel may explore whether the parties can agree to stipulate to certain facts that could reduce the time required to hear the matter. Stipulated facts must be documented and introduced as a joint exhibit at the hearing.

1.2.6.4 The Chair of the Review Panel is ultimately responsible for receiving records of the hearing and shall ensure that all original documents and exhibits forming the record of the hearing have been provided to the court reporter.

1.2.6.5 The Chair of the Review Panel is responsible for writing a report to the Chancellor of the Review Panel’s findings of fact, conclusions, and recommendations.

1.2.7 Scheduling the Hearing.

The Chair of the Review Panel shall schedule the hearing as soon as practicable and shall provide written notice to the parties of the date, time, and location of the hearing, with copies to the Provost’s Office and the Legal Counsel’s Office. Hearings shall not be scheduled during official University breaks, including the summer break, or holidays. Notice of the hearing shall be provided no fewer than seven (7) calendar days prior to the scheduled date and time, but no more than twenty-one (21) calendar days prior to the scheduled date and time. A hearing may be continued upon request of a party for good cause.

1.2.8 Pre-hearing Procedures / Exchange of Witness Lists and Proposed Exhibits.

At least five (5) calendar days before a scheduled hearing, the Petitioner and Respondent shall exchange witness lists and copies of exhibits (documentary evidence) that the parties intend to introduce into the record at the hearing. The parties are responsible for making sufficient copies of exhibits for all of the members of the Review Panel, the court reporter, and the opposing party. Exhibits should be clearly marked by the parties (e.g., Petitioner’s Exhibit 1, 2, 3, etc.).

1.2.9 General Hearing Procedures.

1.2.9.1 North Carolina law provides that personnel records are confidential, and all participants must not disclose information acquired during the hearing except as provided by law.
1.2.9.2 The hearing is closed to the public.

1.2.9.3 Witnesses in the proceeding shall be sequestered in separate witness rooms until such time as they testify and are dismissed.

1.2.9.4 Each party may bring one (1) advisor. Advisors may not participate in the hearing or be a witness for a party. Attorneys are not permitted to attend or participate in the hearing, in any capacity, including as an advisor.

1.2.9.5 Hearing testimony must be recorded by a court reporter, and a copy of the hearing transcript will be provided to the Petitioner upon written request to the Legal Counsel’s Office.

1.2.9.6 Hearings are informal; rules of evidence do not apply in the proceeding. The Chair of the Review Panel will make determinations of whether evidence is unduly repetitious, irrelevant or immaterial and should be excluded.

1.2.9.7 Ex parte communications are prohibited (i.e., communications between either the Petitioner or the Respondent and members of the Review Panel).

1.2.9.8 The Petitioner has the burden of proof by a preponderance of the evidence (the greater weight of evidence). [Section 604.D (1) (c) of The Code]

1.2.10 Order of Hearing Procedures.

1.2.10.1 The Chair of the Review Panel will commence the hearing with a summary of the hearing procedures and order of presentation of evidence.

1.2.10.2 The Chair of the Review Panel will read the Petition into the hearing record or ensure that an accurate and complete copy of the Petition is introduced as an exhibit.

1.2.10.3 The Chair should remind the parties of any applicable time limitations.

1.2.10.4 The hearing begins with the Petitioner’s presentation of his/her case. The Petitioner may start with an opening statement. The Petitioner may testify on his/her own behalf and call witnesses, all of whom may be questioned by the Review Panel and cross-examined by the Respondent. The Petitioner may introduce documentary evidence.

1.2.10.5 At the close of the Petitioner’s case, the Respondent will present his/her case in the same manner as described in Section 1.2.10.4 above.

1.2.10.6 At the close of the Respondent’s case, the Petitioner may present evidence to rebut the Respondent’s case.

1.2.10.7 At the end of the Petitioner’s rebuttal, if any, the Chair may permit the parties to provide brief closing statements, summarizing the key points of their case.

1.2.11 Review Panel Deliberations.
The Review Panel’s deliberations take place in closed session after completion of the hearing. The Review Panel Chair will facilitate discussion, and is a voting member of the Review Panel. The Review Panel should: (i) consider all relevant evidence presented by the parties but only that evidence presented at the hearing; (ii) evaluate conflicting evidence and assign appropriate weight to the evidence presented; (iii) determine whether the Petitioner proved, by a preponderance of the evidence, that the reappointment decision was impermissibly based and/or materially flawed; (iv) make findings of fact; and (v) make recommendations concerning the disposition of the matter.


The Chair of the Review Panel is responsible for preparing the panel’s written report, which should include the hearing date, the Review Panel members hearing the matter, the nature of the Petitioner’s allegations, findings of fact/statement of the evidence supporting the panel’s decision, and the Review Panel’s decision and recommendations. The report shall be provided to the Chancellor, with copies to the Petitioner and the Respondent(s), within fourteen (14) calendar days from completion of the hearing. The Chair of the Review Panel shall ensure that a complete record of the hearing is provided to the Chancellor with the report.

1.2.13 Chancellor’s Decision.

The Chancellor shall base his/her decision on the report of the Review Panel and the record evidence from the hearing. The Chancellor may, in his/her discretion, consult with the Review Panel. While the findings and recommendations of the Review Panel are entitled to appropriate deference, the final campus-based decision is the Chancellor’s.

Within forty-five (45) calendar days after receiving the Review Panel’s report, the Chancellor shall notify the Petitioner and the Respondent(s) of his/her decision. The Chancellor’s written decision must set out the Petitioner’s appeal rights to the UNC Board of Governors.

1.2.14 Appeals to the UNC Board of Governors.

If the Chancellor concurs with a recommendation of the Review Panel that is favorable to the Petitioner, the Chancellor’s decision shall be final. If the Chancellor either declines to accept a recommendation that is favorable to the Petitioner or concurs in a recommendation that is unfavorable to the Petitioner, the Petitioner may appeal the decision by filing a written notice of appeal with the UNC Board of Governors, by submitting such notice to the UNC President, by certified mail, return receipt requested, or by another means that provides proof of delivery, within fourteen (14) calendar days after receipt of the Chancellor’s decision. The notice must contain a brief statement of the basis for the appeal. The purpose of appeal to the Board of Governors is to assure: (i) that the campus-based process for reviewing the decision was not materially flawed, so as to raise questions about whether the Petitioner’s contentions were fairly and
reliably considered; (ii) that the result reached by the Chancellor was not clearly erroneous; and (iii) that the decision was not contrary to controlling law or policy. [Section 604.D (2) of The Code]

4.10. A.2 Review of Negative Tenure and/or Promotion Decisions

2.1 Administrative Reconsideration of Provost’s Negative Recommendation.

2.1.1 A faculty member who would like the Provost to reconsider his/her negative tenure and/or promotion recommendation must file a written request for administrative reconsideration within fourteen (14) calendar days from the date of receipt of the recommendation. The written request shall consist of a short statement detailing the faculty member’s reasons/grounds for challenging the negative decision. **Administrative reconsideration is a condition precedent to further institutional review, and the failure to file the written request in a timely manner constitutes a waiver of the faculty member’s right to a hearing before the Faculty Hearing Committee or one of its Review Panels.**

2.1.2 The Provost shall meet with the faculty member within seven (7) calendar days of receipt of the faculty member’s written request for administrative reconsideration. The faculty member may not submit to the Provost any documents or records that were not originally included in his/her dossier. The Provost’s reconsideration will be limited to the dossier and matters considered during the original collegial review process.

2.1.3 After meeting with the faculty member, the Provost may consult with the dean, department head, and/or others involved in the collegial review process.

2.1.4 The Provost shall provide his/her written reconsideration decision to the faculty member, with a copy to the Chancellor, within fourteen (14) calendar days following their meeting.

2.1.5 Within thirty (30) calendar days from receipt of the Provost’s reconsideration decision, the Chancellor shall notify the faculty member in writing of his/her tenure and/or promotion decision.

2.2 Faculty Hearing Committee Review of Chancellor’s Negative Decision.

Upon receipt of a negative tenure and/or promotion decision from the Chancellor, the faculty member may file a petition for review of the negative decision by the Faculty Hearing Committee. The grounds for review, procedural requirements, and timeframes detailed in Section 1.2 pertaining to the review of negative reappointment decisions are applicable to negative tenure and/or promotion decisions, and should be referenced.
4.10. A.3  **Review of Negative Early Tenure/Promotion Decisions**

3.1  Negative early tenure and promotion decisions (i.e., tenure and promotion decisions not involving reappointment) shall be reviewed in accordance with faculty grievance procedures set forth in Section 4.10.B of the Faculty Handbook.

4.10. A.4  **Review of Intended Discharge or Imposition of Serious Sanction**

4.1  **Grounds for Discharge or Imposition of a Serious Sanction.**

In accordance with Section 603 of The Code, a faculty member who is the beneficiary of institutional guarantees of tenure shall enjoy protection against unjust and arbitrary application of disciplinary penalties. During the period of such guarantees the faculty member may be discharged from employment, suspended, or demoted in rank for reasons of:

- incompetence, including significant, sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time; or

- neglect of duty, including sustained failure to meet assigned classes or to perform other significant faculty professional obligations; or

- misconduct of such a nature as to indicate that the individual is unfit to continue as a member of the faculty, including violations of professional ethics, mistreatment of students or other employees, research misconduct, financial fraud, criminal, or other illegal, inappropriate or unethical conduct. To justify serious disciplinary action, such misconduct should be either sufficiently related to a faculty member’s academic responsibilities as to disqualify the individual from effective performance of university duties, or sufficiently serious as to adversely reflect on the individual’s honesty, trustworthiness or fitness to be a faculty member.

For purposes of this Section, a faculty member serving a stated term shall be regarded as having tenure until the end of that term in accordance with Section 6.03 of The Code.

4.2  **Notice of University Intention to Discharge / Suspension Prior to Final Decision.**

4.2.1  The Provost, as the charging party, shall send the faculty member a written notice of the University’s intention to discharge the faculty member or impose a serious sanction, which must include a written specification of the reasons (“Specifications”). The notice and Specifications shall be sent by certified mail, return receipt requested. The notice shall include notice of the faculty member’s right to request a hearing before the FHC. [Section 603(2) of The Code]
4.2.2 In accordance with Section 603(10) of The Code, when a faculty member has been notified of the University’s intention to discharge the faculty member, the Chancellor may reassign the individual to other duties or suspend the individual at any time until a final decision concerning discharge has been reached in accordance with the procedures set forth in this Section. Suspension shall be exceptional and shall be with full pay.

4.3 Filing a Request for Review.

4.3.1 The faculty member may file a written request for review of the University’s intention to discharge or impose a serious sanction within fourteen (14) calendar days following receipt of the notice and Specifications. The request must be filed electronically via official University email with the Chair of the Faculty.

4.3.2 If, within fourteen (14) calendar days after receiving the notice and Specifications, the faculty member makes no written request for a hearing, the faculty member may be discharged or a serious sanction imposed without recourse to any institutional hearing, grievance or appellate procedure. [Section 603(3) of The Code]

4.4 Purposes of Review.

4.4.1 The Review Panel is responsible for receiving relevant evidence, making findings of fact, and providing recommendations and advice to the Chancellor on the merits of the Provost’s Specifications. The role of the Review Panel is to create a clear, permanent record of the evidence presented at the hearing and to advise the Chancellor whether or not the Provost has demonstrated, by clear and convincing evidence, that the Specifications for discharge or imposition of a serious sanction have a reasonable basis in fact and are consistent with Section 603 of The Code, the Tenure Policies, and applicable state and federal law.

4.5 Initial Steps by the Provost and Chair of the Faculty Hearing Committee.

4.5.1 The Provost shall promptly forward the request for review to the Chair of the FHC, with a copy to the General Counsel, and send an acknowledgement of receipt to the faculty member.

4.5.2 The Chair of the FHC shall form a Review Panel to hear the matter. The Chair of the FHC is encouraged to serve as the voting Chair of the Review Panel.

4.6 Selection of Review Panel / Conflicts of Interest.

4.6.1 A conflict of interest occurs in the hearing context if a member of a Review Panel: (i) is potentially beneficially or adversely affected by the outcome of the hearing; (ii) has particular knowledge about the matter to be reviewed (e.g., served on any department, college and/or university collegial review committee that evaluated the
faculty member’s performance); or (iii) may otherwise be viewed as biased in hearing the matter.

4.6.2 A member of a Review Panel is obligated to disclose any potential conflict of interest to the Chair of the FHC and recuse him/herself from the Review Panel if the conflict of interest could affect his/her ability to decide the case in an objective manner.

4.6.3 The Chair of the FHC has the authority to remove a member of the Review Panel upon the disclosure of a conflict of interest or upon a request by the faculty member that a member be removed for cause (i.e., undisclosed conflict of interest). The Chair of the FHC will replace a removed member with another eligible member of the FHC.

4.7 Chair of the Review Panel.

4.7.1 The Chair of the Review Panel shall determine all procedures for the review process consistent with the requirements of Sections 4.10, 4.11, and 4.12 below. He/she shall set the date and time for the hearing, the order of presentation at the hearing, and shall coordinate logistics (e.g., reserving appropriate rooms for the hearing and witnesses, and scheduling a court reporter) with the assistance of administrative staff in the Provost's Office.

4.7.2 The Chair of the Review Panel shall instruct the parties and their counsel, if applicable, on the hearing procedures. The Chair may make procedural rulings, such as the number of witnesses a party may call or the length of each party’s presentation, provided that the Chair’s rulings are not inconsistent with Section 603 of The Code, the Tenure Policies, and applicable state and federal law. The Chair may explore whether the parties can agree to stipulate to certain facts that could reduce the time required to hear the matter. Stipulated facts must be documented and introduced as a joint exhibit at the hearing.

4.7.3 The Chair of the Review Panel is ultimately responsible for receiving records of the hearing and shall ensure that all original documents and exhibits forming the record of the hearing have been provided to the court reporter.

4.7.4 The Chair of the Review Panel is responsible for writing a report to the Chancellor of the Review Panel’s findings of fact, conclusions, and recommendations.

4.8 Scheduling the Hearing.

4.8.1 The hearing shall be on the Specifications for the intended discharge or imposition of a serious sanction. The Review Panel shall accord the faculty member at least thirty (30) calendar days from the time it receives the faculty member’s written request for a hearing to prepare. Hearings shall not be scheduled during official University breaks, including the summer break, or holidays. [Section 603(5) of The Code]
4.8.2 The Chair of the Review Panel will consult with the Review Panel, the parties and their counsel, if applicable, to identify several potential dates and times for the hearing. To meet this deadline, the parties and the members of the Review Panel are encouraged to consider scheduling hearings during the evening, weekend, or other non-class time. It is strongly recommended that several days and times be established for the hearing when scheduling the first day, for the eventuality that the hearing may take two (2) or more sessions. [See FN 12 to Section 603(5) of The Code]

4.8.3 The Chair of the Review Panel may, upon the faculty member’s written request and for good cause, extend this time by written notice to the faculty member, with a copy to the Provost. The Review Panel will ordinarily endeavor to complete the hearing within ninety (90) calendar days except under unusual circumstances such as when a hearing request is received during official University breaks and holidays, and despite reasonable efforts, the Review Panel cannot be assembled. [Section 603(5) of The Code]

4.9 Representatives of the Parties.

4.9.1 The parties may be represented by counsel. The Chair of the Review Panel shall contact the faculty member to determine whether he/she is represented by counsel and, if so, the Chair of the Review Panel will forward legal counsel’s contact information to the University’s General Counsel. [Section 603(6) of The Code]

4.9.2 The University’s Legal Counsel Office shall arrange for the provision of counsel to the Provost upon request.

4.10 Notification of Pre-hearing Meeting; Exchange Witness Lists and Proposed Exhibits.

4.10.1 The Chair of the Review Panel shall notify the parties and their counsel, if applicable, of the date, time, and location of a pre-hearing meeting and will instruct the parties as to the purpose of the meeting. The parties shall bring calendars for scheduling purposes and shall exchange proposed witness lists, including brief descriptions of the expected testimony and the estimated time for each witness’ testimony. The parties should bring copies of exhibits (i.e., documentary evidence) that the parties intend to introduce into the record at the hearing. The parties are responsible for making sufficient copies of exhibits for the members of the Review Panel, the court reporter, and the opposing party. Exhibits should be clearly marked by the parties (e.g., Petitioner’s Exhibit 1, 2, 3, etc.)

4.11 General Hearing Procedures.
4.11.1 North Carolina law provides that personnel records are confidential, and all participants must not disclose information acquired during the hearing except as provided by law.

4.11.2 The hearing is closed to the public unless the faculty member and the Review Panel agree that it may be open. [Section 603(6) of The Code]

4.11.3 Witnesses in the proceeding shall be sequestered in separate witness rooms until such time as they testify and are dismissed.

4.11.4 Hearing testimony must be recorded by a court reporter, and a copy of the hearing transcript will be provided to the faculty member upon written request to the Legal Counsel’s Office.

4.11.5 Hearings are informal; rules of evidence do not apply in the proceeding. The Chair of the Review Panel will make determinations of whether evidence is unduly repetitious, irrelevant or immaterial and should be excluded.

4.11.6 Ex parte communications are prohibited (i.e., communications between either the faculty member or the Provost and members of the Review Panel).

4.11.7 The Provost presents the University's case and has the burden of proof, by clear and convincing evidence (evidence that is substantially more likely than not true), to show that permissible grounds for discharge or the imposition of a serious sanction exist and are the basis for the recommended action. [Section 603(8) of The Code]

4.12 Order of Hearing Procedures.

4.12.1 The Chair of the Review Panel will commence the hearing with a summary of the hearing procedures, including any applicable time limitations, and order of presentation of evidence.

4.12.2 The Chair of the Review Panel will read the Specifications into the hearing record.

4.12.3 The hearing begins with the Provost’s presentation of the University’s case. The Provost may start with an opening statement. The Provost may testify and call witnesses, all of whom may be questioned by the Review Panel and cross-examined by the faculty member and/or counsel. The Provost may introduce documentary evidence.

4.12.4 At the close of the Provost’s case, the faculty member will present his/her case in the same manner as described in Section 4.12.3 above.

4.12.5 At the close of the faculty member’s case, the Provost may present evidence to rebut the faculty member’s evidence.

4.12.6 At the end of the Provost’s rebuttal, if any, the Chair of the Review Panel may permit the parties to provide brief closing statements, summarizing the key points of their case.
4.13 **Review Panel Deliberations.**

The Review Panel’s deliberations take place in closed session after completion of the hearing. The Review Panel Chair will facilitate discussion, and is a voting member of the Review Panel. The Review Panel should: (i) consider all relevant evidence presented by the parties but only that evidence presented at the hearing; (ii) evaluate conflicting evidence and assign appropriate weight to the evidence presented; (iii) determine whether the Provost proved, by clear and convincing evidence, that permissible grounds for discharge or the imposition of a serious sanction exist and are the basis for the recommended action; (iv) make findings of fact; and (v) make a recommendations concerning the disposition of the matter. The Review Panel shall make its written report to the Chancellor within fourteen (14) calendar days after its hearing concludes or after the full transcript is received, whichever is later.

4.14 **Review Panel Report.**

The Chair of the Review Panel is responsible for preparing the panel’s written report, which should include the hearing date, the Review Panel members hearing the matter, a summary of the Specifications, findings of fact/statement of the evidence supporting the panel’s decision, and the Review Panel’s decision and recommendations. The report shall be provided to the Chancellor, with copies to the Provost, faculty member, and counsel, if applicable, within fourteen (14) calendar days from the hearing or after the full transcript is received, whichever is later. The Chair of the Review Panel shall ensure that a complete record of the hearing is provided to the Chancellor with the report.

4.15 **Chancellor’s Decision.**

The Chancellor shall base his/her decision on the report of the Review Panel and the record evidence from the hearing. The Chancellor may, in his/her discretion, consult with the Review Panel. While the findings and recommendations of the Review Panel are entitled to appropriate deference, the final campus-based decision is the Chancellor’s. If the Chancellor concurs in a recommendation of the Review Panel that is favorable to the faculty member, the Chancellor’s decision shall be final. If the Chancellor either declines to accept a Review Panel recommendation that is favorable to the faculty member or concurs in a recommendation that is unfavorable to the faculty member, the faculty member may appeal the Chancellor's decision to the Board of Trustees. [Section 603(9) of The Code]

4.16 **Appeals to the Board of Trustees.**

Appeals to the University Board of Trustees shall be transmitted through the Chancellor and addressed to the Chair of the Board. Notice of appeal shall be filed within fourteen (14) calendar days after the faculty member receives the Chancellor’s decision. The appeal to the Board of Trustees shall be decided by the full Board of Trustees. However, the Board may delegate the duty of conducting a hearing to a standing or ad hoc
committee of at least three (3) members. The Board of Trustees, or its committee, shall consider the appeal on the written transcript of hearings held by the Review Panel, but it may, in its discretion, hear such other evidence as it deems necessary. The Board of Trustees’ decision shall be made as soon as reasonably possible after the Chancellor has received the faculty member’s request for an appeal to the Board. [Section 603(9) of The Code]

4.17 Appeals to the UNC Board of Governors.

The Board of Trustees’ decision shall be final except that the faculty member may, within fourteen (14) calendar days after receiving the board’s decision, file a written notice of appeal, by certified mail, return receipt requested, or by another means that provides proof of delivery, with the Board of Governors if the faculty member alleges that one (1) or more specified provisions of The Code have been violated. Any such appeal to the Board of Governors shall be transmitted through the President. [Section 603(9) of The Code]

4.10. A.5 Reconsideration of Termination Due to Financial Exigency or Program Curtailment or Elimination

5.1 Reasons for Review.

A faculty member terminated based upon financial exigency or the major curtailment or elimination of a program pursuant to Section 4.09.E of the Faculty Handbook may request reconsideration if the faculty member alleges that the decision to terminate was arbitrary or capricious.

5.2 Request for Reconsideration Hearing.

5.2.1 Within fourteen (14) calendar days after receiving the notice of termination from the Chancellor, the faculty member may request by certified mail, return receipt requested, a reconsideration of the decision to terminate the faculty member’s employment if he/she alleges that the decision was arbitrary or capricious. [Section 605.C (4) of The Code]

5.2.2 The request shall be submitted to the Provost and shall specify the grounds upon which it is alleged that the decision to terminate employment was arbitrary or capricious, and shall include a statement of facts that support his/her allegations. The faculty member must support his/her allegations with sufficient evidence, and, by requesting reconsideration, represents that his/her allegations are supported by sufficient evidence/facts.

5.2.3 If the faculty member makes no written request for a reconsideration hearing within fourteen (14) calendar days after receipt of the notice of termination, the faculty
member’s employment shall be terminated at the date specified in the termination notice without recourse to any University grievance or appellate procedure.

5.3 Initial Steps by the Provost and Chair of the Faculty Hearing Committee.

5.3.1 The Provost shall promptly forward the request for reconsideration to the Chair of the FHC and send an acknowledgement of receipt to the faculty member.

5.3.2 The Chair of the FHC shall form a Review Panel to hear the matter, and shall ensure that panel members do not have a conflict of interest. The Chair of the FHC shall appoint the Chair of the Review Panel, who shall be a voting member of the panel. The Chair of the FHC may serve as Chair of a Review Panel.

5.4 Chair of the Review Panel.

5.4.1 The Chair of the Review Panel shall determine if the request for reconsideration was timely filed and if it contains the information specified in Section 5.2.2 above. If the Review Panel has jurisdiction over the matter, the Chair of the Review Panel shall schedule a hearing. Reconsideration shall be limited solely to a determination whether the termination was arbitrary or capricious. The Review Panel’s jurisdiction does not extend to a reconsideration of whether a financial exigency exists or a program should be curtailed or eliminated. If the request was not timely filed or does not contain the information required, the Review Panel does not have jurisdiction to hear the matter. In that event, the Chair shall submit a written report to the Chancellor recommending denial of the request, with a copy to the faculty member.

5.4.2 The Chair of the Review Panel shall determine all procedures for the review process consistent with the requirements set forth in Sections 5.7 and 5.8 below. The Chair shall set the date and time for the hearing, the order of presentation at the hearing, and shall coordinate logistics (e.g., reserving appropriate rooms for the hearing and witnesses, and scheduling a court reporter) with the assistance of administrative staff in the Provost’s Office.

5.4.3 The Chair of the Review Panel shall instruct the parties on the hearing procedures. The Chair may make procedural rulings such as the number of witnesses a party may call or the length of each party’s presentation.

5.4.4 The Chair is ultimately responsible for receiving records of the hearing and shall ensure that all original documents and exhibits forming the record of the hearing have been provided to the court reporter.
5.4.5 The Chair is responsible for writing a report to the Chancellor of the Review Panel’s findings of fact, conclusions, and recommendations.

5.5 Scheduling the Hearing.

The Chair of the Review Panel shall schedule the hearing as soon as practicable and shall provide written notice to the Provost and the faculty member of the date, time, and location of the hearing. Hearings shall not be scheduled during official University breaks, including the summer break, or holidays. Notice of the hearing shall be provided no fewer than seven (7) calendar days prior to the scheduled date and time, but no more than twenty-one (21) calendar days prior to the scheduled date and time. A hearing may be continued upon request of a party for good cause.

5.6 General Hearing Procedures.

5.6.1 The hearing is closed to the public.

5.6.2 Each party may bring one (1) advisor. Advisors may not participate in the hearing or be a witness for a party. Attorneys are not permitted to attend or participate in the hearing, in any capacity, including as an advisor.

5.6.3 Hearing testimony must be recorded by a court reporter, and a copy of the hearing transcript will be provided to the faculty member upon written request to the Legal Counsel’s Office.

5.6.4 Hearings are informal; rules of evidence do not apply in the proceeding. The Chair of the Review Panel will make determinations of whether evidence is unduly repetitious, irrelevant or immaterial and should be excluded.

5.6.5 Ex parte communications are prohibited (i.e., communications between either the faculty member or the Provost and members of the Review Panel).

5.6.6 The faculty member has the burden of proof, by a preponderance of the evidence (the greater weight of evidence), in the hearing.

5.7 Order of Hearing Procedures.

5.7.1 The Chair of the Review Panel will commence the hearing with a summary of the hearing procedures and order of presentation of evidence.

5.7.2 The Chair of the Review Panel will read the faculty member’s request for reconsideration into the hearing record or ensure that an accurate and complete copy
of the request is introduced as an exhibit.

5.7.3 The Chair should remind the parties of any applicable time limitations.

5.7.4 The hearing begins with the faculty member’s presentation of his/her case. The faculty member may testify on his/her own behalf and call witnesses, all of whom may be questioned by the Review Panel and cross-examined by the Provost. The faculty member may introduce documentary evidence.

5.7.5 At the close of the faculty member’s case, the Provost or his/her designee will present his/her case in the same manner as described in Section 5.7.4 above, which includes the presentation of evidence to rebut the faculty member’s case and provide University evidence concerning the termination decision.

5.7.6 At the close of the Provost’s case, the faculty member may present evidence to rebut the Provost’s case.

5.7.7 At the end of the faculty member’s rebuttal, if any, the Chair of the Review Panel may permit the parties to provide brief closing statements, summarizing the key points of their case.

5.8 Review Panel Deliberations.

The Review Panel’s deliberations take place in closed session after completion of the hearing. The Review Panel Chair will facilitate discussion, and is a voting member of the Review Panel. The Review Panel should: (i) consider all relevant evidence presented by the parties but only that evidence presented at the hearing; (ii) evaluate conflicting evidence and assign appropriate weight to the evidence presented; (iii) vote on whether the faculty member proved, by a preponderance of the evidence, that the decision was arbitrary or capricious; (iv) make findings of fact; and (v) make recommendations concerning the disposition of the matter.

5.9 Review Panel Report.

The Chair of the Review Panel is responsible for preparing the panel’s written report, which should include the hearing date, the Review Panel members hearing the matter, the nature of the faculty member’s allegations, findings of fact/statement of the evidence supporting the panel’s decision, and the Review Panel’s decision and recommendations. The report shall be provided to the Chancellor, with copies to the faculty member and the Provost, within fourteen (14) calendar days from the hearing. The Chair of the Review Panel shall ensure that a complete record of the hearing is provided to the Chancellor with the report.

5.10 Chancellor’s Decision.

The Chancellor shall base his/her decision on the report of the Review Panel and the record evidence from the hearing. The Chancellor may, in his/her discretion, consult
with the Review Panel. Within forty-five (45) calendar days after receiving the Review Panel’s report, the Chancellor shall notify the faculty member and the Provost of his/her decision.

5.11 **Appeals to the Board of Trustees.**

In the event the Chancellor’s decision is adverse to the faculty member, the faculty member may appeal the decision to the Board of Trustees in accordance with Section 605.C (6) of The Code. Appeals shall be transmitted through the Chancellor and be addressed to the Chair of the Board of Trustees. Notice of appeal shall be filed within fourteen (14) calendar days after the faculty member receives the Chancellor’s decision. The appeal to the Board of Trustees shall be decided by the full Board of Trustees. However, the board may delegate the duty of conducting a hearing to a standing or ad hoc committee of at least three (3) members. The Board of Trustees, or its committee, shall consider the appeal on the written transcript of hearings held by the Review Panel, but it may, in its discretion, hear such other evidence as it deems necessary. The Board of Trustees' decision shall be made as soon as reasonably possible after the Chancellor has received the faculty member’s request for an appeal to the board. The decision of the Board of Trustees is the final decision.

**B. Faculty Grievance Policy and Procedures**

4.10. B.1 **Purpose of the Grievance Process**

1.1 Section 607 of *The Code of the Board of Governors of the University of North Carolina* (“The Code”) provides a process for faculty members to seek redress concerning employment related grievances. The purpose of the grievance process is to reach a consensual resolution of disputes between and among faculty members and administrators if possible, and, failing that, to determine whether a faculty member has been adversely affected or suffered a remedial injury in his/her professional or academic capacity, and the adverse effect or remedial injury is due to an administrator’s decision(s) that is alleged to violate law, or a university policy, regulation or rule, or commonly shared understandings within the academic community about the rights, privileges and responsibilities attending university employment. [UNC Policy 101.3.2, Section I]

1.2 The grievance process is not intended to second-guess professional judgments of officers and colleagues responsible for making administrative decisions based on permissible considerations. [UNC Policy 101.3.2, Section I]

4.10. B.2 **General Information about the Grievance Process**

2.1 **Who May Grieve**

Grievances may be filed by any faculty member (the “Grievant”) during his/her employment at Western Carolina University (“WCU” or the “University”). If the Grievant
is separated from employment while his/her grievance is pending, the grievance must be dismissed unless the Chancellor decides it is in the University’s best interest to allow the grievance to continue. [UNC Policy 101.3.2, Section IV.i.]

2.2 What May Be Grieved – General Grievances and Post-tenure Review.

Grievances are limited to matters directly related to a faculty member’s employment status and institutional relationship within WCU including matters related to post-tenure review. Grievances are further limited to matters where: (1) the Grievant has been adversely affected or suffered a remedial injury in his/her professional or academic capacity; and (2) the adverse effect or remedial injury is due to an administrator’s decision(s) that is alleged to violate law, or a university policy, regulation or rule, or commonly shared understandings within the academic community about the rights, privileges and responsibilities attending university employment. [Section 607(3) of The Code]

2.3 What May Not Be Grieved

The following matters may not be grieved: (1) dissatisfaction with the general application of a University, college or department policy, regulation or rule challenged on the grounds that the policy, regulation or rule itself is unfair or inadvisable; (2) non-renewal or non-extension of a contract upon expiration of an existing contract for non-tenure-track faculty; or (3) complaints, grievances or appeals that are subject to another university procedure or within the jurisdiction of another university committee (e.g., formal proceedings for the suspension, discharge or termination of a tenured faculty member, requests for the review of reappointment, tenure or promotion decisions, and complaints of harassment/discrimination).

4.10. B.3 The Grievance Process

3.1 Initiation of the Grievance Process / Informal Meeting with Administrator(s).

3.1.1 Prior to filing a grievance, the faculty member shall meet with the responsible administrators (typically the Department Head and Dean) to attempt to resolve the issue(s) giving rise to the grievance.

3.2 Filing a Grievance.

3.2.1 A grievance must be filed within twenty-one (21) calendar days from when the Grievant knew or should have known of the decision being grieved. If no grievance is filed within the prescribed timeframe, the faculty member will be deemed to have waived his/her right to an internal grievance process. Filing occurs when the written grievance is delivered to the responsible administrator by certified mail or by another means that provides proof of delivery, with a copy to Chair of the Faculty Grievance Committee (the “Committee”). The Chair of the Committee shall promptly forward copies of the grievance to the other members of the Committee and the Provost.
3.2.2 The grievance must include the following information:

1. A statement that the Grievant met with the Department head and Dean, or other responsible administrator, in an effort to resolve the matter, and the meeting was not successful;

2. The nature of and grounds for the grievance: specifically, a statement of facts to support a claim that the decision being grieved violated the Grievant’s rights under particular laws or specified policies, and how the Grievant has been adversely affected/injured;

3. The name(s) of the responsible administrator(s) for the alleged improper decision (the “Respondent(s)”). Persons may be named as Respondents only if they were active and substantial participants in the decision being grieved; and

4. The remedy sought.

3.3 Mediation.

3.3.1 Unless the parties to the grievance have participated in mediation prior to the faculty member’s filing the petition, before taking any action on the petition, the Committee shall refer the matter for mediation. [UNC Policy 101.3.2, Section II.c.]

3.3.2 Within seven (7) calendar days of receipt of the grievance, the Chair of the Committee will ask the parties if they are willing to participate in mediation. The parties shall respond in writing to the inquiry from the Chair regarding mediation. Neither party is obliged to engage in mediation. A decision by either party not to pursue mediation or to terminate mediation will not be held against that party. [UNC Policy 101.3.2, Section III.d.4.]

If the parties agree to mediate, the grievance process is suspended until the mediation is concluded and the Chair of the Committee is notified of the outcome. [UNC Policy 101.3.2, Section III.f.]

3.3.3 The parties will, by mutual agreement, select one (1) mediator from a pool of outside mediators from the community who have successfully completed formal mediation training substantially equivalent to that required for certification by the North Carolina Administrative Office of the Courts or to have been formally trained in university setting mediation. The pool of mediators will be maintained by the Provost’s Office. This selection should normally occur within twenty-one (21) calendar days of the agreement to mediate. If the parties cannot agree upon a mediator, the mediation will be terminated. [UNC Policy 101.3.2, Section III.d.1.]

3.3.4 Attorneys for either party may not participate in the mediation process. However, the mediator may be an attorney specially trained in mediation. [UNC Policy 101.3.2, Section III.d.3.]
3.3.5 The mediator will schedule and conduct all mediation activities in a timely fashion.

3.3.6 Any mediated agreement shall be in writing and shall be signed by the Grievant and the University official with authority to bind the University to the particular agreement. [UNC Policy 101.3.2, Section III.e.] Copies shall be provided to the parties and the original shall be kept by the Provost. The mediator will send an unelaborated written statement, signed by the parties, to the Committee informing it that the matter has been resolved.

3.3.7 The only record to be produced in the event of a failed mediation is an unelaborated written statement from the mediator to the Committee informing it that mediation has terminated without an agreement. [UNC Policy 101.3.2, Section III.d.5.]

3.3.8 As a condition of participating in the mediation process, both parties must agree in writing that: (1) the mediator cannot be called as a witness in any subsequent proceeding involving the matter being grieved and, (2) nothing done or said by either party during a mediation process may be referred to or otherwise used against a party in any subsequent proceeding. [UNC Policy 101.3.2, Section III.d.5.]

3.4 Grievance Hearing.

3.4.1 Duties and Authority of the Chair of the Committee

The Chair of the Committee shall determine all procedures for the entire grievance process, unless otherwise indicated in this policy. The Chair shall set the schedule for the grievance proceeding, and the order of presentation at the hearing. The Chair, with the assistance of administrative staff in the Provost’s Office, is responsible for logistics (e.g., reserving a room and obtaining a court reporter). The Chair is responsible for maintaining all records of the grievance proceeding, for compiling the official record to transmit to the Chancellor, and for writing a report of the Committee’s recommended findings and conclusions for transmission to the Chancellor.

The Chair shall have complete authority to ensure a full and fair hearing including, but not limited to, the authority to grant extensions, recesses and adjournments, require witnesses to stay outside the hearing room before or after testifying, set time limits for arguments, reject evidence which is repetitive or has no relevance to the issues, and terminate or recess the proceeding if it becomes unproductive due to disruptive behavior.

3.4.2 Determination of Committee Jurisdiction.

3.4.2.1 If mediation is declined or fails to produce an agreed upon resolution, the Committee must decide whether a hearing should be held in response to the grievance. For the purpose of determining whether a hearing should be held, the Committee must assume the truth of the information contained in the written grievance. [UNC Policy 101.3.2, Section IV.c.]
3.4.2.2 A grievance properly is dismissed if the Grievant fails to specify in the grievance a remediable injury attributable to the alleged violation of a right or privilege based on a specified federal or state law, specified University policies or regulations, or commonly shared understandings within the academic community about the rights, privileges and responsibilities attending University employment. [UNC Policy 101.3.2, Section IV.c.]

3.4.2.3 Dismissal is required if the grievance addresses a problem that is not within the Committee jurisdiction, such as a disciplinary issue or a matter that is the responsibility of another body. [UNC Policy 101.3.2, Section IV.c.]

3.4.2.4 The Committee’s decision to dismiss a grievance shall be communicated to the Grievant, with a copy to the Provost, within ten (10) calendar days from the date the grievance was filed, or after the termination of an unsuccessful mediation process, if applicable. The dismissal decision shall be prepared by the Chair and shall be no more than an unelaborated written statement. [UNC Policy 101.3.2, Section IV.f.]

3.4.3 Scheduling the Hearing and Notice

3.4.3.1 The grievance hearing shall be held no later than thirty (30) calendar days from the date the grievance was filed, or after the termination of an unsuccessful mediation process, if applicable. The Chair has authority to grant extensions on the Chair’s own motion or the motion of any of the parties. An extension may be granted only for good cause as determined by the Chair. An extension may not exceed ten (10) calendar days in length; however, more than one extension may be granted.

3.4.3.2 The Chair shall serve a Notice of Hearing on the Grievant, the administrator(s) identified as Respondent(s) to the grievance, and the Provost no later than ten (10) calendar days before the hearing. The Notice of Hearing shall include: (1) the date, time, and place of the hearing; (2) a copy of the grievance; (3) the names of the Committee members; (4) the names of all parties to the grievance; and (5) a summary of the issues to be considered by the Committee.

3.4.4 Composition of the Committee

3.4.4.1 A minimum of five (5) Committee members is required to hear the matter and take action. In the event that fewer than five (5) members remain after challenged are allowed, the Secretary of the Faculty shall make temporary appointments in accordance with 1.7.2(e) of the Faculty Constitution.

3.4.5 Committee Conflicts of Interest and Challenges Without Cause

3.4.5.1 A conflict of interest occurs in the hearing context if a member of the Committee: (i) is potentially beneficially or adversely affected by the outcome of the hearing; (ii) has particular knowledge about the matter to be reviewed; or (iii) may otherwise be viewed as biased in hearing the matter.
3.4.5.2 A member of the Committee is obligated to disclose any potential conflict of interest to the Chair and recuse him/herself from the Committee if the conflict of interest could affect his/her ability to decide the case in an objective manner.

3.4.5.3 The Chair has the authority to remove a member of the Committee upon the disclosure of a conflict of interest or upon a request by the Grievant that a member be removed for cause (i.e., undisclosed conflict of interest). The Chair will replace a removed member with another eligible member of the Committee.

3.4.5.4 Each party shall have an unlimited number of challenges to Committee membership if the challenge is for cause (i.e., a conflict of interest).

3.4.5.5 Each party shall have a maximum of two (2) challenges without cause to the composition of the Committee.

3.4.5.6 Challenges shall be filed in writing with the Chair within seven (7) calendar days of receipt of the Notice of Hearing. The Chair shall have the authority to decide whether a Committee member challenged for cause should be disqualified. If the Chair is thus removed, the Committee shall elect a new chair after Committee replacements, if any, have been appointed.

3.4.6 General Hearing Procedures

3.4.6.1 North Carolina law provides that personnel records are confidential, and all participants must not disclose information acquired during the hearing except as provided by law.

3.4.6.2 The hearing is closed to the public.

3.4.6.3 Witnesses may appear voluntarily in the hearing and may not be compelled to appear by either party. Witnesses in the proceeding shall be sequestered in separate witness rooms until such time as they testify and are dismissed.

3.4.6.4 Each party may bring one (1) advisor. Advisors may not participate in the hearing or be a witness for a party. Attorneys are not permitted to attend or participate in the hearing, in any capacity, including as an advisor.

3.4.6.5 Hearing testimony must be recorded by a court reporter, and a copy of the hearing transcript will be provided to the Grievant upon written request to the Legal Counsel’s Office.

3.4.6.6 Hearings are informal; rules of evidence do not apply in the proceeding. The Chair of the Committee will make determinations of whether evidence is unduly repetitious, irrelevant or immaterial and should be excluded.
3.4.6.7 The Grievant has the burden of proof by a preponderance of the evidence (the greater weight of evidence).

3.4.7 Order of Hearing Procedures

3.4.7.1 The Chair of the Committee will commence the hearing with a summary of the hearing procedures and order of presentation of evidence.

3.4.7.2 The Chair of the Committee will read the grievance into the hearing record or ensure that an accurate and complete copy of the grievance is introduced as an exhibit.

3.4.7.3 The hearing begins with the Grievant’s presentation of his/her case. The Grievant may testify on his/her own behalf and call witnesses, all of whom may be questioned by the Committee and cross-examined by the Respondent. The Grievant may introduce documentary evidence.

3.4.7.4 At the close of the Grievant’s case, the Respondent will present his/her case in the same manner as described in Section 3.4.7.3 above.

3.4.7.5 At the close of the Respondent’s case, the Grievant may present evidence to rebut the Respondent’s case.

3.4.8 Committee Deliberations and Recommendations.

3.4.8.1 Following the hearing, the Committee must deliberate to determine whether the Grievant met his/her burden of proof and established that he/she has been adversely affected or suffered a remedial injury in his/her professional or academic capacity; and (2) the adverse effect or remedial injury is due to an administrator’s decision(s) that is alleged to violate law, or a university policy, regulation or rule, or commonly shared understandings within the academic community about the rights, privileges and responsibilities attending university employment.

3.4.8.2 The Committee shall consider only the record evidence presented at the hearing. [UNC Policy 101.3.2, Section IV.d.]

3.4.8.3 The Committee cannot reverse a Respondent administrator’s decision, but can recommend only a reassessment and adjustment of that decision.

3.4.8.4 If, after hearing the matter, the Committee determines that an adjustment in favor of the Grievant is appropriate, the Committee shall so advise the Grievant and the Dean, Department Head, or other Respondent administrator. [UNC Policy 101.3.2, Section IV.e.] The Committee’s written decision must be provided to the Grievant, with copies to the Respondent(s) and the Provost, within seven (7) calendar days after the conclusion of the hearing.
3.4.8.5 If the Committee determines that no adjustment in favor of the Grievant is appropriate, it shall so advise the Grievant, the Respondent, and the Chancellor. [UNC Policy 101.3.2, Section IV.f.]

3.4.9 Respondent/Administrator’s Response

3.4.9.1 If the Committee’s decision favors the Grievant, the Respondent administrator with the authority to act on the recommendations made by the Committee shall have seven (7) calendar days to provide his/her written response to the Committee’s recommendation(s) to the Grievant, with copies to the Chair and Provost.

3.4.9.2 If the Respondent administrator does not make the recommended adjustment, or a different adjustment satisfactory to the Grievant, within a reasonable period of time, the Committee shall advise the Chancellor of its recommendation that an adjustment is appropriate. [UNC Policy 101.3.2, Section IV.e.]

3.4.10 Chancellor’s Decision

3.4.10.1 The Chancellor shall base his/her decision on the record evidence from the hearing and the written decision/recommendation of the Committee. [UNC Policy 101.3.2, Section IV.g.]

3.4.10.2 The Chancellor may, in his/her discretion, consult with the Committee before making a decision. The decision of the Chancellor is the final administrative decision. [UNC Policy 101.3.2, Section IV.g.]

3.4.10.3 The Chancellor shall notify the Grievant and the Respondent of his/her decision as soon as practicable. The Chancellor’s written decision shall include: (1) the time limit within which the Grievant may file an appeal to the Board of Trustees; (2) that a written notice of appeal containing a brief statement of the basis for appeal is required within fourteen (14) calendar days following receipt of the Chancellor’s decision; and (3) that, following timely receipt of the notice of appeal, a detailed schedule for the submission of relevant documents will be established. [UNC Policy 101.3.2, Section IV.h.]

4.10. B.4 Appeal to the Board of Trustees

4.1 Decisions which may be appealed to the Board of Trustees

4.1.1 If the Committee did not recommend an adjustment in favor of the Grievant, then the decision of the Chancellor is final and may not be appealed to the Board of Trustees. [UNC Policy 101.3.2, Section V.a.i.]

4.1.2 If the Committee recommended an adjustment in favor of the Grievant, and neither the Respondent nor the Chancellor made the adjustment, the Grievant may appeal to the Board of Trustees. The decision of the Board of Trustees is final. [UNC Policy 101.3.2, Section V.a.i.i.]
4.2 Board of Trustees Appeals Process

4.2.1 A Grievant entitled to appeal the disposition of his/her grievance to the Board of Trustees must deliver a written notice of appeal to the Board of Trustees, in care of the Chancellor, by certified mail or by another means that provides proof of delivery within fourteen (14) calendar days after receipt of the Chancellor’s written decision. [UNC Policy 101.3.2, Section V.c.i.]

4.2.2 The notice of appeal shall contain a brief statement of the basis for the appeal. The grounds for appeal are: (1) the Chancellor’s decision was clearly erroneous and not supported by the record evidence; (2) the Chancellor’s decision violated applicable specified federal or state laws, The Code or Policies of the University of North Carolina, or University policies or regulations; or (3) the process used in deciding the grievance was materially flawed. [UNC Policy 101.3.2, Section V.d.]

4.2.3 The Board of Trustees may delegate to a designated committee the authority and responsibility to make final decisions on behalf of the full board concerning appeals of faculty grievances. [UNC Policy 101.3.2, Section V.b.]

4.2.4 If the Board of Trustees agrees to consider the appeal, it will do so on a schedule established by the Chancellor, subject to any instructions received from the Board of Trustees or a committee thereof that is authorized to consider the appeal. If the Grievant fails to comply with the schedule established for perfecting and processing the appeal, the Board of Trustees may extend the time for compliance or it may dismiss the appeal. [UNC Policy 101.3.2, Section V.c.i.]

4.2.5 The purpose of the Board of Trustees review is to determine whether: (1) the Chancellor’s decision was clearly erroneous and not supported by the record evidence; (2) the Chancellor’s decision violated applicable federal or state laws, The Code or Policies of the University of North Carolina, or University policies or regulations; or (3) the process used in deciding the grievance was materially flawed. [UNC Policy 101.3.2, Section V.d.]

4.2.6 The Board of Trustees shall base its decision on the record evidence from the hearing and the written decision of the Committee.

4.2.7 The Board of Trustees will issue its decision as expeditiously as is practical. [UNC Policy 101.3.2, Section V.c.i.]

4.2.8 The decision of the Board of Trustees is final. [Section 607(6) of The Code]
4.11 Status Appointments

A. Appointment to Graduate Faculty Status

Graduate faculty members may teach graduate courses, serve on masters or doctoral committees such as for theses or dissertations, direct graduate student learning, or engage in research and creative activities to stay current in and to advance their area of expertise. According to SACS-COC requirements, graduate faculty members may only teach courses bearing designators for which they have been specifically approved.

1. Status Membership Categories, Qualifications, and Rights
   a. Full Graduate Faculty status:
      i. Qualifications: These faculty must possess all of the following qualifications as well as satisfy any additional criteria specified in the departmental collegial review document of the graduate programs home department:
         1. Full-time faculty status in a department that supports a graduate program;
         2. Highest earned degree in the teaching discipline or a related discipline or evidence of alternative qualifications as indicated by the AA-21 Alternative Qualifications Justification Form;
         3. Evidence of engagement in graduate education and research;
         4. Evidence that the faculty member is current in the discipline; and
         5. Evidence of effective teaching and mentoring at the graduate level.
      ii. Rights of Membership: Full Graduate Faculty may:
         1. Direct a masters or doctoral committee, such as a thesis or dissertation;
         2. Serve on a masters or doctoral committee;
         3. Teach courses at the 500-level or above;
         4. Supervise graduate research, independent studies, internships, field studies, or practica.
   b. Affiliate Graduate Faculty status:
      i. Qualifications: These individuals must possess the following qualifications:
         1. Evidence of engagement in graduate education or research; and
         2. Evidence that the individual is current in the discipline; and
         3. Demonstration of appropriate professional credentials and/or expertise;
         4. Full-time or part-time faculty status at WCU or at another regionally accredited university; or
         5. Professional experience appropriate to support a specified graduate program.
      ii. Rights of Membership: Affiliate Graduate Faculty may:
         1. Serve on a masters or doctoral committee;
         2. Can teach master’s and specialist program courses at the 500- or 600-level for the next two consecutive years;
3. Can teach post-master’s and doctoral program courses at the 700- or 800-level for the next two consecutive years;
4. Supervise graduate research, independent studies, internships, field studies, or practica.

2. Process for Receiving and Continuing Graduate Faculty Status
   a. Full Graduate Faculty status:
      i. Initial Appointment:
         1. For New Faculty at Time of Hiring: A faculty member with the qualifications specified in 1.a.i and hired by a department to support a graduate program must be recommended by their Department Head and College Dean for Full Graduate Faculty Status at the time of hire, indicating such on the AA-21 form. Acceptance and processing of the AA-21 form by the Provost’s Office grants the initial status of Full Graduate Faculty. This status is valid until the faculty member’s next annual faculty evaluation or major collegial review event (reappointment, tenure, promotion, or post-tenure).
         2. For Current Faculty: A faculty member qualified for Full Graduate Faculty Status may apply for this status at the time of their next annual faculty evaluation or major collegial review event. The faculty member must:
            a. Request appointment to this status by completing the Graduate Faculty Status Application Form and, if at time of major collegial review event, also check the “Graduate Faculty Status” box on their AA-12;
            b. Provide documentation in their application, dossier, or evaluation materials of their qualifications for Full Graduate Faculty status with the evaluation materials; and
            c. Receive approvals of Full Graduate Faculty status from the Department Head, Dean of the College, and Provost.
      ii. Continuing/Renewing Full Graduate Faculty Status: At the time of the next annual faculty evaluation, or major collegial review event (reappointment, tenure, promotion, or post-tenure review), all Full Graduate Faculty wishing to continue this status must:
            1. Request reappointment to this status by completing the Graduate Faculty Status Application Form and, if at time of major collegial review event, also check the “Graduate Faculty Status” box on their AA-12;
            2. Provide documentation in their application, dossier, or evaluation materials of their qualifications for Full Graduate Faculty status with the evaluation materials; and
            3. Receive approvals of Full Graduate Faculty status from the Department Head, Dean of the College, and Provost.
   b. Affiliate Graduate Faculty status:
      i. Initial Appointment
1. **For New Faculty at Time of Hiring:** A faculty member without complete qualifications for Full Graduate Faculty status but who meets Affiliate qualifications may be recommended by their Department Head and College Dean for Affiliate Graduate Faculty Status at the time of hire, indicating such on the AA-21 form. Acceptance and processing of the AA-21 form by the Provost’s Office grants the initial status of Affiliate Graduate Faculty status. This status is valid until the faculty member’s next annual faculty evaluation or major collegial review event (reappointment, tenure, promotion, or post-tenure review).

2. **For Current Faculty or Qualified Professionals**: A faculty member or professional qualified for Affiliate Graduate Faculty Status may be nominated for Affiliate Graduate Faculty Status by the following process:
   a. The department head of the department housing the associated graduate program must submit the following to the Graduate School:
      i. Cover letter supporting this nomination,
      ii. Affiliate Graduate Faculty Status Nomination Form (available from the Graduate School), and
      iii. Current curriculum vitae for the nominee;
   b. The Graduate Council subcommittee will review the material and make a recommendation to the Graduate Council for a vote to approve or not approve Affiliate Graduate Faculty status.
   ii. **Continuing/Renewing Affiliate Graduate Faculty Status:** At the time of the next annual faculty evaluation, or major collegial review event (reappointment, tenure, promotion, or post-tenure review), all Affiliate Graduate Faculty wishing to continue this status must:
      1. Request reappointment to this status by completing the Graduate Faculty Status Application Form and, if at time of major collegial review event, also check the “Graduate Faculty Status” box on their AA-12;
      2. Provide documentation in their application, dossier, or evaluation materials of their qualifications for Affiliate Graduate Faculty status with the evaluation materials; and
      3. Receive approvals of Affiliate Graduate Faculty status from the Department Head, Dean of the College, and Provost.
   c. **Administrative Reassignment:** anyone holding Graduate Faculty status at the time of administrative reassignment can maintain that status unless the home academic department does not recommend Graduate Faculty Reappointment at any time.

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6 For non-Western Carolina University faculty, Affiliate Graduate Faculty Status appointments are limited to two-years from the time of initial appointment.
B. Emeritus Status

Emeritus faculty status may be awarded to honor a retired faculty member who has had a distinguished professional career and has made significant contributions to Western Carolina University. Faculty on phased retirement are not eligible for emeritus status until their participation in the program is completed. It is recognized that the bearer of the emeritus title has knowledge and experience from which others in the university may benefit.

1. Qualifications

Successful candidates for Emeritus professor will have had:

a. Permanent tenure and at least ten years of full-time employment at Western Carolina University prior to retirement, although exceptions can be made in extraordinary circumstances.

b. A record of excellence in one or more of the following areas: teaching, research or service. “Excellence” is to be determined by the submitting faculty’s individual department committee and Dean.

c. Candidates must be nominated for Emeritus status by any member of the General Faculty or faculty on Phased Retirement. The nomination must be made within two years of the retirement date, although exceptions can be made with written approval from the Dean of the candidate’s college. The nomination should include a brief statement of why the individual deserves Emeritus status.

d. Candidates may self-nominate or be nominated by a faculty member (with an option to decline).

2. Process

Candidates for Emeritus status prepare an application, including the nomination statement, an updated CV, and the AA-13, the Transmittal Form for Recommendation of Emeritus Faculty, available from the Provost’s office.

The application is first reviewed by the Department Collegial Review committee, who votes and then forwards a recommendation to the Department Head. The Department Head makes a recommendation to the College Collegial Review Committee. The College Collegial Review Committee votes and forwards a recommendation to the Dean. The Dean then forwards a recommendation to the Provost. The review process is to follow the timeline established for emeritus review in the Provost’s annual collegial review.
3. Rights and Privileges

Emeritus professors:

- Will be granted faculty rates/discounts on university events
- Will maintain full library borrowing privileges
- Will maintain their university email account (if requested)
- Will receive documents and communications that are normally received by the full-time faculty including communications from the department, college, and university at large
- Will be listed in the University catalog and on appropriate university web pages
- Will continue to receive faculty rates and access to university recreational facilities
- Will maintain a mailbox in the Department office (if requested and space permits)
- May obtain free parking permits
- May march with the faculty, wearing appropriate regalia, in University exercises where appropriate
- Will receive free athletic tickets
- Will maintain a university ID card with #92 number
- May request office space
- Will be eligible to submit for grants and university funding

*Note: use of Health Services is controlled by University Policy 80. Emeritus faculty are not eligible for services provided by the University Health Center.

The University’s priority for space and funding must be for those who are current faculty members, but Emeritus faculty who remain professionally active may apply for use of departmental and university resources. If resources are available, Department Heads should make every effort to provide Emeritus faculty with office space and generally available faculty services. Emeritus faculty whose professional service requires University support should develop a statement of goals and objectives with the department head addressing expected activities and the disposition of any funds associated with faculty research or discretionary accounts. These faculty should submit an annual report to the department head documenting their professional activities and achievements that will serve as the basis for decisions related to continuation or changes to their duties and responsibilities.

4. Chancellor Emeritus

The title Chancellor Emeritus may be conferred upon a chancellor at the time of, or subsequent to, retirement from active service at Western Carolina University.
5. Retired Associate

The title Retired Associate may be conferred by the chancellor of Western Carolina University upon any member of the faculty or administration at the time of, or subsequent to, retirement from the university. The Retired Associate shall be considered a member of the academic community with the right to participate in social and cultural activities of the campus, with faculty library privileges, and with any other privileges granted by the chancellor.

C. Graduate Status for Emeritus Faculty

An emeritus faculty member may be considered for graduate faculty status. If approved, they will have all the rights and privileges of a graduate faculty member.

1. Rights and Privileges

Emeritus faculty with graduate status will have all rights and privileges granted to regular members of the graduate faculty, namely “They may teach and have full responsibility for graduate level courses, serve on thesis and dissertation and comprehensive committees.”

2. Term of Appointment

The graduate status appointment will be for a three year term and may be considered for renewal upon recommendation of the department head.

3. Policy and Procedure

Nominations for graduate faculty status are to be made by the department head following consultation with existing graduate faculty in the respective programs. The nominations must include an assessment of the graduate teaching effectiveness of the faculty member. Nominations would be considered by the dean of the college and forwarded to the Graduate Council for recommendation to the Graduate Dean. Following a review and favorable recommendation by the Graduate Dean, the recommendation is forwarded to the Provost for a final decision. Upon approval, the individual’s name will be listed in the Graduate Catalog.

4.12 Distinguished Professorships

A. Endowed Professorships

Endowments or trusts are established to support professorships for senior faculty in academic departments of the university. The term, professorship, refers to an
appointment which carries a salary supplement and may also provide funds for appropriate expenses related to teaching and/or professional activities. Criteria for selection, terms of appointment, and other details vary and are established for the specific professorship involved. A professorship usually is named in honor of an individual, business firm, or organization.

1. **The Creighton Sossomon Professorship**

   The Creighton Sossomon Professorship was established for the purpose of strengthening the faculty in the Department of History by assisting Western Carolina University in attracting and/or retaining outstanding scholar-teachers in American, English, or European history. Appointments to the professorship are limited to specialists in these fields and are intended to recognize and encourage superior teaching.

2. **The H. F. and Catherine P. Robinson Professorship**

   The H. F. Robinson and Catherine P. Robinson Fund was established by the Robinsons’ families and friends to honor their memories and their substantial contributions of their lives and career to higher education, to North Carolina, and to Western Carolina University. The professorship seeks to fulfill Dr. Robinson’s wish to encourage and inspire faculty members in their quest for quality instruction, research, and service.

   Specifically, the professorship recognizes and rewards a faculty member in the Department of Biology whose contributions in teaching, research, and service to the people of Western North Carolina mountain area exemplify the goals and dreams of Cotton Robinson.

3. **Adelaide Worth Daniels Professor of Special Education**

   The Daniels Professorship is designed to provide expert training and instruction to students in Western’s teacher education programs so that they may better serve children with special educational needs, and to serve current teachers of students with special needs.

4. **Carol Grotnes Belk Distinguished Professorship in Commercial and Electronic Music**

   A legendary North Carolina philanthropist with an extensive record of supporting higher education in North Carolina provided a gift to Western Carolina University to establish the Carol Grotnes Belk Professorship. The professorship is designed to benefit students seeking basic backgrounds in commercial and electronic music through study in its composition, arrangement, production and design. With its emphasis on commercial and electronic music, the professorship is tying the traditional music performance programs to trends in the entertainment industry, marketing and public relations.

5. **Jay M. Robinson Distinguished Professorship in Educational Technologies**
Endowed with a combination of financial contributions and matching state funds, the Jay M. Robinson Professorship enables WCU to bring to the campus experts from the corporate or educational sectors who are using electronic technologies to enhance the teaching and learning process.

6. **Blanton J Whitmire Distinguished Professorship in Environmental Sciences**

A lifelong dedication to environmental stewardship and desire to see development in Western North Carolina proceed without negatively impacting the region’s environment led Drs. Blanton J. and Margaret S. Whitmire to present a gift to Western Carolina University, creating a distinguished professorship in environmental science. Their gift in 1997 was combined with matching state funds to create the professorship, continuing the Whitmire family’s longstanding tradition of supporting education – in particular, education at Western Carolina University. The professorship is designed to be filled by a scholar who can provide expertise in the most critical areas of environmental science in the mountain region.

7. **Sequoyah Distinguished Professor in Cherokee Studies**

Western Carolina University’s Sequoyah Professorship is named in honor of a revered figure of Cherokee history and culture who devised the Cherokee syllabary, the first written Native American alphabet. In addition to helping WCU build a true academic program in Cherokee Studies, the Sequoyah Professorship is designed to bolster the scholarly relationship between the university and the Eastern Band and create opportunities for collaborative research.

8. **Carolyn Plemmons and Ben R. Phillips Distinguished Professorship in Musical Theatre**

Established in 2000 as the first such commitment to musical theatre in the University of North Carolina system, the Phillips Professorship focuses on an interdisciplinary area of study anchored in the departments of communication and theatre arts, and music. The program is designed to provide students with practical work-related experiences, build skills needed in both music and theatre, and provide an interdisciplinary foundation.

9. **John A. and Dorothy Luxton Parris Distinguished Professorship in Appalachian Culture**

The professorship was established in the summer of 2002 through the estate of John and Dorothy Parris, augmented with a $100,000 grant from the C.D. Spangler Foundation and matching state funds. Spangler, a former banking executive and education leader, served as president of the UNC system from 1986 through 1997. The professorship in the interdisciplinary area of Appalachian studies was designed so that it could be anchored in the departments of anthropology, art, communication and theatre arts, English or history.

10. **Taft B. Botner Distinguished Professorship in Elementary and Middle Grades Education**

The Botner professorship is endowed through gifts from the Botner estate, combined with matching funds from the state. The professorship is intended to attract an expert in education
with expertise in an area specifically related to the preparation of teachers of children in kindergarten through ninth grade.

11. Catherine Brewer Smith Distinguished Professorship in Communication Disorders

A gift from the estate of Catherine Brewer Smith, a Franklin resident who died in 2001 and whose father attended Western Carolina University, enabled WCU to create an endowed professorship in communication disorders. The professorship is designed to help serve the speech-language pathology needs of the Western North Carolina region, where above-average poverty levels and lengthy drives to service providers combine to hamper treatment for adults and children.

12. Mountaintop Distinguished Professorship in Advanced Optics Manufacturing

Developers of a lakeside golf club in southern Jackson County provided the funding to allow Western Carolina University to establish an endowed professorship in advanced optics manufacturing. This professor is expected to be a world-class applied research engineer who can help build innovative product capacity that is relevant to emerging economic sectors of the Western North Carolina region. The professor also is expected to integrate his or her teaching responsibility with the development of bio-adaptive rehabilitative medical devices leading to improved quality of life for people with disabilities.

13. Ambassador Jeanette W. Hyde Distinguished Professorship in Gerontological Social Work

Jeanette Hyde’s contribution was combined with matching state funds to establish the professorship in social work. The professorship is designed to provide leadership for WCU’s academic, service and applied research programs in gerontology – in particular, WCU’s Gerontology Initiative, which supplies a range of programs and services that enhance the social, cultural, physical and economic well-being of older adults.

14. WNC Healthcare Organizations

Distinguished Professorship in Physical Therapy
Distinguished Professorship in Nurse Anesthesia

The creation of distinguished professorships in physical therapy and in nurse anesthesia at Western Carolina University are the result of partnerships involving the university and regional health care providers aimed at addressing critical personnel shortages in those two fields. The Physical Therapy position will be filled by a nationally recognized scholar with a specialty in human movement or gerontology, and that individual will lead the program as it makes an expected transition to the doctoral level over the next several years.

15. Gimelstob-Landry Distinguished Professorship in Regional Economic Development

Financial contributions to support an endowed professorship in regional economic development at Western Carolina University were provided by Florida real estate businessmen Herbert Gimelstob and Laurence D. Landry. Their gifts have been combined with state matching funds to
create the professorship. A search is pending for an individual who will address core issues in education and regional economic policy development. In addition to teaching and conducting research in the College of Business, the individual who fills the position will conduct targeted policy studies and analyses, and promote development and refinement of effective economic development policy for the region and state.

16. Joe and Cynthia Kimmel Distinguished Professorships in Construction Management

Western Carolina University’s efforts to build one of the top construction management programs in the nation received a major boost in December 2005 when Kimmel & Associates, a construction industry executive search company based in Asheville, announced a pledge to the university. In addition to providing an endowment for program operations and an endowment for scholarship support, the pledge from Joe and Cynthia Kimmel will provide for endowed professorships in construction management. Combined with matching state funds, Kimmel’s contributions will possibly establish five professorships.

17. Cass Ballenger Distinguished Professorship in Engineering

A professorship in engineering at Western Carolina University is being developed through a gift from Cass Ballenger, who served North Carolina’s 10th Congressional district in the U.S. House of Representatives from 1986 to 2005. Ballenger’s gift will be combined with matching state funds to establish the professorship, which is expected to add a nationally renowned expert in engineering to WCU’s faculty.

18. Wesley R. Elingburg Distinguished Professorship in Business Innovation

An Asheville native who is an alumnus of Western Carolina University provided the financial contributions to enable the university to create an endowed professorship in business innovation. The professorship will enable the university to recruit a nationally recognized expert in a business discipline who will work closely with WCU’s undergraduate and graduate programs in entrepreneurship.

19. Myron L. “Barney” & Mrs. Barbara Coulter Distinguished Professorship in the Scholarship of Teaching and Learning

This professorship is named in honor of Chancellor Emeritus and Mrs. Coulter. The individual who is chosen to be WCU’s distinguished professor in the scholarship of teaching and learning (SoTL) will provide leadership to expand WCU’s work in the scholarship of teaching and learning and for the SoTL field in general. The individual will play an active role in the publication of WCU’s international peer-reviewed journal for the Scholarship and Teaching and Learning, MountainRise. The individual will teach courses in the traditional arts and sciences and engage in his/her own SoTL research. In addition, the individual will provide leadership for WCU’s participation in the Carnegie Academy for the Scholarship of Teaching and Learning.
20. BB&T Distinguished Professorship in Capitalism

The BB&T Distinguished Professor of Capitalism will directly address core issues involved in establishing an ethical business culture that is an essential part of how our organization works. The person who holds the professorship will be expected to teach both undergraduate and graduate students and conduct applied research, and integrate, consistent with the curriculum governance structure of the university, a discourse on the ethical, moral, and philosophical underpinnings of capitalism.

21. The Chancellor John Bardo and Deborah Bardo Distinguished Professorship in Educational Leadership

The $500,000 professorship was made possible by a five-year challenge-grant program established by the C.D. Spangler Foundation to increase the number of distinguished professorships in high-need academic fields. The individual who is chosen to be WCU’s distinguished professor in educational policy will provide leadership and visibility for Western’s Department of Educational Leadership and Foundations as s/he will lead the UNC-II goal for involvement in educational policy at the state, regional, and national level. The focus of this work will be to positively influence policy for BK-12 education, community colleges and the university.

B. Madison Professorships

The University has acquired numerous distinguished professorships through outside donors. These professorships are typically restricted to individuals who are external to the university. As the university has created higher standards and expectations, it has begun to grow its own distinguished professors. The Madison Professorship designation is a way of recognizing these individuals and retaining them.

4.13 Contracts and Salaries

1. Overview

Contractual agreements are made each year between individual faculty members and the chancellor of the university. Most faculty members receive an appointment for a period of 9 months of required service extending over the regular academic year beginning in August. A few faculty appointments may be made for 10, 11 or 12 months of required service extending over the fiscal year beginning July 1.

Contracts are usually renewed near the end of the fiscal year. Unless a different time period is specified in the contract, faculty who are issued contracts must return them within thirty days after receipt or the contracts may be rescinded by the university. During their first year of service, faculty employed for nine months are paid in eleven installments. Thereafter, salaries are spread over a twelve-month period covering the fiscal year July 1, through June 30. It is understood, however, that all salaries paid for July and August in the new fiscal year are released on the anticipated fulfillment.
of service during the ensuing academic year. Failure of such fulfillment obligates the employee to refund the payments made for the months of July and August proceeding the new term of service. Persons receiving eleven salary payments who do not fulfill their service commitment are obligated to refund advance salary received.

2. Summer School Employment

Summer employment for nine-month faculty is neither required nor guaranteed. Summer School salaries are paid in addition to the regular contracted annual salary. Separate contracts for summer services are issued by each college. Rates of pay for summer employment are guided each year by the APR for Summer Session with the approval of the provost. The amount paid to an individual is based upon class enrollment, number of credit hours taught and/or the faculty member’s full time base pay or part time credentials during the previous academic year. Each college determines the rate of compensation for independent studies and internships.

Faculty and staff on nine-month appointments who are not employed during the summer months are; of course, free to pursue their own interests during this time, including employment at other institutions. Persons on twelve-month appointments are not eligible for summer school pay in addition to their regular salaries unless Policy 22 warrants an exception.

4.14 Policies Governing Absences and Leave for EHRA Personnel

A. Annual Leave and Sick Leave

Members of the faculty and other EHRA personnel on nine-month appointments do not earn annual leave or sick leave. In lieu of such leave, the following policies shall apply:

1. Holidays and vacation periods built into the academic calendar are defined as providing the equivalent of the annual leave and holidays earned by twelve-month employees. Nine-month employees are not granted such leave at any time within an academic year except as provided in the academic calendar.

2. Provision may be made for less than full-time employment in accordance with provisions of Section III G of the Tenure Policies and Regulations of Western Carolina University. (The provisions of this section are applicable to members of the faculty on both nine- and twelve-month appointments.)

3. Full-time, nine-month faculty members and other EHRA personnel not covered by the provisions in the Employment Policies for University Employees Exempt from the State Human Resources Act may be carried at full salary during extended periods of incapacity due to illness or injury substantiated by competent medical opinion, provided that (a) the departmental faculty can absorb the work load of the faculty member for the duration of the absence, (b) the period of incapacity does not exceed sixty days in duration, (c) the department head and dean concur that the academic program of the department will not be adversely affected, and (d) the provost, with the approval of the chancellor, authorized the arrangement. Any exceptions to these
provisions must have the recommendation of the dean and provost and be approved by the chancellor. When appropriate, the provisions of Section III G of the Tenure Policies and Regulations of Western Carolina University shall apply. Emergency leave (less than one week in duration) may be granted by the department head. It is the responsibility of the faculty member to contact the department head immediately when such circumstances prevent the faculty member from meeting a class or discharging other duties incident to employment. The department head will make the arrangements necessary to cover the affected classes and other obligations. The department head shall notify the dean if the circumstances indicate that the absence could extend beyond the short period of time covered by these provisions.

4. All employees have rights under the Family and Medical Leave Act of 1993 (FMLA). Under FMLA, eligible employees are entitled to up to 12 weeks of unpaid, job-protected leave for certain family and medical reasons. If an employee earns paid leave, use of that leave may count against the 12 week period. Furthermore, any period of time that any employee is carried at full salary pursuant to paragraph #3 above will count towards the 12 workweeks to which the employee is entitled under FMLA. The full text of WCU’s policy for faculty and other EHRA employees not covered by the “Employment Policies for University Employees Exempt from the State Human Resources Act” is contained in this volume, Section 12.0.

5. Approval for absences of a professional nature, for reasons such as attendance or participation in meetings of learned societies or teaching in WCU-sponsored instructional programs at off-campus locations, can be granted. The faculty member must make satisfactory provision for scheduled classes and the discharge of other duties with the department head in advance of the absence. A memorandum of the provisions agreed upon, using the standard form provided for this purpose, is to be filed with the department head in advance of the absence.

B. Leave of Absence

1. Purposes of Leaves of Absence

   a. Pursuit of an advanced degree: Study and research that will contribute to significant progress toward, or completion of, an advanced degree appropriate to a faculty member’s current or projected responsibilities with the university may be presented as the basis of an application for a leave of absence. The faculty member must have been accepted for admission to such a program by an accredited educational institution and must provide the appropriate administrators with sufficient information about their program to allow full evaluation of the benefits to be derived by the individual and the university in granting the leave.

   b. Professional development: Leaves of absence may be granted for the purpose of study, research, academically purposeful travel, writing and publication, and for other forms of scholarly, creative, or academic endeavor leading to significant professional development of the faculty member as appropriate to that faculty
member’s current or projected responsibilities with the university. The faculty member must provide sufficient information about the projected purposes of the leave to allow full evaluation of the benefits to be derived from the leave by the individual and the university.

c. Leaves of absence for reasons other than pursuit of an advanced degree or professional development may be granted by the chancellor on an individual basis.

d. Questions concerning policy and regulations relating to military leave with or without pay should be directed to the Office of Human Resources.

2. Types of Leaves of Absence

a. Sabbatical Leaves: In accordance with the statutes of the state of North Carolina, Western Carolina University does not grant sabbatical leaves.

b. Leaves of Absence without Pay: Upon the recommendation of the department head and dean, with the concurrence of the Provost, and with the approval of the chancellor and Board of Trustees, leaves of absence without pay may be granted to members of the faculty on both nine- and twelve-month appointments under the following conditions:

1) The faculty member must be a full-time employee who either holds permanent tenure or whose appointment is subject to renewal.

2) Determination must be made that (a) the faculty member, if not permanently tenured, is an individual who is to be recommended for reappointment; (b) there is a reasonable expectation that a position will be available for the faculty member upon his/her return; and (c) appropriate arrangements can be made to carry forward the academic program to which the individual is assigned without adverse effect during the period of leave.

3) A leave of absence without pay may be granted for one or more terms or for a full academic year for faculty on nine-month appointments. Faculty on twelve-month appointments may be granted leaves of absence without pay for a period of time up to one year with the time and duration of the leave to be determined on a case-by-case basis.

4) Leaves of absence without pay may be renewed on an individual basis up to a maximum of two years.

5) Nothing in these policies shall be interpreted as giving a faculty member granted leave any special guarantees over and above those available to all other faculty holding the same faculty status. All faculty members,
including those on leave, are subject to the same consideration and review processes concerning reappointment, promotion, and tenure.

When the circumstances of the faculty member’s absence from the campus, e.g., activities out of country, are expected to be such that the timely execution of the consideration processes or of the reconsideration and appeals procedures by either the university or the faculty member may be prevented, a written understanding of any special arrangements to be observed should be developed and mutually agreed to by the faculty member and the university.

In the event of financial exigency or the curtailment of positions for other reasons, the faculty member on leave shall be subject to the actions taken, consistent with the UNC Code and the Tenure Policies and Regulations of Western Carolina University, as though the faculty member were not on leave.

6) When appropriate, the provisions of Section III G of the Tenure Policies and Regulations of Western Carolina University shall apply to the granting of leaves of absence without pay.

7) Any individual wishing to request leave of absence without pay must complete an application. Applications may be obtained through the department head or dean.

C. Serious Illness and Disability Leave for Faculty

Western Carolina University, in accordance with Board of Governors policy, has developed University Policy 89 on Serious Illness and Disability Leave for Faculty. Please link to http://www.wcu.edu/discover/leadership/office-of-the-chancellor/legal-counsel-office/university-policies/numerical-index/university-policy-89.asp to review this policy.

4.15 Employment Policies Governing University Employees Exempt From the State Human Resources Act (EHRA)

Employment policies for university employees exempt from the State Human Resources Act (EHRA) are outlined in Policy #26, formerly Executive Memorandum B2-60, which is available in Volume IV of the Faculty Handbook. The policies in Policy #26 apply to those positions that are not subject to the State Human Resources Act but does not include: faculty positions subject to institutional tenure regulations; positions within administrative categories of employment subject to G.S. 116-11(4), G.S. 116-11(5), or G.S. 116-14; positions within the “physicians or dentists” category under G.S. 126-5; and university students who are employed incident to their status as students.
4.16 Policies Governing Outside Employment, Conflicts of Interest, External Professional Activities, and Dual Employment with Other State Agencies

Western Carolina University, in accordance with the UNC Policy Manual, has developed University Policy #54 on Conflicts of Interest; External Activities for Pay; and Conflicts of Commitment. Link to Policy #54 below to review this policy and its related Appendices.

Please also see the Office of Research Administration web page regarding Conflicts of Interest in relation to sponsored research (link below).

University Policy #8 addresses Dual Employment with State Agencies. For complete information and forms related to the Policy on Dual Employment link to Policy #8 below.

Links:

- Conflict of Interest, External Activities for Pay; Conflicts of Commitment

Appendix A – Conflict of Interest Disclosure Form
Appendix B – External Professional Activities for Pay

WCU Office of Research Administration Conflicts of Interest web page:
[http://www.wcu.edu/learn/research/Research-Compliance/conflicts-of-interest/](http://www.wcu.edu/learn/research/Research-Compliance/conflicts-of-interest/)

- Dual Employment

Dual Employment Permission Form
Request for Additional Payment to Employee for Work Performed for Another State Agency Notice of Intent

4.17 Benefits

Staff members in Human Resources are available to interpret fringe benefits and assist in the enrollment process. Faculty members will be provided with details of the fringe benefit programs at the time of employment or during orientation for new faculty. Faculty members who have questions concerning fringe benefits should direct them to the Office of Human Resources.

A. Phased Retirement-Program

The University of North Carolina Phased Retirement Program is designed to provide an opportunity for eligible full-time tenured faculty members to make an orderly transition to retirement through half-time service. The goals of the Program are to promote renewal of the professoriate in order to ensure
institutional vitality and to provide additional flexibility and support for individual faculty members who are nearing retirement. The Program is entirely voluntary and will be entered into by a written agreement between an Eligible Faculty Member and Western Carolina University. The Program is designed to accommodate a maximum three-year period for the employee.

B. Retirement System: Mandatory Program

In addition to the Federal Social Security Program (FICA), Western Carolina University faculty must contribute to either the Teachers’ and State Employees’ Retirement System (TSERS) or the Optional Retirement Program (ORP) through Fidelity Investments or TIAA-CREF, VALIC, or Lincoln. The employee is required to contribute six percent of gross salary each month. The selection of a retirement program is a lifetime election and cannot be changed at a later date. Employees are fully vested after five years of contributing membership in the ORP. Participating members with TSERS must contribute for five years to be fully vested. The TSERS is a defined benefit plan and the ORP is a defined contribution plan.

For faculty participating in the TSERS, the university contributes a percentage of the employee’s salary to the Retirement System Pension Fund, the Retiree Health Plan Reserve, the Disability Income Fund, and the Death Benefit Trust Fund. For faculty participating in the ORP, the university contributes a percentage of the employee’s salary directly to the employee’s ORP account, the Retiree Health Plan Reserve, and the Disability Income Fund. These percentages are established by the legislature during each legislative session and are subject to change annually.

Faculty who have questions concerning these retirement program options should contact the Office of Human Resources.

C. Disability Income Plan of North Carolina

The State of North Carolina makes available the Disability Income Plan (DIP) of North Carolina for employees who participate in either the Teachers’ and State Employees’ Retirement System (TSERS) or the Optional Retirement Program (ORP). The DIP provides partial replacement income for eligible employees who become temporarily or permanently disabled from the further performance of their regular job duties. After one year of contributing membership in the TSERS or ORP (earned within 36 calendar months preceding disability), an employee is automatically eligible for coverage under the Short-Term Disability Benefit. Benefits are payable after the conclusion of a 60 continuous calendar-day waiting period following the onset of disability. After five years of contributing membership in the TSERS or ORP (earned within 96 months prior to the end of the short-term disability period), an employee becomes eligible for a Long-Term Disability Benefit. Details concerning the DIP may be obtained from the Office of Human Resources.

D. Voluntary Supplemental Disability Insurance

In addition to the State of North Carolina Disability Income Plan (DIP), the University offers voluntary supplemental disability insurance underwritten by Liberty Mutual Life Insurance Company to employees who are participants of the TSERS. Employees who are participants of the ORP are eligible to enroll in the Standard Disability Benefits Plan. Both plans are designed to augment the coverage provided under the State’s DIP. Details concerning voluntary supplemental disability insurance may be obtained from the Office of Human Resources.
E. Retirement System: Voluntary Program
The University makes available voluntary tax-sheltered plans for employees who may wish to provide supplemental income for their retirement years and, at the same time, reduce the amount of their current taxable income through the use of a tax-sheltered annuity. There are three different types of investment vehicles offered through the University as authorized under the Internal Revenue Service Code (IRC). These are Tax-Sheltered Annuities, authorized under Section 403(b) of The Code; the State of North Carolina Deferred Compensation Program, authorized under Section 457 of The Code; and, the State of North Carolina 401(k) Plan, authorized under Section 401(k) of The Code. Under this arrangement, the employee pays state and federal income tax only on the amount of the reduced salary. Social Security deductions and contributions to either, the Teachers’ and State Employees’ Retirement System or the Optional Retirement Program will continue to be based on gross salary prior to reduction. Additionally, all three voluntary supplemental plans offer a Post-Tax/Roth option. Details on voluntary tax-sheltered plans may be obtained from the Office of Human Resources.

F. Voluntary Group Life Insurance
The University makes available group life insurance, underwritten by Prudential Life Insurance Company, to eligible employees and their dependents. The purpose of this plan is to provide term life insurance coverage (which includes an accidental death and dismemberment benefit) at a reasonable cost. Voluntary individual life insurance policies are also available through Boston Mutual Life Insurance Company (offered to members of the North Carolina State Employees’ Association). Details on voluntary life insurance options are available in the Office of Human Resources.

G. Health Benefits
The State Health Plan of North Carolina oversees the health benefit plan that is available to faculty, staff, retirees, and their dependents. Three plans are instituted by the State Health Plan. All three plans are Preferred Provider Organization (PPO) plans and are designed to provide health insurance protection for active State employees and their eligible dependents. Retirees also have access to State Health Plan benefits when specific health insurance vesting thresholds are met. There are additional plans available for Medicare Eligible retirees. Blue Cross and Blue Shield is the Claims Processing Contractor for all three medical plans.

Details on health benefits are available in the Office of Human Resources.

H. Liability Protection
Under Article 31A of Chapter 143 of the General Statutes of North Carolina, an employee is entitled to protective assistance by the State if the individual is responsible for an alleged legal wrong attributable to conduct by the employee within the course and scope of his or her State employment.

I. State Employees’ Credit Union
The State Employees’ Credit Union (SECU) is a financial cooperative owned by its members and available to State employees and their families. Membership in the Credit Union may be obtained by submitting a completed and signed application for membership, together with a deposit of at least $25 to cover the purchase of at least five shares of stock.
J. NCFlex

NCFlex offers multiple benefit programs to employees who are employed in permanent appointments at least half time or greater. The benefits programs include: a dental plan, a Health Care Flexible Spending Account, a Dependent Care Flexible Spending Account, voluntary Accidental Death & Dismemberment insurance, Core Accidental Death and Dismemberment, critical illness coverage, a vision care plan, a TRICARE Supplement, a cancer insurance and a term life insurance plan. NCFlex allows an employee to contribute money on a pre-tax payroll deduction basis to an NCFlex account, file claims for eligible expenses, and be reimbursed tax-free from the employee’s account.

K. Educational Program

A waiver of tuition for faculty and staff:

1. Shall be allowed for full-time faculty of instructor rank and above, and other full-time employees of the university who hold membership in the Teachers’ and State Employees’ Retirement System or Optional Retirement Program. Tuition waivers are not applicable for temporary or part-time employees, or for any employee who is not a member of the Teacher’s and State Employee’s Retirement System or Optional Retirement Program.

2. Shall apply only during the period of one’s normal employment. (The period of normal employment may be for a calendar year.)

3. Shall be allowed for the regular-term academic year and shall not include charges or fees for enrollment in correspondence courses, continuing education courses, extension courses, summer sessions, or other instruction principally supported by receipts from enrollees.

4. Shall be granted only to employees who meet the requirements for admission to the university and who have been duly admitted by the appropriate Office of Admissions.

5. Do not include such other charges as registration, laboratory, supplementary texts, and/or material fees which must be paid by the student. Members of the faculty and the staff of the university, who enroll for a course under these regulations, shall be required to complete the full schedule of work encompassed in their normal employment obligations.

6. Tuition waivers are not applicable for temporary or part-time employees, or for any employee who is not a member of the Teachers’ and State Employees’ Retirement System or Optional Retirement Plan.

7. Each applicant for tuition waiver must complete and submit through regular administrative channels, a “Request for Full-Time Faculty and Staff Enrollment in Course” form. These forms are available in the office of the department heads. The WCU Tuition Waiver Application Form can be accessed at: http://www.wcu.edu/WebFiles/HRtuitiondoc08152014.xlsx
8. Enrollment requests should be cleared as follows: faculty members—vice chancellor for academic affairs; staff members—appropriate vice chancellor for the unit in which the staff member works. For staff in units that do not report to a vice chancellor, the assistant to the chancellor will provide this review.

4.18 Services

A. Health Services

Western Carolina University is pleased to make available medical services offered through Health Services (HS) to our employees. The details of all coverage, eligibility requirements and instructions for enrollment are outlined in this policy. Health Services will review this policy annually and make adjustments as needed.

1. Eligibility for Services
   - Permanent Full-Time and Permanent Part-Time EPA, SPA (SPA Exempt) Employees, Tenure Track, Tenured, Phased Retirement Faculty Employees
     All permanent full-time and permanent part-time EPA, and SPA employees, tenure track, tenured and phased retirement faculty employees who work on the WCU campus are required to pay a monthly access fee as a condition of employment. The Student Affairs Division will determine the access fee and this information will be forwarded to employees each fiscal year.
   
   - Temporary Part-Time, Temporary Full-Time and Hourly SPA (SPA Exempt) Employees, Fixed Term, Adjuncts, Part-Time and Visiting Lecturer Faculty Employees
     All temporary part-time or hourly employees, fixed term, adjuncts, part-time and visiting lecturer faculty may choose to participate in the services offered at HS, however these employees are not required to pay the monthly access fee and will be charged for office visits and other ancillary charges at the time of service.
   
   - Spouse, children or other dependents of employees and retirees of WCU are not eligible for services.

2. Available Services
   The monthly fee allows the employee access to the department’s services. Additional fee-for-service charges may be incurred during the course of care provided at health services. These charges are typically for lab work performed and medications prescribed and dispensed in HS. Often the charges for these items are less than office co-pays to primary care providers.
   
   - Convenient Care
     Health Services is designed for convenient care for employees including sick visits, urgent care assessments, treatments and procedures. This includes, but is not limited to, the management of colds, flu, stomach bugs, minor
suturing of wounds, basic immunizations, brief physicals, and performing
basic laboratory and diagnostic procedures.

Health Services cannot, and should not, serve as the employee’s primary
physician for acute and/or chronic medical conditions. Employees will be
provided a list of local primary physicians upon request.

Health Services clinicians cannot provide medical advice, treatment,
assessment or prescriptions over the telephone or through e-mail. All
medical contacts must be done in person in Health Services located in the
Bird Building on the upper part of campus.

Each employee that is assessed the monthly access fee is entitled to three
medical provider visits per calendar year. The fee covers a routine office visit
with a medical provider. Any additional services rendered for diagnostic or
therapeutic purposes, such as lab work, procedures, and medications will be
billed to the patient at the time of service.

Employees are allowed to utilize health services as often as needed;
however, after the third visit, an additional office charge will be incurred.

Services that do not have an associated charge are as follows: routine blood
pressure checks, travel clinic assessment and basic medical assessments by
the nursing staff.

- Allergy Clinic
  Employees are also allowed to utilize allergy clinic services in HS. If the
  employee is receiving immunotherapy injections as part of an ongoing allergy
treatment plan, HS nursing staff can work with the prescribing
  physician/allergy specialist to administer the allergy shots on campus.

  There is a fee for the injection service and allergy clinic visits are not included
  in the three visits per year calculation. Employees can obtain receipts and
  claim forms that will allow the employee to file charges on his or her
  insurance policy.

- Laboratory Services
  Employees are allowed to utilize the convenience of lab services on campus
  for routine/standing labs that may be ordered by outside health care
  providers. HS lab will service as the specimen collection site, order the lab
testing with the outside reference lab, obtain results and coordinate results
  with the ordering provider.

  Signed orders are required from the outside provider to utilize this service,
  and the employee can choose to have the reference lab file the lab testing
  charges to the insurance company if needed.
Lab collection services are not calculated in the three visits per year.

- Worker’s Compensation Claim

HS serves as the initial medical contact site for worker’s comp injuries during normal business hours. Worker’s Compensation medical contacts will be charged directly to the department in which the employee works as outlined in the fee-for-service schedule.

Employees are responsible for following university and departmental policies and procedures for reporting these claims and the medical contacts.

Further information is available in Western Carolina University’s Safety and Health Program Manual or by contacting the Director of Safety and Risk Management.

3. General Information

- Telephone calls and e-mail requests for medical advice, treatment and requests for prescription medicines are prohibited.

- All medical contacts and health records are strictly confidential and are maintained securely in compliance with all HIPAA regulations.

- Health Services may utilize a protected patient portal to provide follow up information to patients. The patient will need to create an account in the portal for that correspondence to occur.

- Health Services is open to faculty and staff Monday-Friday from 8:00 a.m. to 5:00 p.m. During holidays and scheduled breaks, the department’s hours are subject to change and will be updated on the HS website at https://www.wcu.edu/experience/health-and-wellness/health-services/

B. Speech and Hearing Clinic

The Speech and Hearing Clinic is the primary clinical training site for students in the Communication Sciences and Disorders Department. Students in the training program receive supervision by American Speech Language and Hearing Association certified speech-language pathologists and audiologists. In order to accomplish this training mission, the clinic offers speech, language, and hearing evaluations and follow-up treatment for individuals for all ages (birth through geriatric) with known or suspected communication disorders. The clinic also offers a broad range of consultative services to individuals and agencies in western North Carolina.
C. Off Campus Partners

The Student Affairs Division has entered into an agreement with Off-Campus Partners to list off-campus housing opportunities. OCP provides a site to link potential tenants with potential landlords/property managers. Users are provided with a variety of online services, including but not limited to the capability to search a database of off-campus properties, to post properties for rent or sale and to post and search messages on message boards. The link to this service is available at: http://www.wcu.edu/offcampus/

D. Hunter Library

Hunter Library employees collaborate with students and faculty to find, obtain, and use quality information for their research, teaching, and learning. Faculty and students have access to more than 2.6 million items of intellectual content, including books, journals, serials, government documents, microforms, computer files, manuscripts and archives, audiovisual materials (cartographic, graphic, audio, film and video, etc.), as well as photographs and other resources documenting the history of western North Carolina and Southern Appalachia, the history of the Cherokee Indians, literary works and papers of authors residing in or native to western North Carolina. The library also provides library materials to Western Carolina University’s courses and programs offered at its Biltmore Park location in Asheville.

The library is generally open every day of the academic semester. During the final two weeks of the semester, the library is open 24/7. Librarians provide research and instructional assistance for every course of study offered at Western Carolina University. Research assistance is also available online, via IM, telephone, chat, and email. The library provides wireless internet connectivity and its website is accessible via mobile devices. Students and faculty enjoy the use of quiet study spaces in Hunter Library, the presentation practice rooms, group study rooms, film viewing rooms, and the hospitality of a Java City lounge. The Coulter Faculty Commons and the Technology Commons are also conveniently located in the library. For information on services provided to all faculty, see our web page “For Faculty and Staff” http://www.wcu.edu/library, or call 227-7465.

E. Technology Support

Technology Support has been specifically designed around services. Faculty can find all services they need at this page: http://www.wcu.edu/learn/academic-services/it/

Services are available in the following areas: academics and instructional support, accounts and access, Banner and MyWCU, email, calendaring and collaboration, servers and storage, training, research, security, web, video and event support, hardware and software, network and internet.

F. Services for Retired Faculty and Staff

1. Parking. Upon request, the Office of University Police will provide parking stickers to retired faculty and staff at no charge.

2. Library. Retired faculty and staff have the same library privileges as active faculty and staff. However, priority is given to students and active faculty and staff. A book checked out by a retired member is subject to recall if it is needed by a student or active faculty or staff member. Carrels are available for annual assignment on a space available basis after the needs of students and active faculty or staff has
been addressed. Guidelines are established in consultation with the Library Committee for assignment of these study carrels.

3. Athletic Activities and University Events. Athletic activities are available on the same basis as to active faculty and staff. For paid events, prices are the same for both retired and active faculty and staff. Free activities are equally open to both retired and active faculty and staff and participation is welcomed.

4. Athletic Facilities. Retired faculty and staff have the same privileges as active faculty and staff. The policies and procedures governing use of the swimming pool, tennis courts, and other facilities make no distinction between the two groups of persons.

5. Personnel Services. The Human Resources staff provides retired faculty and staff with assistance upon request regarding insurance, death claims, and new regulations or legislation affecting retired persons, and with their medical insurance coverage, which continues to be paid (for retiree only) by the state after retirement.

6. Identification Cards. A permanent ID card is available for retired faculty and staff; requests should be addressed to the CatCard Office.

G. CatCard Office

1. The CatCard Office is responsible for producing WCU’s faculty and staff identification card, the CatCard. Faculty members may obtain a CatCard photo ID in the CatCard Office, 135D Killian Annex. The CatCard provides WCU faculty members with proof of employment and access to a variety of campus-wide services and systems.

2. Faculty members use the CatCard for employment identification, to utilize Library services, to receive treatment at University Health Services, and to enter the Campus Recreation Center (once Campus Recreation Center fees are paid). The CatCard can also be used to make purchases (as a debit card) at various locations across campus. These locations presently include: IT Services, Health Services, vending machines, copiers and printers, the University Bookstore, Catamount Clothing & Gifts, all food service locations, and the University Center (tickets, outdoor rentals, copies, faxes, etc.).

3. Faculty members may take advantage of the Cat Card’s debit function by depositing money at the OneStop Student Services Center counter located in Killian Annex or online using a debit or credit card at https://itapp.wcu.edu/BannerUPay/. Funds may also be added to the CatCard debit account at Add-Value stations in Hunter Library Technology Commons, Hinds University Center, Health and Human Sciences Bldg., Killian Annex and the Courtyard Dining Hall lobby.

4. Value remaining in an employee’s debit account is carried forward until the conclusion of employment. A refund may be requested at any time. A processing fee of $5.00 is charged for all refunds.

5. Cardholders are responsible for safeguarding their CatCard. If a CatCard is lost, either accidentally or by theft, the card owner should notify the CatCard Office at 227-7003 during normal business hours (8 am to 5 pm) Monday through Friday. After 5:00 P.M. and on weekends you should notify
University Police at 227-7301. Upon notification, the lost card will be electronically deactivated, thereby preventing any further use. A replacement card can be obtained by paying the replacement fee at the OneStop Student Services Center counter and bringing the receipt to the CatCard Office in 135D Killian Annex. A replacement fee is due when the new card is made. The University cannot accept responsibility for unauthorized use of a lost card prior to deactivation.

5.00 INSTRUCTIONAL RESPONSIBILITIES OF THE FACULTY

5.01 Teaching Load Policy-Members of the Faculty

I. Faculty Work Load Expectations

As stated in UNC Policy Manual 400.3.4 – Monitoring Faculty Teaching Workloads, “In order to appropriately monitor and reward faculty teaching, evaluations must be placed in the context of total faculty workload. Therefore, all campuses and constituent institutions shall implement annual faculty performance evaluation policies that measure and reward all aspects of faculty workload, separately and in combination, consistent with the instructional mission.” The Annual Faculty Evaluation (AFE) is the primary process for evaluating faculty member performance in teaching, service, and scholarship. (See Section 4.05 Annual Faculty Evaluation)

A. Academic Year

Professional Workload

During the academic year full-time faculty distribute their professional workload across teaching, scholarship, and service. Given the diversity of missions within the various academic units, annual professional workload may vary depending upon faculty, department, and college/school needs. However, the standards for tenure and promotion do not vary because of variations in professional workload.

Teaching Load

All campuses and constituent institutions will develop and implement policies and procedures to monitor faculty teaching loads and to approve significant or sustained variations from expected minimums (UNC Policy Manual 400.3.4).

Individual faculty teaching loads are best managed at the department and college/school level. Faculty teaching loads will be determined through consultation among faculty, department heads, and deans. Given the complexity of faculty professional work activities, teaching loads may vary from one faculty member to another and over the course of an academic year. Equivalency in load should be decided by the department/school head in consultation with the dean.

Standard Load
A system for monitoring teaching loads at UNC institutions generally show a standard annual course load no lower than the following:

1. Research Universities I: 4
2. Doctoral Universities I: 5
3. Masters (comprehensives) I: 6 (WCU)
4. Baccalaureate (Liberal Arts) I: 8
5. Baccalaureate (Liberal Arts) II: 8

WCU adheres to the standard methodology for collecting data on teaching load as outlined in UNC Policy Manual 400.3.1. As a Master’s (Comprehensive) I Carnegie Classification institution, the standard annual course load is 6 courses per year. At WCU, this standard load may be affected (assignment of greater or fewer hours) by a number of factors, including types of classes taught, faculty appointment type, sizes of classes taught, and administrative or research duties. Reductions from the standard load must be approved by the Department Head and the Dean of the College of the faculty member.

**Full Time Equivalency (FTE) Targets**

Deans and department heads must consider departmental and college level generated FTE targets as they assign individual faculty loads. Individual teaching assignments may result in generated FTE above or below the departmental target as long as departments and colleges reach their total respective target as set by the dean and provost, respectively. Each dean is responsible for implementing and documenting processes to monitor and approve loads that vary from the standard. Deans work with Department Heads to insure variations from standard loads are monitored, justified, and productive. Normally, department heads, with the approval of the dean, may reassign faculty from teaching to invest more of their time in scholarship, administrative duties or engaged service, but the generated FTE targets must be met in the aggregate.

**Independent Studies**

To maximize instructional efficiency and protect faculty workload, the number of undergraduate independent study courses a faculty member may be assigned as the primary instructor of record should be limited to no more than three (3) independent studies in any given semester. (Independent Study courses are numbered and reported in accordance with UNC BoG Academic Integrity Regulations 700.6.1[R].) Exceptions to this limit will be reviewed and approved by the dean of the college in which the faculty resides.

**Administrative Assignments and Load**

Demanding administrative assignments such as department head, program director, or faculty fellow may result in reduced expectations for teaching. For example, a
faculty member with an administrative assignment requiring time equivalent to teaching one class per semester may be assigned a reduced teaching load. Untenured faculty are less likely than tenured faculty to be given administrative assignments with such high expectations. College deans will provide approval and oversight of the reassignments within their colleges.

Criteria for course reductions will be grouped into the following reporting categories:

- Course/curriculum development
- Heavy load-academic advising
- Accreditation/program review
- Technology training for instruction
- Co-curricular activities
- Academic administration
- Externally-funded research
- Institutionally-supported research
- Institutional service
- Service to the public
- Service to the profession
- Off-campus scholarly assignment/on leave
- Other

There inherently will be some variability in time expectations for scholarship and service of tenure-track faculty. For example, new tenure-track faculty initially may dedicate more time to scholarly activities than service as they adjust to their position and establish their program of scholarship. In addition, there will likely be more flexibility and variability in work load distributions of tenured faculty, who tend to assume more demanding service and administrative roles and sometimes may curtail their scholarly activities, temporarily, to accommodate these roles. Fixed term-line faculty members are expected to engage in regular teaching and, depending on their contract, service and/or scholarship. Exact assignments of faculty workloads may vary in relation to disciplinary standards, class sizes, contact hours, and other factors. Committee work directly related to the teaching assignment also may be an expectation. Assignments which are performed and compensated as “overload” will not result in reduced expectations in a faculty member’s regular duties.

B. Summer Term

Teaching assignments are voluntary and not guaranteed for the summer sessions, and the need and opportunity for teaching assignments vary among the colleges. The summer term is divided into various parts. For guidelines concerning summer session faculty load please see APR 19: Guidelines for Summer Session at http://www.wcu.edu/learn/office-of-the-provost/resources-for-faculty-and-staff/academic-procedures-and-regulations/.

II. Overloads for Full-Time Faculty

Since faculty have scholarship and service responsibilities as well as teaching assignments, overloads should be assigned carefully so that faculty do not become over-extended and can meet their regular
responsibilities. With the same cautions applied to external activities for pay, the priority must be on faculty meeting their regular campus professional responsibilities.

The Provost’s Office distinguishes between two types of overload: those funded out of the general fund and those funded through self-supported revenue courses through Educational Outreach. Regardless of type, faculty may teach a maximum of one course overload (3 credits) per semester with the approval of their dean. (This limit in overload time is in accordance with UNC Policy 300.2.13 Supplemental Pay Policy.) Overloads funded via Educational Outreach may be taught by faculty members at their election with the concurrence of the department head and dean. However, overloads funded via general funds shall be authorized only by the dean when it is impossible or impractical to hire part-time faculty because of last minute staffing problems due to emergencies or unexpected high enrollment. Deans shall notify the Provost’s Office whenever they approve an overload funded by the general fund. The notification should include a brief explanation consistent with this policy. Overloads exceeding three hours will be approved only in the rarest circumstances. Overloads, and other exceptions to this policy, must be approved in advance by the Provost. WCU APR 12 provides additional guidance on Faculty Appointments, Compensation, and Faculty Work Load expectations.

III. Monitoring

Department Heads/School Directors, in consultation with the Dean or designee, will have operational responsibility for assigning faculty workloads. All workloads must be approved by the Dean and are subject to the review of the Provost.

The Office of Institutional Planning and Effectiveness regularly submits teaching loads for fulltime equivalent faculty to the National Study of Instructional Costs and Productivity (The Delaware Study) for reporting purposes.

5.02 Office Hours

It is expected that faculty members will maintain regular office hours for student consultation in addition to their teaching assignments. It is left to colleges and departments to determine these guidelines.

5.03 Cancellation/Disruption of Classes

Since Western Carolina University is a residential university with more than 4,000 students in residence halls, the university does not, as a matter of general practice, close its operations or cancel classes in Cullowhee. Exceptions to that practice are rare and occur only when there are unusual circumstances such as bad weather, or when the entire student body is away from campus (usually during an extended break) and would face difficulty in returning to campus. Classes taught in locations other than Cullowhee will be held unless conditions at those sites are hazardous. Western Carolina University will abide by the host administration’s decision to cancel classes or close facilities.

The Provost will evaluate conditions and determine whether conditions require modifications to the regular campus class schedule. If a decision is reached to modify daily operations, Public Relations will
announce modifications to the university schedule via media outlets, the university website and email. In addition, students, faculty and staff are encouraged to check the university website (www.wcu.edu) when there is a possibility of cancellation. Updates about the status of university operations will be posted on a continuing basis. Students are expected to contact their instructors for any alternative plans for the class (see Section 5.03.02D). Faculty are expected to notify students concerning any alternative plans.

5.03.01 Cancellation/Disruption of On-Campus Classes Due to Inclement Weather

The following general guidelines apply when the possibility of disruption to the on-campus academic schedule occurs because of road conditions.

Each occurrence will be evaluated separately. However, if snow or ice occurs when resident students are present on campus, the university usually will elect to continue with the regular schedule of on-campus classes even though some commuting students may be unable to reach the campus. In such cases, we will attempt to notify off-campus students of our decision by local media and the WCU website (www.wcu.edu), with the expectation that they will use their best judgment about whether or not they are able to attend classes. The University expects students to make every effort to attend classes, but not to place themselves in dangerous driving conditions. Students are expected to contact their instructors for any alternative plans for the class (see Section 5.03.02D). Faculty are expected to take weather conditions into consideration in working with students who were unable to attend classes and to notify students concerning any alternative plans. Faculty members will accommodate those students who are unable to attend class because of hazardous weather conditions.

5.03.02 Cancellation/Disruption of Off-Campus Classes Due to Inclement Weather

When the possibility of disruption of the off-campus class schedule occurs in winter due to road conditions or conditions at the host site, the following general guidelines apply.

A. Off-campus Classes—All Locations

1. Each occurrence will be evaluated separately for each class location.

2. For WCU classes hosted at locations other than in Cullowhee, please refer to decisions concerning class cancellation made by the specific host campus administration. Online classes will be conducted as determined by the instructors of those courses.

3. Faculty members whose individual situations prevent them from reaching the class site are responsible for notifying their department head or dean or the director of the program as soon as possible. The program director (in consultation with the instructor) of which the course is a part will decide whether the individual class can be canceled. If the director decides to cancel a class, the faculty member also is responsible for notifying the students in the class.

4. Western Carolina University will notify students of class cancellation by means of local media and website (www.wcu.edu) announcements throughout the region affected. The Office of Public Information is responsible for making these arrangements when a decision has been reached.
5. When classes continue to meet under adverse weather conditions, students will individually use their best judgment about whether they are able to attend class. The faculty are expected to take these conditions into consideration in working with students who are unable to attend class.

B. WCU at Biltmore Park

Decisions affecting courses offered at Biltmore Park are managed by the Provost’s Office in consultation with the Executive Director for Western Carolina University at Biltmore Park. Faculty will be notified of decisions made by the Executive Director. Notification concerning cancellation of classes will be posted on the university website. If adverse weather conditions develop after the faculty and students have reached Asheville, the Executive Director will make decisions about the continuation or cancellation of classes and notify all the students and faculty in class. When Asheville-Buncombe Technical Community College announces cancellation of its classes, WCU’s Engineering Technology classes held at the A-B Tech campus are cancelled.

C. Cherokee Center

Decisions affecting courses offered in Cherokee are managed by the Director of the Cherokee Center in consultation with the Executive Director of Educational Outreach. Faculty and their department head will be notified of the decisions by the Director of the Cherokee Center.

D. Make-Up of Cancelled Classes Due to Inclement Weather

Each instructor is expected to develop a plan for making up class time cancelled due to inclement weather or any other pertinent reason. Examples of appropriate class make up activities include extra class meeting (face to face or on-line), extra assignments, supplemental discussions, etc. Any required make-up activity needs to take place during the regular academic week unless the course, in general, stipulates otherwise.

5.04 Permission to Offer Courses

Any individual offering a regular Western Carolina University course, including those offered through the educational outreach division, shall do so only with the permission of the head of the department which normally would offer the course. Permission should be received prior to the planning for the class and should be in writing with a copy to the dean of the college in which the department is located. It may be necessary in some instances to give oral approval and to confirm this as quickly as possible by written note, but these instances should be considered the exception rather than the rule.

The approval should be for a specific period of time, most often one term’s duration only. The time period should be spelled out in the written authorization.

Short courses, institutes, and special instructional efforts of short duration will be considered to be exceptional. An express approval in all instances need not be required. It is expected, however, that when academic credit (including awarding Continuing Education units) for such activities might be anticipated that prior approval be obtained.
5.05 Class Size Guidelines

5.05.01 Minimum Class Size Guidelines

The following general policy and guidelines will apply to all regular courses and sections of courses:

1. Lower division courses with enrollments of 15 or less will not be offered unless reasonably justified as specified in #5 below. Lower division courses are those numbered 100 through 299.

2. Courses numbered 300-499 with enrollments of 10 or less and courses numbered 500 and above with enrollments of 5 or less will not be offered unless reasonably justified as specified in #5 below.

3. Courses such as the following are to be considered exceptional and the small enrollment rule will not apply:
   a. Independent study and directed readings
   b. Internships or Co-op
   c. Practicums
   d. Student Teaching
   e. Thesis or Dissertation
   f. Private instruction in Music
   g. Research
   h. Honors

4. The decision to cancel a course because of small enrollment will be made by the head of the department following consultation with the dean of the affected college.

5. A department head may request that an exception from the small class rule be made for a particular course. Deans in making the decision to grant exceptions, should be guided by such factors as:
   a. Whether the course is a required course for majors
   b. The overall SCH productivity of the department
   c. The degree to which the course is a critical component in meeting a scheduled degree program offering, e.g. such as a course offered in an evening program on a planned schedule for degree attainment.
   d. The stage of development of the program.

6. Every effort should be made to come to as early a decision as possible regarding whether to offer or cancel a course because of small enrollment to reduce the problems stemming from cancellation. However, in general, a decision to cancel can be justifiably made as late as the first day of regular class meetings. In no case should an evening course be canceled until after all regular registration periods have been completed.
7. Liberal Studies class size guidelines are determined by the Provost/designee in consultation with the Liberal Studies Committee.

8. On-line class size guidelines are determined by the department head in consultation with the Dean of the College or School.

9. These guidelines do not apply to continuing education, contract, or summer school courses where the guidelines already in existence will continue to be used.

A continuous review of small class enrollments will be conducted annually. The present guidelines are liberal in terms of the class sizes expected, but may require adjustment upwards if circumstances warrant it.

5.05.02 Maximum Class Size Guidelines

The dean will determine whether a larger class size will adversely affect instructional quality, student learning and retention. The dean will consider such factors as course level, time the course is offered in the program, course content, and whether additional supplemental instruction (e.g. graduate assistants providing tutorials) is available to students. Further, at the end of the semester the dean and department head will review faculty course evaluations, grade distributions and withdrawals to evaluate the performance of the class. A request to schedule a course with a class limit above 100 needs the approval of the dean.

Liberal Studies class size guidelines are determined by the Provost in consultation with the Liberal Studies Committee.

On-Line class size guidelines are determined by the Deans of the colleges/school in consultation with their respective department heads.

5.06 Guidelines for Classroom Scheduling

PURPOSE: To provide a schedule of courses which maximize flexibility in scheduling classes. Further, to provide for better space utilization of university classroom spaces.

Please note that whenever feasible every effort should be made to maximize the utilization of classroom space in terms of seats available and the other performance indicators related to budget

GUIDELINES

1. Required resident major courses will be scheduled at times that do not conflict.

Action Recommendation – Academic units, normally the department, will review this each semester and summer session as students complete the advising for the application for diploma. Problems associated with major course scheduling will be evident during this process and should be noted. During the program review process, the unit must provide a template of course scheduling for the core degree requirements.
2. Departments (with five or fewer courses supporting another academic unit) whose curricula support other majors will coordinate schedules.

**Action Recommendation** — It is recommended that academic units work out a course scheduling matrix for the identified courses in consultation with affected academic units. Once in agreement, the courses will be maintained at these times and changed only after consultation with the other units.

3. Liberal Studies Core/Perspective courses will be scheduled throughout the day. (In C2 and C5 areas, core courses refer only to courses most often taken to satisfy core requirements.) Courses to support each core and perspective area must be available as delineated on schedule attached to this document. Multiple units offering courses in a given core or perspective area are required to have courses in each day class scheduling time before duplication of scheduling times. (It is understood that departments with fewer courses may not be able to fully meet this requirement. However, they must offer courses at 8:00 a.m. and/or in the evening.)

**Action Recommendation** — Prior to each course scheduling period, the Office of Institutional Research and Planning will provide a list of courses, by class scheduling time, in the core and perspective categories for the previous two semesters. Academic units will be noted and cited if courses are not spread throughout the day. Compliance with this guideline may require departments scheduling courses in each Core/Perspective area to work collaboratively to assure sections are appropriately distributed. Such collaboration will be facilitated by the Provost's office if necessary.

4. Multiple sections of major courses may not be offered at the same day and time unless approved by the department head. Multiple sections of online courses (example distance, and resident-credit) should be crosslisted and taught as one class.

**Action Recommendation** — It is the responsibility of the Department Head to observe this guideline and seek permission from the dean if rationale exists to support the request.

5. Units with low-enrolled courses will be noted and justification required each semester

**Action Recommendation** — The dean is required to review a unit’s course offerings at all levels. It is understood that initiatives and new programs may not be able to comply but written justification is required.

The following matrix of class meeting times is recommended as a guide for resident undergraduate classes in academic units. It is understood that some units have more than one prefix of classes. The intent is to review the unit as a whole. On-line courses refer to courses delivered completely on-line, not hybrid classes and should be counted as evening or 8:00 a.m. classes in complying with the matrix. Classes beginning at 5:00 p.m. or later are considered evening classes. University guidelines
will be followed when determining low enrolled classes, i.e., less than 15 for lower division and less than 10 for upper division.

<table>
<thead>
<tr>
<th>MWF Classes: Between 55 and 70% of total classes. Percentages below refer to the number of MWF, MW, and WF classes offered.</th>
<th>T-TH Classes: Between 30 to 50% of total classes offered. Percentages below refer to the number of T-R classes offered.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Class Period</strong></td>
<td><strong>No Less Than</strong></td>
</tr>
<tr>
<td>8:00</td>
<td>5%</td>
</tr>
<tr>
<td>9:05</td>
<td></td>
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<tr>
<td>10:10</td>
<td></td>
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<tr>
<td>11:15</td>
<td></td>
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<tr>
<td>12:20</td>
<td>20%</td>
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<td>1:25</td>
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<td>2:30</td>
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<tr>
<td>3:35</td>
<td></td>
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<tr>
<td>4:40</td>
<td></td>
</tr>
<tr>
<td><strong>Evening</strong></td>
<td>5% (10% by 2009)</td>
</tr>
</tbody>
</table>

**Class Scheduling Parameters/Best Practices:**

- Required major courses will be scheduled at times that do not conflict.
- Department heads whose curricula support each other’s majors will coordinate schedules to assure required courses do no conflict.
- Multiple sections of the same course will be scheduled throughout the day.
- Day classes are defined as those with start times between 8:00 a.m. and 5:00 p.m.
- Initial application of this matrix is recommended for Liberal Studies categories.

Programs will be identified that fall into a “special considerations category,” those programs that by nature and status are not expected to meet the guidelines. It is recommended that these programs be reviewed every four years.

**Other Scheduling Considerations:**

a) Enrollment cannot be limited to retain requisite teaching loads or normalize teaching load (class and program enrollment).
b) No caps can be placed on programs without prior approval of the dean and provost and without passing the curriculum approval process.

c) Undergraduate courses generally should not have a cap lower than 35 (excluding institutionally approved caps, labs and other exceptions approved by the Dean).

5.07 Off-Campus Instruction

5.07.01 Courses Taught in the United States

Western Carolina University offers a broad range of instruction at the undergraduate and graduate level in several off-campus locations. The Division of Educational Outreach holds primary responsibility for the administration of programs offered off site. Resident programs offered in Asheville are coordinated by the Director of WCU Programs at Biltmore Park who reports to the Provost. The program in Cherokee is managed by the Division of Educational Outreach and is coordinated by the director of the WCU Center in Cherokee.

Distance learning programs are approved by UNC GA and defined by relationship, site and mode of delivery. They include on-site instruction at off-campus sites delivered face to face, via interaction television or though technology enhancement. Off-campus site program offerings are required to conform to the Southern Association of Colleges and School’s (SACSCOC) criteria for such sites, as delineated in the SACSCOC substantive change guidelines. Questions pertaining to SACSCOC requirements can be directed to WCU’s Assistant Vice Chancellor for Institutional Planning and Effectiveness, who serves as the institutional SACSCOC liaison. Non-site based learning is delivered online. Distance learning programs are administered by the academic colleges with administrative support from the Division of Educational Outreach. Program relationships include area community colleges, schools, military installations, business and industry, professional and governmental agencies and organizations.

5.07.02 Courses Taught at Locations Outside the United States

There are three major categories of courses taught outside the United States: (1) Study abroad programs for American students, (2) courses or programs delivered in other countries for nationals of the host country, and (3) travel courses and related learning experiences lead by WCU faculty outside the United States. Information about WCU international partners and other international universities offering opportunities for study abroad during the semester, year, and summer is available from International Programs and Services (IPS) office. Students who pass approved international courses overseas receive WCU credit upon submission of an original transcript to IPS at the conclusion of their study abroad experience. Guidelines for proposals for study abroad programs are found in the document, “Travel Policies and Procedures” included in this document and “Faculty Guidelines & Forms for Faculty-Led Travel Courses” available through the Office of International Programs and Services http://www.wcu.edu/WebFiles/PDFs/IPS-Faculty-Guidelines-Forms-2014-2015.pdf

Special procedures are in place that should be followed by faculty who are assigned to teach a course(s) in locations outside of the United States. Faculty receiving such assignments receive instructions concerning travel guidelines and procedures, student management and follow-up reporting, etc., from the appropriate department head or dean and the Office of International Programs and Services. Travel
arrangements and permission for travel must be made well in advance in accordance with state travel regulations and policies. Questions concerning courses taught outside the United States should be referred to the department head, dean, or the Office of International Programs and Services.

In the case of courses/programs for foreign nationals, proposals and plans are developed by the sponsoring party in cooperation with the appropriate departments and colleges. Proposals are coordinated by the Division of Educational Outreach in collaboration with the College and Provost’s Office. Approval for such programs and site-based course offerings are required to conform to the Southern Association of Colleges and School’s (SACSCOC) criteria for such programs and sites, as delineated in the SACSCOC substantive change guidelines. Questions pertaining to SACSCOC requirements can be directed to WCU’s Assistant Vice Chancellor for Institutional Planning and Effectiveness, who serves as the institutional SACSCOC liaison. Once approved, programs are administered by the Division of Educational Outreach in partnership with the academic departments/colleges.

Detailed procedures and instructions will be made available by the Office of the Provost.

5.08 Student Class Attendance

General Attendance Policy

All students are expected to attend and participate in all meetings of the courses in which they are enrolled; any absence is incurred at the student’s own risk.

Each instructor will establish the attendance requirements, make-up procedures, and guidelines for absences in each course and the effect that irregular attendance, lack of participation, and inadequate preparation will have upon a student's grade. Attendance requirements and their relationships to grades shall reflect the norms of the department and college and should not conflict with university policy herein. The instructor will distribute written attendance policies to students at the beginning of each term. An instructor may establish special and more demanding attendance requirements for students who are performing less than satisfactorily. Each student is responsible for complying with the announced procedures for making up missed work.

Institutional funding is based in part on enrollment therefore instructors are required to report first-week and second-week attendance through myWCU on all students prior to census day. The Registrar's Office will distribute deadlines and instructions for reporting first- and second-week attendance in a timely manner. Instructors are required to report ‘last day of attendance’ on the final grade roster if a final grade other than a passing grade is submitted.

Students with more unexcused absences than the semester hours given for a course can expect the instructor to lower their final grade, especially in a 100-(freshman) or 200-(sophomore) level course. Missing approximately 10% of class meeting times (e.g. 4-5 MWF classes, 3 TR classes, or 1 laboratory or night class) or more constitutes a significant amount of class materials and experience and is very difficult, if not impossible, to make up. Class attendance may be required of undergraduate students as a condition of admission or readmission to the university or of eligibility to continue enrollment.
University Excused Absences

In addition to a documented and bona fide medical emergency, the death of an immediate family member, or pre-arranged absence for religious observance, excused absences are granted for university events that include performances and events sanctioned by the Chancellor to promote the image of the university, regularly scheduled university team competitions (athletic and otherwise) including postseason play (practices and training sessions are excluded) and, in addition, student engagement sponsored by the institution and approved by the Provost (e.g. research presentations and performances at national conferences or events).

According to North Carolina General Statue 116-11 (3a) a student may request absences for required religious observances. WCU allows two absences each academic year for religious observances required by faith. To obtain permission to be absent for religious reasons, a student must complete the Absent due to Required Religious Observance Form, obtain all necessary signatures, submit it to each instructor for review and approval, and submit it to the Assistant Vice Chancellor for Student Success in the Provost’s Office for final approval at least two weeks prior to the proposed absence. Students are encouraged to discuss these absences with the faculty member prior to the end of drop/add in case the absence will unavoidably keep the student from completing the requirements of the course. However, if the student completes the form and submits it to the instructor prior to the two-week time frame, he/she shall be given the opportunity to make up any tests or other work missed due to an excused absence for a required religious observance.

Individual class requirements such as field trips, field research or service learning activities are not considered institutional events. Faculty who schedule outside activities may request other faculty to excuse students from their classes so they may attend the outside event. However, individual faculty will determine whether the absence is excused or not. Should students be unable to attend the outside class event because of required attendance in other classes, they will not be penalized by the professor offering the outside activity.

An instructor is expected to honor a valid university excuse for an absence and to provide reasonable make-up work if the student notifies him or her of the approved absence at least one class period prior to the date of absence. A student who misses class work because of a university excused absence is responsible for contacting the instructor within one class meeting after returning to make satisfactory arrangements that the instructor deems appropriate for a make-up. Excused absences should not lower a course grade if the student is maintaining satisfactory progress in the class and has followed the instructor’s make-up procedures. Class experiences that are impossible to make up should be discussed during the first week of classes when there is sufficient time for a student to drop the course.

A student who anticipates missing a high number of classes (i.e. 10% or more of class time) for excused absences is required to discuss this issue with the instructor during the first week of classes to determine the possible solutions or consequences. Courses in professional programs with accreditation or licensure requirements should not be taken in a semester where a student anticipates a high number of absences.

The trip or activity sponsor must obtain written permission to travel as soon as possible and give each student a copy of the approved request. Each student must give the request to the instructor as soon as
possible but ideally at least one week prior to the day of the absence. The request should contain the name of the sponsor and group, the purpose, date(s), location of the event, and time and the names of the participating students.

The forms for University Sponsored Absence and Class Absence due to Required Religious Observance are found on the Registrar’s webpage at http://registrar.wcu.edu (select Forms & Resources)

**Drop for Non-Attendance**

An instructor will have the discretion to cancel a student’s registration for a course if the previously registered student fails to attend the first class meeting and fails to notify the instructor prior to the end of the first day of class. Students may re-register for the course on a seats-available basis up through the end of drop/add (5th day of semester). For courses in sessions other than the full semester (i.e. 8-week, and summer session courses), instructors may request a drop for non-attendance prior to the 5th day of the session.

Although instructors may drop students for non-attendance, students should not assume that this will occur. Students are responsible for dropping a course, if that is their intent, to avoid a grade of W or F. Student appeals resulting from emergencies or other extenuating circumstances will be considered on a case-by-case basis by the department head or in the appropriate dean’s office. Re-registration will not be permitted for any reason after census day (10th day of semester).

**Religious-Holiday Observance Policy**

WCU allows two days of absence each academic year for religious observances required by faith. To obtain permission to be absent for religious reasons, a student must complete the Absent due to Required Religious Observance form, obtain all necessary signatures, submit it to each instructor for review and approval, and submit it to the Assistant Vice Chancellor for Student Success in the Provost’s Office for final approval at least two weeks prior to the proposed absence. Students are encouraged to discuss these absences with the faculty member prior to the end of the drop/add in case the absence will unavoidably keep the student from completing the requirements of the course. However, if the student completes the form and submits it to the instructor prior to the two week time frame, he/she shall be given the opportunity to make up any tests or other work missed due to an excused absence for a required religious observance.

**5.09 Class Records and Reports**

**Official “Banner” class lists** are available in real time to instructors through myWCU. The Detail Class List, Summary Class List, and Summary Class List with Photos pull directly from the ERP (Banner) and are official.

Official class lists include registered students, students auditing the course and students who have withdrawn after the add/drop deadline. Students who do not appear on the official class list should be instructed to register for the class immediately. The University only receives funding for students who registered prior to the UNC system census date. **(Fall & Spring census day is always the tenth class day of the semester. System census for summer varies by course start-date; however, instructor compensation**
for summer courses depends on the second day census regardless of the start date and length of the course.)

Prior to census, instructors may drop students from their roster in accordance with the Drop for Non-Attendance published in The Record. Students who quit attending class are not eligible to be dropped for non-attendance (see policy) nor can they be administratively withdrawn from the course by the instructor. Continuing & newly admitted students may self-register or self-drop via myWCU up through the end of Add/Drop. Students who present a duly-signed late-registration form to the University OneStop prior to census will be late-registered into the course by the Registrar’s Office. Late-registration is a manual process and cannot be done online. Students are generally not permitted to register after census. When web-registration ends the Information System will auto-notify students of any manual changes made to their schedule and instructors of any changes that affect their class lists.

Class lists from Blackboard and other systems such as the system for reporting administrative attendance and academic progress synchronize to the official class list in Banner. Synchronization is at fixed intervals throughout the day. myWCU includes applets that display data from Blackboard as well as from Banner. Banner is always the system of record. Lists from systems like Blackboard that may also be filter and/or combine data as is the case with the Blackboard where cross listed courses are combined and student who withdraw are hidden from view. If you suspect a problem with the official class list or one of the synchronized class lists please report the problem immediately. Problems should be reported to the IT Help Desk so that a tracking ticket can be assigned.

Official Final Grade Rosters are also presented to instructors through myWCU. The Registrar’s Office will send instructions for reporting final grades to all instructors at the end of the term. Final Grade Rosters become visible in myWCU when grading is turned on. Final grades are not official until they have been properly recorded in myWCU and rolled into academic history. Final grades roll to history on the grading deadline at the end of the exam period and at specific intervals during all other times. An official grade must be recorded for every student whose name appears on the Official myWCU Grade Roster.

5.10 Evaluation of Student Work

All faculty are expected to develop appropriate student evaluation procedures for their courses. In doing so, they should consider issues concerning the nature and purpose of evaluated course work, as well as the frequency and format of student evaluation practices. The WCU Faculty Senate has adopted the following guidelines as a way to promote teaching excellence among faculty and academic achievement among students:

1. Evaluation procedures should be in writing and distributed to students at the beginning of each course.

2. Students should be evaluated at frequent intervals throughout the semester. Prior to the university withdrawal deadline, at least one graded assignment should be returned to students.

3. Faculty are expected to evaluate student work in an effort to promote the development of skills in the following areas: writing, information use, critical analysis of arguments, oral
communication, service learning, moral reflection and cultural diversity. These skills are the core of the liberal studies program.

4. Students should receive prompt feedback on graded course work.

5. Students should be given opportunities to review and discuss all graded course work.

The procedures established for grading review and discussion should be clearly announced to classes and should be such that the security required for examinations is preserved. Final examinations and other graded materials that contribute significantly to the final course grade which are not permanently returned to the students should be retained in the instructor’s files for at least one semester following the completion of the course.

5.11 Final Examination Schedules

An end-of-course evaluation of student work is required in every credit course. End-of-course evaluations may take the form of final exams, reports, projects, performances, portfolios, research papers, conferences, etc.

Many end-of-course evaluations are written, final exams. In order to reduce conflicts and final evaluation overloads for both students and faculty, a final examination schedule is developed by the Registrar for the entire university. Classes that conform to the University’s standard meeting patterns and times will be assigned an exam time. Courses that meet once per week (except evening courses) cannot be accommodated in the exam schedule and will use their last meeting day to administer a final exam. Evening courses will use the exam time designated by the Registrar. All final exams are to be administered at their designated times and places during final exam week. Change in time of an examination for an entire class for any reason must be approved by the Dean of the College and the Provost. If a change is approved, the Registrar’s Office should be notified to avoid room scheduling conflicts.

No student is required to take more than two final exams on any one day. Any student who has three final exams scheduled on one day has the option of taking all three or submitting to the professors a written request for rescheduling. However, a request to have an examination rescheduled must be made in writing at least five days before the examination is scheduled.

To reschedule, the following steps should be taken:

1. The student should request in writing a change in date from the instructors of the courses that present the conflict.

2. If the conflict is not resolved, the student should work with his/her academic advisor to have one of the exams rescheduled.

3. If the conflict still cannot be resolved, the student should work with the Office for Academic Affairs to have one of the exams rescheduled.
5.12 Grading System

The grading system of WCU for undergraduates and graduates is contained in the current issue of the WCU Record (undergraduate and graduate). Faculty members are referred to the academic regulations sections of the Record for detailed explanations of the grading system. Unless approved through the curriculum process, all courses must comply with the grading scales found in the relevant WCU Record.

5.13 Grade Reporting

Instructors must submit final grades for all courses on the final grade roster available through the myWCU following instructions published by the Registrar’s Office, http://registrar.wcu.edu > Information for Faculty & Staff > Web Grading. Only grades submitted through this process will appear on students’ official transcripts. If a grade other than a passing grade is submitted (W, F, I, or U), the instructor should also submit the students last day of attendance on the final grade roster.

If a student’s name appears on the grade roster, a grade must be given. Students who do not officially withdraw from the university or from a class are not automatically dropped from the class. Final grades are to be recorded by the instructor prior to the announced grading deadline; generally 10:00 a.m. the Monday following exam week. For courses whose end dates do not conform to the regular academic calendar, grades are due within 48 hours of the class “end date” as recorded in the student information system. The 48 hour deadline applies to all summer courses. “W” is not a grade that can be assigned by the instructor during the grade reporting process.

Instructors should adhere rigidly to grade reporting deadlines because of the need to process grades as quickly as possible and notify students of information that may affect academic standing and eligibility to continue. Missing grades also affect assignment to the Dean’s & Chancellor’s Lists, the production of transcripts and the conferring of degrees.

5.14 Progress Reporting at Fifth-Week and Beyond.

Academic progress must be reported through myWCU according to instructions published by the Registrar’s Office at the fifth, eighth, and eleventh week for the students/courses indicated below. Fifth-week progress (mid-term) grades should be reported for freshmen and sophomore level (100-299) courses during the fall and spring semester. Fifth-, eighth- and eleventh-week progress should be reported for student athletes and others designated as at-risk. The progress reporting tool used by the University clearly identifies students in each class whose progress is to be reported. Timely reminders and instructions will be distributed by the Registrar’s Office. Instructors are encouraged to advise students about their academic progress throughout the term, but especially prior to midterm. If students are making unsatisfactory progress, instructors should inform them of the reasons for the deficiency and advise them of the steps they could take to improve their academic performance or standing.
5.15 Final Grade Changes

When a grade other than incomplete is reported officially by an instructor at the end of a term, the grade is recorded and can be changed only if an error was made in estimating or reporting it. UNC/GA requires constituent institutions to electronically capture the names of individuals who initiate and approve grade changes. Instructors can remove incompletes and initiate grade changes only through myWCU. Grade change requests automatically route and require the approval of the Department Head and Dean. Instructors are notified if the change is not approved. The student and the instructor are notified whenever a grade change occurs. Only the instructor can change the grade in a course except as provided in the incomplete grade policy, in the case of a student appeal (as in 5.16), or an academic integrity violation, in which cases final grade may be determined by the appropriate appeal body as part of sanctions (see Academic Integrity Policy). Any request by a student for a change in a final grade must be submitted to the instructor within thirty-five days after the end of final exams.

5.16 Academic Action Appeal Policy/Procedures

A student has the right to appeal a final assigned grade or dismissal at the program level. A student may only appeal a final grade or program dismissal if he/she can show the grade or program dismissal was assigned arbitrarily or impermissibly. A student who wishes to appeal a grade on a particular assignment or exam can do so only in the context of how it affects their final assigned grade or dismissal from a program.

A final grade or program dismissal is deemed to have been assigned arbitrarily or impermissibly if, by a preponderance of the evidence, a student establishes that:

1. The final grade or dismissal was based upon the student’s race, color, religion, national origin, age, sex, disability, sexual orientation, or for some other arbitrary or personal reason unrelated to the instructor’s exercise of his or her professional academic judgment in the evaluation of the academic performance of the student; or
2. The final grade or program dismissal was assigned in a manner not consistent with the standards and procedures for evaluation established by the instructor, the program, or the University in the Catalog, in the course syllabus, or during the class/program in written or oral communications directed to the class/program as a whole; or
3. The final grade or program dismissal was the result of a clear and material mistake in calculating or recording grades or other evaluation. Individual elements (e.g., assignments, tests, activities, projects) which contribute to a final grade are generally NOT subject to appeal or subsequent review during a final grade appeals procedure. However, individual elements may be appealed under these procedures providing all of the following conditions are met:

   1) The student presents compelling evidence that one or more individual elements were graded on arbitrary or impermissible grounds;

   2) Grounds can be established for determining a professionally sound grade for the appealed element(s); and
3) The ensuing grade for each appealed element would have resulted in a different course grade than that assigned by the faculty member.

If dismissal from the Graduate School is a result of grades (3 C's or an F), the student may appeal the grade causing the dismissal. If the appeal is unsuccessful, the dismissal stands; the student cannot appeal the dismissal as well as the grade because dismissal is based upon the grades.

If a student is appealing dismissal from a program, or a final assigned grade that results in dismissal, the student shall be allowed to continue taking courses until the appeal is resolved (with the approval of the program in which the classes are taken), with the exception of clinical placements or internships, or when the students’ continued participation is deemed by the program director or department head to be harmful or disruptive to other students and/or the program.

If the appeal is unsuccessful and the dismissal stands, the student will be removed from any classes in which he or she is registered and will be responsible for any tuition and fees accrued as a result of registration during the appeals process.

Academic Action Appeal Procedure Overview:

Students who wish to appeal a final assigned grade or dismissal from an academic program for any reason other than academic dishonesty should follow, in order, the academic appeal procedure outlined below. (n.b. For these procedures, a “working day” = a day classes are held on campus)

Appeals of a final assigned grade and appeals of dismissals from an academic program follow similar procedures:

a) Appeal to Instructor
b) Appeal to Department Head
c) Appeal to Academic College – Associate Dean – may dismiss appeal or send to:
d) College Academic Action Committee Review
e) Academic Dean Review

An Appeal to Provost is only allowed for alleged violations of procedures, protected class, or constitutional rights,

Final Grade Appeal Procedures:

The following procedures detail the steps for appealing a final assigned grade (whether or not that grade results in dismissal from the Graduate School). The student is encouraged to meet/talk with the instructor prior to filing a formal appeal.

The student must demonstrate that the grade was impermissibly or arbitrarily assigned (see Academic Action Policy). That the student simply disagrees with the assigned grade does not constitute a basis for a review.

1. Appeal to Instructor:

Within 35 calendar days after the student receives notification of the academic action (grade) the student should submit a formal written appeal to the instructor. This appeal must include:
a) a statement of the reason(s) why the student believes the grade was impermissibly or arbitrarily assigned (see policy Academic Action Appeal Policy)
b) the resolution sought.

If the grade being appealed is leading to dismissal from the Graduate School, the Dean of the Graduate School should be copied on the student’s initial appeal. All correspondence should include contact information.

The instructor must respond to the student’s request in writing as soon as possible (no later than ten working days after receiving the student’s written appeal). This response should detail whether or not the instructor is approving or denying the appeal.

2. Appeal to Department Head:

If the student is unable to resolve the grievance through the appeal to the instructor, the student should submit a written appeal to the department head within 10 working days of receiving the instructor’s written response (from Step 1). If the department head is the instructor for the grade assigned, the associate dean of the department’s college will serve this function. Students appealing to the department head assume the burden of proof. Therefore, the appeal must include:

- A statement of the reason(s) the student believes the grade was impermissibly or arbitrarily assigned;
- The steps taken to resolve the disagreement over the assigned course grade; and
- The resolution sought.

The appeal must be accompanied by evidence the student believes supports the conclusion that the grade was impermissibly or arbitrarily assigned. Evidence might include papers, tests, syllabi, or written documentation.

Within ten working days of receiving this appeal, the department head will attempt to resolve the appeal. If the department head is unable to resolve the appeal within ten working days, the department head will notify the student of the decision, and the student has 10 days to appeal to the associate dean of the academic college.

3. Appeal to the Academic College (Associate Dean Review):

If appealing to the academic college, the student should forward (to the associate dean of the academic college) his/her initial Appeal to the Instructor and response from the instructor (from Step 1), the subsequent Appeal to the Department Head, and the department head’s written notification (from Step 2). Upon receipt of the appeal and aforementioned materials the associate dean may request further information from the student, the instructor, and/or the department head.

If the associate dean concludes that the facts alleged by the student would not constitute a violation of the Academic Action Appeal Policy or Procedures, the associate dean may, in consultation with the Dean and Graduate Dean if applicable, dismiss the review. The student will not be allowed any further appeal.
If the associate dean determines that the facts alleged in the student’s written appeals could, if true, constitute a violation of the Academic Action Appeal Policy or Procedures, the associate dean, within ten working days of receiving all information, shall refer the case to the College’s Academic Action Committee.

4. Academic Action Committee Review:

The College Academic Action Committee (CAAC) will consist of faculty members (who do not teach in the program from which the appeal originated) and students as designated by the academic college (graduate or undergraduate based upon appeal) appointed by the appropriate Academic Dean or Associate Dean. At least two of the faculty members shall be selected from “allied” disciplines or programs. The Associate Dean will serve as ex officio (non-voting) chair of this committee. The purpose of the CAAC is to determine whether the facts support the student’s contention that the grade was impermissibly or arbitrarily assigned as defined in the policy. It is not the function of the Committee to re-evaluate the student’s work to determine whether the CAAC agrees with the professional judgment of the faculty member who assigned the grade.

The CAAC Chair shall convene the Committee not later than ten working days from the request by the associate dean to examine the student’s appeals to the instructor and department head. The CAAC will also take into consideration any written statements received by the associate dean from either the student or the instructor, and any additional relevant documentation. Additionally, the CAAC may request oral presentations from both parties. Other relevant parties may be questioned.

Neither the student nor the faculty member may be accompanied or represented in the hearing by legal counsel or other advisor. The CAAC may consider only such evidence as is offered by the parties and at the hearing(s) and need consider only the evidence offered that it considers fair and reliable. The burden of proof shall be on the student to satisfy the Committee that a preponderance of the evidence supports a conclusion that the grade was awarded arbitrarily or impermissibly as defined. All recommendations of the CAAC shall be made by a simple majority vote.

Within ten working days from the conclusion of its hearing(s) on the matter, the CAAC Chair will provide a written report to the academic dean and to the graduate dean (for graduate-level grade appeals). The Committee report must include the Committee’s finding as to whether or not the grade assigned was awarded arbitrarily or impermissibly as defined in the policy. If such a determination is made, the CAAC shall recommend a course of action which could include recommending assignment of a specific grade to replace the one originally assigned or implementation of some process to re-evaluate the student’s work.

5. Review by the Dean:

Within ten working days after receiving the CAAC’s report, recommendations and other documentation assembled in the review, the academic Dean will, in consultation with the faculty member and department head, determine a final course of action. S/he will then communicate the final action in writing to the student, faculty member, department head, and (for graduate-level grade appeals) the dean of the Graduate School.

Appeal to the Provost:
An appeal to the Provost is only allowed if the student can establish a reasonable basis that the appeal procedures were not followed, discrimination of a protected class has occurred, and/or a student’s exercise of rights guaranteed by the First Amendment has been violated. If the student feels one of these conditions applies, s/he must file a written appeal to the Provost explaining the situation that warrants this level of appeal.

**Substitution Provisions:** In the event that the faculty member whose grade is being reviewed is also a department head/school director, the associate dean shall do those things required by the head or director. In the event that the faculty member whose grade is being reviewed is also an associate dean, the academic dean or Provost can name an appropriate substitute to perform the functions of the associate dean as required by this policy.

**Program Dismissal Appeal Procedures:**

The following procedures detail the steps for appealing a dismissal from a program for any reason other than final assigned grade(s), including failure to adhere to technical standards.

Dismissal from the Graduate School (and therefore dismissal from the program) based on bad grades may only be appealed by appealing the final grade(s) resulting in the dismissal from the Graduate School. The student is encouraged to meet/talk with the program director prior to filing a formal appeal.

The student must demonstrate that dismissal was impermissibly or arbitrarily assigned (see Academic Action Policy). That the student simply disagrees with the dismissal does not constitute a basis for a review.

1. **Appeal to Program Director:**

   Within 35 working days after the student receives notification of the academic action (grade) the student should submit a formal written appeal to the instructor. This appeal must include:

   1. a statement of the reason(s) why the student believes the dismissal was impermissibly or arbitrarily assigned (see policy Academic Action Appeal Policy)
   2. the resolution sought.

   When appealing a dismissal from a graduate program, the student must copy the Dean of the Graduate School on this initial appeal. All correspondence should include contact information.

   The program director must respond to the student’s request in writing as soon as possible (no later than ten working days after receiving the student’s written appeal). This response should detail whether or not the program is approving or denying the appeal.

2. **Appeal to Department Head:**

   If the student is unable to resolve the grievance through the appeal to the program director, the student should submit a written appeal to the department head within 10 working days of receiving the program director’s written response (from Step 1). If the department head is the instructor for the grade assigned, the associate dean of the department’s college will serve this function. Students appealing to the department head assume the burden of proof. Therefore, the appeal must include:
a. A statement of the reason(s) the student believes the dismissal was impermissibly or arbitrarily assigned;
b. The steps taken to resolve the disagreement over the dismissal; and
c. The resolution sought.

The appeal must be accompanied by evidence the student believes supports the conclusion that the dismissal was impermissibly or arbitrarily assigned. Evidence might include papers, tests, syllabi, or written documentation.

Within ten working days of receiving this appeal, the department head will attempt to resolve the appeal. If the department head is unable to resolve the appeal within ten working days, the department head will notify the student of the decision and copy the dean of the Graduate School, and the student has 10 days to appeal to the associate dean of the academic college.

3. **Appeal to the Academic College (Associate Dean Review):**

If appealing to the academic college, the student should forward (to the associate dean of the academic college) his/her initial Appeal to the Program Director and the program director’s response (from Step 1), the subsequent Appeal to the Department Head, and the department head’s written notification (from Step 2). Upon receipt of the appeal and these materials the associate dean may request further information from the student, the program director, and/or the department head.

If the associate dean concludes that the facts alleged by the student would not constitute a violation of the Academic Action Appeal Policy or Procedures, the associate dean may, in consultation with the academic Dean and Graduate Dean if applicable, dismiss the review. The student will not be allowed any further appeal.

If the associate dean determines that the facts alleged in the student’s written appeals could, if true, constitute a violation of the Academic Action Appeal Policy or Procedures, the associate dean, within ten working days of receiving all information, shall refer the case to the College’s **Academic Action Committee**.

4. **Academic Action Committee Review:**

The College **Academic Action Committee** (CAAC) will consist of faculty members (who do not teach in the program from which the appeal originated) and students as designated by the academic college (graduate or undergraduate based upon appeal) appointed by the appropriate Academic Dean or Associate Dean. At least two of the faculty members shall be selected from “allied” disciplines or programs. The Associate Dean will serve as ex officio (non-voting) chair of this committee. The purpose of this Committee is to determine whether the facts support the student’s contention that the dismissal was impermissibly or arbitrarily assigned as defined in the policy. It is not the function of the CAAC to re-evaluate the student’s work to determine whether the Committee agrees with the professional judgment of the program director or faculty member(s).

The CAAC Chair shall convene the Committee not later than ten working days from the request by the associate dean to examine the student’s appeals to the program director and department head. The committee will also take into consideration any written statements received by the associate dean from
either the student or the program director, and any additional relevant documentation. Additionally, the Committee may request oral presentations from both parties. Other relevant parties may be questioned.

Neither the student nor the program director may be accompanied or represented in the hearing by legal counsel or other advisor. The CAAC may consider only such evidence as is offered by the parties and at the hearing(s) and need consider only the evidence offered that it considers fair and reliable. The burden of proof shall be on the student to satisfy the Committee that a preponderance of the evidence supports a conclusion that the dismissal was awarded arbitrarily or impermissibly as defined. All recommendations of the CAAC shall be made by a simple majority vote.

Within ten working days from the conclusion of its hearing(s) on the matter, the CAAC Chair will provide a written report to the academic dean and to the graduate dean (for graduate-level grade appeals). The Committee report must include the Committee’s finding as to whether or not the dismissal assigned was awarded arbitrarily or impermissibly as defined in the policy. If such a determination is made, the CAAC shall recommend a course of action which could include recommending readmission or implementation of some process to re-evaluate the student’s actions/work that lead to the program dismissal.

5. **Review by the Dean:**

Within ten working days after receiving the CAAC’s report, recommendations, and other documentation assembled in the review, the academic Dean will, in consultation with the program director and department head, determine a final course of action. S/he will then communicate the final action in writing to the student, faculty member, department head, and the dean of the Graduate School.

**Appeal to the Provost:**

An appeal to the Provost is only allowed if the student can establish a reasonable basis that the appeal procedures were not followed, discrimination of a protected class has occurred, and/or a student’s exercise of rights guaranteed by the First Amendment has been violated. If the student feels one of these conditions applies, s/he must file a written appeal to the Provost explaining the situation that warrants this level of appeal.

*Substitution Provisions:* In the event that the faculty member whose grade is being reviewed is also a department head/school director, the associate dean shall do those things required by the head or director. In the event that the faculty member whose grade is being reviewed is also an associate dean, the academic dean or Provost can name an appropriate substitute to perform the functions of the associate dean as required by this policy.

### 5.17 Principles of Academic Advising

- Academic advising at WCU includes academic, career, and personal components. Faculty and Professional Advisors must be experts in the academic component, including academic policies and support resources. They must also be informed about career opportunities and resources in their own disciplines as well as related disciplines. Advisors should make appropriate referrals when it is in the best interest of the student.
- Academic advising is the responsibility of both faculty and professional advisors.
• Academic advising is part of the normal professional load for faculty at Western, and adequate time should be set aside for quality advising. A reasonable full-time faculty advising load is between 20 and 33/1 (Advisor Load, N.D.; Habley, 2002). When evaluating faculty as part of the Annual Faculty Evaluation and when considering promotion, tenure and merit pay, department heads should consider both the quantity of advisees per faculty member and the quality of advising. Faculty with unusually heavy advising loads, greater than 33/1, should be given special consideration, compensation or course release time to ensure the quality of advising.

• Because academic advising is a significant part of the academic mission at WCU, advising will be evaluated for faculty as part of the Annual Faculty Evaluation. Advising will also be factored into promotion, tenure, and merit pay decisions as determined by department T.P.R. documents. Professional advisors will be evaluated under the personnel rules and regulations applicable for SPA and/or EPA employees.

• An effective academic advising system dictates that all who serve as advisors participate in on-going training.

Processes Supporting Undergraduate Academic Advising Model

• All new campus-based students (freshmen, transfers, and readmits) will have their initial contact with the Advising Center, Student Support Services, Honors College, or the TRACS Office in the College of Education and Allied Professions. Initial academic advising will be carried out through a process, which includes, but is not limited to, phone, letter, web, and email contact with incoming students prior to enrollment. Initial enrollment will be finalized during freshman and transfer new student orientations.

• Incoming students, freshmen, transfers, and readmits, are encouraged to declare a major as soon as possible. Students with 45 hours or more are required to declare a major prior to enrollment.

• Students will be assigned to an advisor based on their academic interests. Undeclared students will be advised to seek career counseling and testing services through Career Services, the Advising Center, and Student Support Services.

• As soon as a major is declared, students will be assigned to a faculty advisor in that major.

• Academic advising processes, as well as advisor training, will be coordinated and monitored by the University Advising Council consisting of a faculty member from each college, and representatives from the Advising Center, Student Support Services, Honors College, Academic Success Program (ASP), Educational Outreach, Admissions, Registrar, and Residential Living. A training manual has been developed and will be regularly updated. The University Advising Council will coordinate all university-wide advisor training sessions.

• Academic advising will have specific value in the tenure, promotion, reappointment, merit pay and annual faculty evaluation processes as defined by the department T.P.R. document. All advisors, whether faculty or staff, will be evaluated on an annual basis according to the personnel policies and procedures pertaining to their respective classifications. The University Advising Council will develop and provide suggested tools for advisor evaluation including: student evaluations, narrative self-evaluations, file audits, etc.

Definitions:
• **Professional Advisor**  An advisor, counselor, faculty or staff member assigned to the Advising Center, Student Support Services, Honors College, or TRACS Office.

• **Faculty Advisor**  A fully qualified full-time faculty member whose responsibilities include advising students in the department with declared majors.

• **Major Contact Person**  The department head will serve as or designate a major contact person for declared majors. This person will have the following roles and responsibilities:
  o Coordinate the scheduling of freshman orientation sessions during extended orientation.
  o Ensure that contact is made with each newly declared major in the program to welcome them to the department.
  o Assign advisors in accordance with departmental protocol.
  o Ensure that the newly declared major and faculty advisor make initial contact.
  o Serve as liaison with the professional advisor assigned to the program. The professional advisor will contact this major contact person when an undeclared student wants to talk with someone about the major or to declare a major in the department.
  o Remind instructors of 100- and 200-level courses in the department to report fifth week grades.
  o Remind faculty advisors of freshmen majors to be available to discuss reported fifth week grades with freshmen advisees who request help.

Roles:

• **Professional Advisors:** TRACS Office  
  **Responsibilities:** The Teacher Recruitment Advising Career Support (TRACS) initiative places professional advisors in the College of Education and Allied Professions whose responsibilities include academic advising for students majoring in Elementary and Middle Grades Education, Physical Education, Special Education, and the Birth-Kindergarten Distance Education Program.

• **Professional Advisors:** Educational Outreach  
  **Responsibilities:** Distance Learning students eligible for admission to WCU must complete a two-stage process. Stage one is admission to WCU. Stage two is admission to an approved program. Students not yet admitted to an approved program may be offered enrollment as an undeclared student to complete coursework toward the Liberal Studies requirement. Educational Outreach provides academic advising support to students while in this status.

• **Professional Advisors:** Advising Center, Student Support Services, and Honors College  
  **Responsibilities:** Professional advisors advise undeclared students and assist advisees in identifying an area of interest and declaring a major. In addition, each professional advisor in the Advising Center will be assigned to a College or departments within Colleges to work students intending to declare majors in that College. Professional advisors in the Advising Center and Student Support Services serve as liaisons to the Colleges to facilitate communication and student hand-offs. Assigned professional advisors will communicate regularly with the Faculty Major Contact Person for freshmen and transfer students in each
major to facilitate the declaration of major process for students and to assist students and faculty as needed regarding academic advising.

New Student Process

- Beginning each April for fall admits and November for spring admits admitted students are directed to complete CatWalk, a web application designed to help guide and prepare newly admitted students from the point of admission to orientation.
  - CatWalk is completed by all newly admitted undergraduate students, including Freshman, Transfer, ASP, Honors, and International students. CatWalk is only accessed by campus-based students; it is not intended for Distance Learning Program students.
  - CatWalk assists the Advising Center by streamlining and organizing administrative processes in preparation for Orientation. It enables the assignment of professional advisors to incoming students who build tentative course schedules before a student arrives for orientation.
  - CatWalk also allows the Advising Center to create and run various reports related to class seating demands, major selection, and important enrollment requirements (i.e. tuition deposit and immunization requirements).
- During New Student Orientation, professional advisors meet with parents and new students.
- During New Student Orientation assist with schedule adjustments, declaration of major, and change of major.
- During first semester, meet individually with all undeclared new students before completion of the third week of class. Assess adjustment to university life and make referrals as appropriate.
- Each semester meet with undeclared students to discuss 5th week grades and establish action plans for all grades less than “C”.
- Advise undeclared students for early registration.
- Provide alternate pin numbers (alt pin) for undeclared students to register via web registration.

Additional responsibilities

- Teach sections of USI 130 as needed.
- Teach the Learning Contract class, LC 101, for new freshman and transfer students placed on Academic Probation with a GPA within the range of 1.0 to 1.999 at the end of their first semester. Students placed on Academic Probation with a cumulative GPA in this range at the end of their first semester must participate in the Learning Contract program during their second semester. Students who do not choose this option are not eligible to continue enrollment in the University for one term.

Faculty Advisor (Major advisor)
Responsibilities: Faculty advisors in each major will continue to provide comprehensive advising to
declared advisees in the program. Contacts that are expected to occur with freshmen and first semester transfer advisees include:

- Provide to and discuss with the advisee the major eight-semester plan.
- Discuss specific requirements and expectations for the major.
- Discuss course sequencing, specifying what years and/or semesters various courses are offered.
- Discuss careers and various career paths for graduates of the major.
- Discuss reported fifth-week grades (with students who request advice).
- Discuss scholarship opportunities (Rhodes, Truman, etc.).
- Discuss intern/co-op opportunities.
- Encourage students to join student professional organizations and become involved in other student life organizations/activities.
- Discuss adjustment to the university as it concerns academic progress.
- Encourage advisees to use available support on campus as needed.
- Advise for early registration and approve next semester’s course schedule.
- Provide all advisees who have declared majors with their alternate pin numbers (alt pin) for web registration. (Students with declared majors cannot get this number from the Registrar, Advising Center, Student Support Services or Honors College because these agents do not know whether or not the student has met with the faculty advisor.)

Department Heads
Responsibilities: Department heads facilitate the designation of a Faculty Major Contact Person for each undergraduate major in the department and will communicate with the designated Contact Person to monitor and facilitate completion of the role responsibilities.

Associate Deans
Responsibilities: Associate Deans meet with professional advisors assigned to respective colleges once each month throughout the academic year.

Academic Program Deans
Responsibilities: The dean of each undergraduate college supports and monitors the academic advising model. The dean also facilitates regular communication between the Faculty Major Contact Person for each major and the assigned advisors in the Advising Center, Student Support Services, and Honors College.

Advisor Training and Development

- An effective academic advising system dictates that all who serve as advisors participate in on-going training.
- Advising processes, as well as advisor training, will be coordinated and monitored by the University Advising Council consisting of a faculty member from each college, and representatives from the Advising Center, Student Support Services, Honors College, Academic Success Program (ASP), Educational Outreach, Admissions, Registrar, and Residential Living.
A training manual has been developed and will be regularly updated. The University Advising Council will coordinate all university-wide advisor training.

**Advising Program Evaluation**

- The University Advising Council will meet annually to review the Undergraduate Academic Advising Model and to update the model as needed.
- Academic advising will have specific value in the tenure, promotion, reappointment, merit pay and annual faculty evaluation processes as defined by the department T.P.R. document. All advisors, whether faculty or staff, will be evaluated on an annual basis in accordance with their respective evaluation processes. The University Advising Council will develop and provide suggested tools for advisor evaluation including: student evaluations, narrative self-evaluations, file audits, etc.

### 5.18 Policy Regarding Graduation Checkout & Participation in Graduation Exercise

#### 5.18.1 Graduation Checkout

Faculty may purchase or rent graduation regalia through the bookstore. Orders for purchase must be placed eight weeks in advance to guarantee delivery. Rental orders must be placed six weeks in advance to avoid late order fees and charges. Please contact the bookstore at 828-227-7346.

#### 5.18.2 Participation in Graduation Exercise

All faculty members are required to attend one commencement ceremony each academic year, with approximately one-half of the faculty attending December or the May, exercises. If possible, approximately one-half of each departmental faculty should attend each ceremony. Students graduating with honors are appropriately recognized. Attendance on the part of graduating students is expected. Candidates may be excused from the exercises up to one week prior to the event by the registrar.

### 5.19 Adoption Policies and Procedures for Textbooks, Supplemental Texts, and Other Printed Materials

Textbooks for courses numbered 100-499 are furnished on-campus to undergraduate students on a rental basis by the Book Rental Department. Full-time students pay a fee of $145.00 per semester and are entitled to the principal textbook used in each course for which they register. Part-time students pay a prorated amount equal to the number of semester hours for which the student is registered times the established hourly rate. Part-time undergraduate students who enroll in a course for which the Book Rental Department declines to provide a text will receive a refund of the rental fee for that course. No such refund is available for full-time undergraduates because these students receive the benefit of the book rental program for a set fee, without regard to the number of courses taken or books used in a particular term. Purchase of supplemental printed materials (including another textbook, workbooks,
paperback books, other printed materials, cds, dvds, or codes for on-line materials) may be required in some courses. Book Rental fees are included with tuition and fees.

A. **Policies and Procedures Governing Rental Textbook Adoptions.**

   1. **Policies**
      
      a. New textbook adoptions will be for a minimum of two full years consisting of four semesters and four summer school terms.
      
      b. The economics of the book rental system depend upon repeat use of the books in inventory. Therefore, within the two year adoption period, it is expected that the course(s) utilizing the adopted textbook will be offered at least two times. Under this policy, if a new edition is published it cannot be substituted until the full adoption period has been fulfilled. If the course cannot be offered twice within the adoption period due to circumstances beyond the department’s control and a new textbook adoption is deemed necessary, an exception to the policy may be requested. Exceptions are subject to availability of funds; exceptions are not made for multiple-section courses. Criteria for exceptions have been established by a Bookstore Advisory Committee whose membership includes faculty, staff, and students. The Committee will consider requests for exceptions on a first-come, first-served basis and in the following order of priority.

      1. Death of a faculty member assigned to the course;
      
      2. Retirement or departure of the faculty member assigned to the course;
      
      3. A faculty member new to WCU is assigned to the course;
      
      4. A new text edition is adopted whose previous edition is over 5 years old.

      The new edition must then be used for any remainder of the old edition’s adoption period plus its own two-year minimum adoption period.

      Only one rental textbook per course may be adopted and issued. (See policies and procedures related to supplemental texts and other printed materials.)

      The book rental department may decline to offer a rental textbook for a special topics course or for courses in which:

      1. the book is revised annually, or
      
      2. the textual content is consumed during its utilization,
      
      3. the course is offered only once during the textbook’s two year adoption, or
4. The textbook is bundled with publisher supplements the rental department will only provide the textbook.

In such instances, the text or the publisher supplements will be offered for sale at the WCU Bookstore.

2. Procedures for Book Rental Adoptions
   a. The WCU Bookstore manager will send a letter each semester to department heads and faculty members to explain adoption procedures, to solicit rental textbook orders, and to specify response dates which must be met to permit order and delivery of books by the beginning of the next school term.
   b. Forms may be obtained from the book rental department, departmental offices or on-line at http://books.wcu.edu, then click on faculty links.
   c. The person initiating the request for a new adoption must fill in all information requested. WCU Bookstore personnel can assist faculty members in obtaining this information by telephone or email.
   d. The completed hard copy form must be signed by the instructor or submitted on-line.
   e. Processing of telephone and email requests for new adoptions are not accepted. All new adoptions must be submitted on the proper forms.

3. Procedures to Request an Exception to the Two-Year Adoption Rule
   a. The Bookstore manager will include in the distribution of textbook adoption information a deadline date for exceptions.
   b. A completed “Exception to Book Rental Adoption Policies” form must be submitted by the deadline date. (Do not include a new book rental adoption form).
   c. Exception forms may be obtained from the book rental department, departmental offices and on-line at http://books.wcu.edu, then click on faculty links. Requests for exceptions are on a first-come, first-served basis and in an order of priority based on specific criteria. Exceptions are subject to availability of funds.
   d. The bookstore manager will notify the department of the final decision.

4. Obtaining Desk Copies of Adopted Rental Texts
a. The primary source for desk copies is the publisher. Textbook publishers usually will provide desk copies to instructors who complete a standard desk copy request form on-line to the publisher. These request forms are available in the WCU Bookstore. Publishers will only honor requests received from instructors and will only send desk copies directly to instructors.

b. The WCU Bookstore will supply desk copies to instructors in the following circumstances: If a faculty member has sent request forms to the publishers and the desk copy has not been received by the beginning of the term for which the book is needed, the WCU Bookstore will issue a desk copy on a “Faculty Textbook Loan” form for an eight week period at the beginning of the semester. There will not be a charge for the loaned textbook unless the book is not returned. If the textbook is not returned, the department will be charged the textbook replacement cost or a rental fee.

c. If a faculty member sends a request form to a publisher and the publisher refuses to provide a desk copy, the WCU Bookstore will issue a desk copy to the faculty member, and, if appropriate, will continue efforts to acquire a copy from the publisher. If it is determined that the publisher will not supply the requested desk copy, the faculty member may retain the bookstore’s copy on an extended loan basis.

B. Policies and Procedures Governing Adoption of Supplemental Textbooks, Workbooks, and Other Printed Materials

1. Policies

Faculty members may require the use of supplemental textbooks, workbooks, other printed materials, cds, dvds or codes for on-line materials, in addition to the adopted rental textbook for undergraduate courses. Faculty members, department heads, and deans should be considerate of the financial demands that purchases of supplemental texts, workbooks and other printed materials impose on students. Care should be given to assure that the use made of such supplemental materials in a course justifies their expense to the students.

The WCU Bookstore will order and stock supplemental textbooks in response to order forms submitted by faculty members. Each semester, the bookstore manager will send a letter to department heads and faculty members to explain order procedures for supplemental textbooks and other printed materials, to solicit orders, and to specify response dates which must be met to accomplish order and delivery of books by the beginning of the next school term.

2. Procedures

a. Forms may be obtained from the WCU Bookstore, departmental offices or on-line at http://books.wcu.edu.
b. The person initiating the supplemental book request must fill in all required information. WCU Bookstore personnel also can assist faculty in obtaining this information by telephone or email.

c. The completed form must be signed by the faculty member or submitted on-line.

d. Telephone requests or email orders for supplemental texts will not be accepted. All textbook requests must be submitted on the proper forms.

e. The WCU Bookstore does not maintain “standing orders”. Books and supplies must be ordered for each semester.

f. If special supplies are needed for any course, the supplies should be listed on a supplemental or graduate text request form or attached separately to the form.

5.20 Academic Regulations

The academic regulations and degree requirements for undergraduate students are found in the current version of the Western Carolina University Record (online). All faculty are encouraged to review and become familiar with these regulations and requirements.

6.00 PROFESSIONAL DEVELOPMENT OPPORTUNITIES AND GENERAL INFORMATION

6.01 Professional Development Opportunities

Professional development is important at Western Carolina University. The following principles guide Western’s support of faculty development.

PROFESSIONAL DEVELOPMENT AT WESTERN CAROLINA UNIVERSITY

Principles of Faculty Development

1. Faculty members have the responsibility to promote their own growth as teacher-scholars.

2. Western Carolina University seeks to develop a community of scholarship; therefore, the university has responsibilities to support the development of both community and scholarship.

3. Faculty at Western Carolina University are expected to be active in teaching, research/scholarship, and service across their careers; therefore, there should be support for faculty development in each of these areas.
4. Faculty have different developmental needs at different stages in their careers; therefore, a variety of support programs will be needed to meet those needs.

5. Some aspects of faculty development are better implemented at the departmental, college, or university levels; therefore, a comprehensive faculty development program should offer support at each of these levels.

6. Support for faculty development represents an investment of the institution in its most important resource; therefore, faculty should be held accountable when funds are expended on their behalf. Faculty receiving support (not awards) are expected to report on their funded activities as well as on the impact those activities had on their development. In addition to written reports, faculty might also share their reports with colleagues orally, or, in special instances, lead a colloquium for interested faculty on their experiences. In this way, investment in one faculty member may benefit a wider group.

Resources, Activities and Programs to Support Teaching

With all its work with faculty being voluntary, formative and confidential, the Myron L. Coulter Faculty Commons for Excellence in Teaching and Learning, located in Hunter Library, offers the following resources, activities and programs.

- Support for faculty in all aspects of teaching and learning
- Support for Boyer scholarship
- Training and support for Blackboard, the university’s online course management system
- A Faculty Sandbox, where faculty can receive one-on-one support and consultation for the instructional use of digital media
- Individual consultations with faculty about course design and pedagogical issues
- Individual consultations concerning the preparation of tenure and promotion files
- Small group analysis by an instructional developer to provide feedback from students
- Constantly updated website for events and resources
- Workshops, panel discussion, retreats, and other events related to teaching and learning, professional development, and educational technology
- Publications: Faculty Forum (monthly opinion piece) and weekly newsletters,
- Annual New Faculty Orientation in collaboration with the Office of the Provost
- An annual Summer Institute on Teaching and Learning
- Retreats focused on scholarship development
- ePublishing platform and support
- Support for Qualtrics survey software and survey design
- FACE program for peer-to-peer learning communities, individual faculty mentoring, book discussion groups, and writing circles.
- Support for graduate teaching assistants and part-time faculty
- Support for professional development, including leadership training
- Support for integrating the learning goals of the QEP into syllabi and instruction

Programs to Support Faculty Development
QUALITY ENHANCEMENT PLAN (QEP) FACULTY DEVELOPMENT GRANT

This program, established in 2008, supports activities connected to the implementation of the goals of the QEP. Funds are available to support travel, subsistence, registration/tuition expenses and/or teaching equipment and materials associated with activities related to faculty development in support of the QEP. Maximum award is normally $750; contingent on available state funds.

Professional Development Grants

Established in 2012, this grants support the strategic mission of WCU by providing funds for faculty and instructional staff to pursue professional development opportunities in areas such as teaching and learning, course improvement, scholarship, leadership, certification, accreditation, assessment, and other related areas. Funds may be used for courses, workshops, training, testing, and related activities. Professional Development Grants encompass the goals of two former grant programs, Micro grants and Provost Instructional Improvement Grants, while adding increased flexibility for professional development.

BOARD OF GOVERNORS AWARD FOR EXCELLENCE IN TEACHING

This award is designed to encourage, recognize, and reward superior teaching and meritorious performance on a North Carolina University system-wide basis. Teaching faculty who have earned tenure and been employed at Western Carolina University for at least seven years are eligible for nomination. The amount of this award is $12,500.

CHANCELLOR'S DISTINGUISHED TEACHING AWARD

This award is designed to encourage, recognize, and reward superior teaching and meritorious performance. Teaching faculty with more than two years of service at Western Carolina University are eligible for nomination if they have not received this award in the preceding five years. Amount of award: $2000.

EXCELLENCE IN TEACHING LIBERAL STUDIES AWARD

This award recognizes a faculty member for excellence in promoting significant student learning in teaching liberal studies courses on a regular basis. Any full-time faculty member who has taught at Western Carolina University for at least one year may be nominated by a faculty member, department head, and dean or by self-nomination. A minimum of four liberal studies courses need to have been taught at Western in the two years prior to the spring semester. Amount of award: $1500. This award is handled through the office of the Assistant Vice Chancellor for Undergraduate Studies.

INNOVATION SCHOLAR AWARD

This award encourages and recognizes a faculty member who produced exemplary types of scholarship outside of the scholarship of discovery, including integration, engagement, and teaching and learning. The award is open to any full-time faculty member or faculty team who has taught at Western Carolina University for at least one year. It carries with it a $1000 prize.

LAST LECTURE AWARD
The Last Lecture Award recognizes those faculty who teach with passion and enthusiasm. It is the only teaching award selected solely by students. The winner of the Last Lecture Award is asked to give a “last lecture” to the campus during Homecoming Week in the following fall semester.

Programs to Support Research

THE HUNTER SCHOLAR AWARD

Initiated in 1987, this award supports scholarly research during the calendar year. It consists of release time for two semesters, the assignment of a graduate research assistant, support funds from Hunter Library, and designation as the Hunter Scholar. It is available to full-time, tenure-track faculty members as funds permit.

FACULTY RESEARCH AND CREATIVE ACTIVITIES GRANT

This program provides faculty a block of time to devote completely to their research or creative activities. Four awards of up to $5,000 each will be made when funds permit. All full-time tenure-track faculty are eligible to apply. The financial award may be used for any purpose.

THE UNIVERSITY SCHOLAR AWARD

Designed to recognize the research and creative activities of faculty, this award is given annually to the faculty member who, in the opinion of the awards committee, has achieved a position of prominence in his or her discipline through research and/or creative activities. Amount of award: $1,000

In addition to these programs, the Office of Research Administration provides support for faculty and staff seeking both internal and external funding for scholarly activities. The staff offers assistance in all aspects of proposal development: proposal writing workshops, identifying appropriate funding agencies, review and evaluation of proposals and budgets, budget management, procedures on the welfare of experimental subjects, and federal assurances. The Western Research Notes is published three times a semester to inform faculty and staff of grant and contract opportunities.

Programs to Support Service

O. MAX GARDNER AWARD

This annual award is given to a UNC system faculty member who has "made the greatest contributions to the welfare of the human race." It is considered the UNC system's highest faculty award and includes a $10,000 cash prize. WCU selects one nominee each year.

WCU AWARD FOR EXCELLENCE IN COMMUNITY SERVICE

Founded in the 2013/14 academic year, the WCU Award for Excellence in Community Service recognizes a WCU faculty member who demonstrates a “sustained, distinguished, and superb achievement in university public service and outreach, and contributions to improving the quality of life of others.” Successful nominees will have achieved a level of creativity and impact at a magnitude that exceeds the normal accomplishments of a productive faculty member, as demonstrated by a sustained record of service projects, teaching and learning methods, and/or scholarship. Winners of
the WCU Excellence in Community Service award will receive a plaque, a cash award of $1000, and their status will be formally recognized as part of WCU’s annual spring awards ceremony.

PAUL A. REID DISTINGUISHED SERVICE AWARDS

This program consists of two awards given annually for distinguished service: one to a member of the administrative staff and one to a faculty member. To be considered, a faculty member may be recognized not only for excellence as a teacher, but also for contributions in the areas of scholarly activities, and service. Amount of award: $1,000

Programs to Support both Teaching and Research

VISITING SCHOLARS PROGRAM

By bringing scholars to the campus, this program enriches the college intellectual and cultural environment. Departments may propose scholars to meet with faculty and students in small group sessions and address the university community on topics of interest to the department. Typical award: up to $1,500 (more if sponsored by two or more departments)

Other Types of Support

FREE TUITION FOR FACULTY AND STAFF

Any permanent UNC system employee who is employed at least 75% time and participates in either the Teachers and State Employees Retirement System (TSERS) or the Optional Retirement Program (ORP) may participate in the tuition waiver program. Western Carolina University allows employees to take courses under the tuition waiver program in either the fall or spring semester.

The number of courses an employee may take under the UNC system tuition waiver program has been increased from 2 to 3 courses per academic year. This increase is the result of legislation passed during the 2014 General Assembly session.

DOCTORAL STUDY ASSIGNMENT PROGRAM

Through this university system-sponsored program, faculty members can apply to receive full salary and related benefits while pursuing doctoral studies on a full-time basis at an accredited university. Applicants are screened and prioritized on individual campuses, and final selection is made by the UNC General Administration. NOTE: There are very few of these highly competitive grants.

SCHOLARLY DEVELOPMENT ASSIGNMENT PROGRAM

Western Carolina University offers scholarly assignments to provide opportunities, including opportunities away from campus for tenured faculty members to pursue full-time independent study, research, or creative work, designed to promote scholarly growth and development. Receiving one of these assignments depends upon the quality and feasibility of the activity proposed and upon the availability of financial support. Recipients may be released from their usual duties to pursue scholarly assignments for one semester at full pay or for the academic year at half pay.

DIVISION OF INFORMATION TECHNOLOGY
The Division of Information Technology offers a wide range of services to support teaching and research. In addition to supporting computer classrooms and labs, the division supports the WebCT Course Management System. It offers training workshops and individualized consultation on topics ranging from assistance with faculty web site development to designing technology support for research, grant proposals, and new teaching initiatives. The Division welcomes the opportunity to collaborate with academic departments and individual faculty members in exploring new uses of technology.

HUNTER LIBRARY

Services available through Hunter Library include:

1. Access to approximately 240 databases.
2. Access to Hunter Library’s collection of books and journals through our on-line catalog.
3. Borrowing of books and periodicals from other libraries through ABC Express and Interlibrary Loan.
4. Customized library instruction for a particular assignment or course.
5. Assistance in the design and assessment of a research assignment.
6. Design of specialized online research guides for your classes.
7. Assignment of a locked study for faculty use (competitive; request forms must be submitted).

6.02 Sample Form: Request for Leave of Absence

EPA PERSONNEL REQUEST FOR LEAVE OF ABSENCE WITHOUT PAY FROM WESTERN CAROLINA UNIVERSITY

I, __________________________, hereby request a leave of absence without pay as described below.

Duration of Leave: ___________ to ___________

Beginning Date Ending Date

The extent of leave requested:

1) ___ Full-time or

2) ___ Part-time leave of absence ( %)

The general purpose of the leave of absence is:

_____ 1) Pursuit of an advanced degree in a program in an accredited educational institution to which I have been accepted; or

_____ 2) A Professional development activity as defined in the current Faculty Handbook; or

_____ 3) Some other reason: (Explain below)
I ___ do or ___ do not (initial one) request that my leave of absence be considered for approval under the provisions of the State Retirement System as educational leave, thereby making me eligible for retirement service credit for the period of my leave. I understand that such approval will obligate me to make the appropriate monthly payments to cover my contribution to the retirement system.

Please describe specifically the activities in which you will be engaged while on leave, the agency/location where these activities will be undertaken, and the benefits to be derived from the leave by you and the university. Please state whether you will be employed by anyone during the leave and, if so, describe the nature of the employment including the name of the employer, your position with the employer, and the nature of the employment relationship (e.g., visiting professor, tenure track position, staff position). Please state whether you will be working on a funded project and, if so, name the funding source and describe the nature and duration of the project. Attach appropriate documentation. (Continue on an additional page, if needed.)

I understand that this request and any leave granted are subject to all pertinent Provisions set forth in the current Faculty Handbook. I further understand and agree that use of the leave of absence without pay for the purpose other than those set forth herein can result in an immediate or early termination of my leave. In the event of a need to change any of the terms and conditions of my leave after it has been initially approved, I understand that I must file and secure timely approval of a new or amended request covering such changes.

Applicant  Date

Address and telephone number during leave:

Reviewed and Approved

*  

_____________________________  Department Unit Head

Date

Provost  Date

*  

_____________________________  Dean/Director

Date Chancellor  Date
Date approved by Board of Trustees: ________________

Date approved by State Retirement System, if applicable: ______________

*If the dean/director and department/unit head approve the request, they will prepare and attach to this request, at the time it is transmitted, an explanation of the impact of this leave upon the work of the department/college (or other unit) and how the duties of the employee will be covered for the duration of the leave. Include in this memorandum any additional conditions on which approval of the leave should be predicated.

6.03 Other Opportunities Provided Through the University

A number of the service and research centers at WCU provide opportunities for the faculty to be active professionally and to develop and apply their skills and knowledge. These centers include:

Center for Rapid Product Realization
Center for Service Learning
Center for Professional Selling and Marketing
Center for the Support of Beginning Teachers
Continuing and Professional Education
Cherokee Center
Coulter Faculty Commons for Excellence in Teaching and Learning
Fine and Performing Arts Center
Highlands Biological Station
Local Government Training Program
Mountain Heritage Center
Programs at Biltmore Park
Public Policy Institute
Program for the Study of Developed Shorelines (PSDS)
Small Business and Technology Development Center
Southern Appalachian Biodiversity and Ecology Center (SABEC)
Teacher Recruitment, Advising and Career Support (TRACS)
Additionally, one of the significant functions of the university’s Office of International Programs and Services is the provision of opportunities for the professional growth of the faculty through faculty exchanges and opportunities to engage in consultation, technical assistance, and research abroad.

**7.00 GENERAL INFORMATION FOR FACULTY**

**7.01 Classroom Supplies and Equipment**

A certain amount of money is allotted each year for use in purchasing classroom supplies and equipment. At the beginning of the fiscal year, these funds are divided so that the departments know the amounts available for their use. An instructor desiring supplies or equipment should make formal requisition through the department head, who in turn, passes on the request through the dean of the college to the purchasing agent. The purchasing agent makes the purchase of the materials, which are paid for through the instructor’s office. This procedure must be followed. The university will not be obligated for purchases made in any other manner.

The same general procedure is observed in the purchase of materials for any other use.

**7.01.01 Removal of University Assets from Campus**

See University Policy #75

As a general rule, removal of University equipment, furnishings, and similar property from campus is not permitted. Specific exceptions may be made when all of the following conditions are met:

- Relocation is temporary
- The purpose of the relocation is for the conduct of University business by a University employee (Lending University property for personal or organizational use by private parties is expressly prohibited)
- Property, while relocated, will be adequately protected from loss and damage
- Head of the administrative unit to which the property is assigned must approve the relocation

Absence of the property, while relocated, will not hinder normal, on-campus operations.

**7.02 Special or Emergency Problems**

Problems will arise when faculty will need special help. The following list of offices should be contacted when a particular kind of problem occurs:

<table>
<thead>
<tr>
<th>Problem</th>
<th>Contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abuse or misuse of state property</td>
<td>Internal Auditor</td>
</tr>
<tr>
<td>Broken furniture in classrooms</td>
<td>Department Head/Dean/Facilities Management Director</td>
</tr>
</tbody>
</table>
CAT-TRAN questions  Dial 227-TRAN

Clerical assistance, etc.  Departmental Administrative Assistant

Crimes  Director, University Police and Traffic Services

Heat, lights, water  Facilities Management Director

Janitorial service  Department Head/ Facilities Management Director

Library  University Librarian

Meals for guests of University  Administrative Assistant to Provost/Administrative Assistant to the Chancellor

Official guests of University  Chancellor/Provost

Parking questions  Dial 227-PARK

Police or medical emergencies  Dial 911 from a University Phone; Dial 227-8911 from cellular or off-campus phone; Non-emergency, dial 227-7301

Policies and regulations in residence halls  Director of Residence Facilities

Traffic and Parking  Director, University Police and Traffic Services

Sickness  Director of Health Services/Nurse

Stolen Property  Department Head/University Police

Teaching  Department Head/Dean of College/Provost--- (in that order)

### 7.03 Mail Service

The campus mail system distributes US Postal Service and inter-departmental mail for University departments. Only official University mail and mail from independent organizations, both student and non-student, recognized by the university may be distributed through the campus mail system. Mail for personal or private purposes is not eligible for postage-free distribution. The University cannot pay any postage for mail from independent organizations.

As a service to University employees, mail department personnel will pick-up personal mail with the proper postage affixed from department mail boxes and will deliver the mail to the Cullowhee Post Office. However, employees should not use a University business address as their address of record for personal mail. In addition, personal packages such as goods purchased online for personal reasons should not be delivered to a University business address. The University mail department cannot assume responsibility for lost, misplaced, or delayed personal mail.

WCU Faculty Handbook 2016-2017
Stationary bearing the University letterhead may be used only for University business purposes. Personal mail should be on personal stationary and such mail must not be posted through the University postage meter.

**7.04 Proposal Application Process for External Funding**

**Proposal Application:**

External funding to which individual faculty members, departments, colleges, and other administrative units of the university may apply augments the university’s ability to fulfill its mission of instruction, service, and research. Funding is received from federal, state, and local governments, foundations, corporations, and individuals.

Proposal application packets are prepared by faculty and staff with support from department heads / unit directors, respective deans, and the Office of Research Administration of the Graduate School and Research. Before submission to funding agencies, proposals require approval by the department head / unit director, the respective dean, and the Chief Research Officer in Graduate School and Research, (and occasionally legal counsel in the case of contracts).

Approval by the Department Head and Dean(s) represents review of terms & conditions, conforms to the university/departmental mission and ensures that the proposal provides an accurate representation of WCU abilities to address the sponsor’s goals.

When final proposals are ready, they should be submitted to the Office of Research Administration in 110 Cordelia Camp Building for routing through the electronic proposal approval process (RAMSeS). The proposal must be received by the Office of Research Administration a minimum of 5 days before the funding agency’s deadline.

RAMSeS (Research Administration Management System and electronic Submission) is WCU's official proposal tracking and award management system. It is used to create and manage the official University records for all sponsored projects. Each record contains both financial and compliance information necessary for submission as well as financial management after an award has been made.

All proposals requesting funding for a grant, contract or cooperative agreement, whether submitted to the sponsor agency electronically or via hardcopy, must be routed through RAMSeS.

Research Administration is responsible for insuring that all administrative signatures have been obtained plus making certain that all offices in the university, such as the computer center, Administration and Finance, Office for Institutional Studies and Planning, Institutional Review Board, Institutional Animal Care and Use Committee, Institutional BioSafety Committee, etc., if needed, have an opportunity to review the proposal prior to submission to the sponsor agency.

When faculty members are notified of the agency’s approval or denial, they should notify Research Administration promptly. Agency decisions must be reported to the General Administration of the University of North Carolina system each month.
7.04.01 Statement of Sponsored Agreement/Effort Accountability

Regulations established by the federal government require that effort reporting be maintained on all sponsored agreements. This requirement covers all personnel who are paid directly from the sponsored agreement and those who devote cost sharing efforts to the agreement.

A standard reporting form is used to report the effort budgeted and the effort devoted for all programs. The effort report forms and the procedures for compliance with federal regulations can be obtained from the Office of Grants and Contracts located in the Office of the Controller.

7.05 Procedure for Approval of Marketing Materials and Media Relations

To assure appropriate quality, branding, and cost management, all official publications and all video and audio materials intended for use in student recruitment, university development activities or external relations initiatives such as corporate partnerships as well as paid advertising to support any initiative require University approval through the Office of University Marketing. This office provides a variety of professional services and resources for offices engaged in planning marketing efforts, including design and copy writing guidelines and assistance, guidance on appropriate use of WCU logos and brand marks, assistance with social media and email marketing strategy and platforms, and paid media planning. Early contact with the office is recommended. Requests for assistance should be submitted for approval through departmental, college and office channels to the Director of Marketing, 409 Administration Building, telephone extension 3559, or by using the Creative Request Form located at creativeservices.wcu.edu.

In addition, any and all contact with members of the external news media about University programs, events and activities should be coordinated through the Office of Communications and Public Relations, 420 Administration Building, telephone extension 7327.

7.06 Procedure for Issuing University Contracts or Other Legal Documents

No contract may be issued in the name of the university unless it is reviewed by legal counsel and executed in accordance with University Policy #62. No other documents of a legal nature may be executed in the name of the university by university personnel without review and approval by legal counsel.

7.07 Employment of Consultants

The Board of Governors of the University of North Carolina has adopted a policy concerning the employment of consultants by UNC institutions. Under this policy, university departments must receive authorization, in writing, from the University Chancellor before entering into a contract for consultant services less than or equal to the university’s delegation of $250,000. Contracts exceeding $250,000 must receive written authorization from UNC General Administration’s Chief Operating Officer.
A written justification for consultant services must explain what services are desired; why the work cannot be accomplished by employees of the university; how the work relates to the proper functions of the university; what benefits will be received; what the estimates of the cost of the services are; what potential sources of consultant services have been identified, if any; and supply additional information that may be required.

Whenever possible, consultant services should be obtained from other state agencies. The policy also requires that competition be sought for consulting services exceeding $5,000 whenever practical.

A complete copy of the policy is available from the Office of the Chancellor. Faculty, department heads, deans and others should review the policy thoroughly prior to requesting consulting services.

**7.08 Uniform Traffic Code**

The Board of Trustees at Western Carolina University has adopted parking and traffic ordinances, copies of which are on file with the Board of Governors of The University of North Carolina and the Secretary of the State of North Carolina. A comprehensive and detailed copy is available in the Office of University Police, Camp Building Annex, and is available online at


It is the responsibility of all faculty, staff and students to purchase a registration permit before the start of the fall semester or within 24 hours of employment and to become familiar with the Traffic Code.

Policies pertaining to parking services on campus are promulgated by the Parking, Traffic, and Safety Committee and recommended to the Board of Trustees. Regulations, monetary charges, and penalties are established pursuant to General Statute 116-44.4. See http://www.wcu.edu/discover/campus-services-and-operations/parking-and-transportation/index.aspx for additional up-to-date information.

University police officers enforce state traffic laws on campus. Violators of state traffic laws may receive a campus or state traffic citation, depending upon the severity of the violation in the judgment of the officer. Campus traffic citations may be appealed on campus through the Parking, Traffic, and Safety Committee. State traffic citations must be appealed through the court system.

**7.09 Campus Solicitation**

It is the intent of the Campus Solicitation Policy to protect all Western Carolina students, faculty, and staff from the harassment of constant, unwarranted, or unchecked solicitation. It is not the intent of this policy to deprive the student population of much needed services; hopefully, by adherence to this policy, these services will better serve the students. The complete text of the policy is found in Policy #39 (formerly Executive Memorandum 89-91).

The major points of interest to faculty, students, student groups, or other groups wishing to sell items on campus are:
I. All sales and solicitation activities must have approval of the university prior to initiation.

II. Approval forms are available in the University Center Administrative Office, Second floor University Center.

III. Sales and solicitation to be conducted in campus residence halls, the Hinds University Center, and cafeteria lobbies require approval from the Director of the University Center and the appropriate building coordinator. At all other locations, approval is required from the Office of Administration and Finance and the building coordinator.

IV. Approval to solicit on the campus will be considered only for officially recognized campus organizations, not individuals.

V. Door-to-door sales are not permitted in any campus facility.

VI. Students may not use residence hall rooms as places of business. Similarly, university employees may not use university facilities to conduct private enterprises.

VII. Each person involved in conducting an approved sale or solicitation activity must carry an original copy of the solicitation permit issued for the activity. These permits will be issued by the University Center Director or the Office of Administration and Finance at the time approval is granted.

7.09.01 Sale of Complimentary Textbooks

The Faculty Senate of Western Carolina University concur that the sale of complimentary textbooks by faculty is an unprofessional practice. Faculty may consider the following suggestions as to what to do with complimentary textbooks that are no longer needed for professional use:

A. Return the textbooks to the publisher or give them to the sales representative during the next visit.

B. Give them to colleagues who would have a use for them.

C. Make them part of a small departmental library for student use.

D. Give them to students.

7.10 Policy Regarding Campus Disturbances

The following statement of policy was approved by the Board of Trustees on March 20, 1969:

“Western Carolina University respects the right of each member of the academic community to be free from coercion and harassment. It recognizes that academic freedom is no less dependent on orderly liberty than any other freedom, and it understands that harassment of others is especially reprehensible in a community of scholars.

The right of dissent has been an honored American tradition. This privilege will be respected by the university. However, the substitution of noise for speech, disorder for dialogue, and force for reason is a rejection and not an application of academic freedom. A determination to discourage conduct which is disruptive and disorderly does not threaten academic freedom; it is, rather, a necessary condition.
Therefore, any act of violence or intimidation, threat, seizure of any person or property, or any unauthorized activity by individuals or groups which prevents the normal operation of the university in any way, including unacceptable behavior as hereinafter defined, will not be condoned, and disciplinary action appropriate to the offense will be taken immediately. This action may include expulsion, suspension, or separation, as well as prosecution for violation of North Carolina General Statutes.

Similar action will be taken against those whose conduct is contrary to university regulations and state law with respect to such disturbances. Persons who are not members of the university will be subject to prosecution by the State of North Carolina.

7.10.01 Definition of Unacceptable Behavior

Unacceptable behavior is defined as disruptive picketing, protesting, demonstrating, or other conduct that directly interferes with the orderly operation of the university or with the lawful pursuits of any member of the university community or with any person otherwise on university premises with the express or implied permission of the university. Information regarding may be found at: http://www.wcu.edu/discover/leadership/office-of-the-chancellor/legal-counsel-office/university-policies/numerical-index/university-policy-82.asp

Without in any way limiting the scope of the foregoing definition, the following actions specifically are prohibited:

A. Unauthorized occupancy of university facilities, buildings, or lands.

B. Interference with the rights of students, faculty, staff or persons who are guests of the university to gain access to any university facility for the purpose of class attendance, participating in interviews, conferences, or any other purpose not forbidden by law or university regulations.

C. Interference with the orderly operations of the university by breach of the peace, physical obstruction or coercion, or by noise, tumult, or other forms of disturbance.

D. Interference with university traffic, pedestrian or vehicular.

7.11 Salary Equity Issues

Faculty may determine at some point in their employment that they are not being compensated equitably compared to other faculty within or outside the university. This inequity may be due to discrimination in merit pay decisions, unfair merit pay decisions, salary inversion, salary compression, or other issues. In such cases, faculty are encouraged to pursue an informal resolution to the matter, as mentioned in Volume I, 3.03, ARTICLE IV, Section 3 of the Faculty Handbook. In all cases, the desired first course of action is to consult the academic department head, the dean, and the provost. If satisfactory resolution to the matter is not obtained, the faculty member may elect to pursue further action through the Faculty Grievance Committee (Volume I, 3.03, ARTICLE IV and Volume II, Section 4.10.B) or the Office of Equal Opportunity, (Volume II, 4.01) as appropriate.
7.12 Academic Integrity Policy

7.12.01 General

This policy addresses academic integrity violations of undergraduate and graduate students. Graduate students should read inside the parenthesis below to identify the appropriate entities in charge of that step of the process.

Students, faculty, staff, and administrators of Western Carolina University (WCU) strive to achieve the highest standards of scholarship and integrity. Any violation of the Academic Integrity Policy is a serious offense because it threatens the quality of scholarship and undermines the integrity of the community. While academic in scope, any violation of this policy is by nature, a violation of the Code of Student Conduct (Code) and will follow the same conduct process (see ArticleVII.B.1.a.). If the charge occurs close to the end of an academic semester or term or in the event of the reasonable need of either party for additional time to gather information timelines may be extended at the discretion of the appropriate academic Dean.

I. General:

Instructors have the right to determine appropriate academic sanctions for violations of the Academic Integrity Policy within their courses, up to an including a final grade of “F” in the course in which the violation occurs.

II. Definitions:

1. **Cheating** – Using, or attempting to use, unauthorized materials, information, or study aids in any academic exercise.
2. **Fabrication** – Creating and/or falsifying information or citation in any academic exercise.
3. **Plagiarism** – Representing the words or ideas of someone else as one’s own in any academic exercise.
4. **Facilitation** – Helping or attempting to help someone to commit a violation of the Academic Integrity Policy in any academic exercise (e.g. allowing another person to copy information during an examination).

III. Undergraduate and Graduate Academic Integrity Process:

1. Within five (5) business days of the instructor’s knowledge of the alleged violation of the Academic Integrity Policy, s/he will inform his/her department head (or associate Dean of the graduate school when applicable) in writing of the allegation and sanction(s).

2. Within ten (10) business days of the instructor’s knowledge of the alleged violation of the Academic Integrity Policy, the instructor will inform the student of the allegation, including the proposed sanction(s), in writing. In the written notification, the instructor will inform the student of his/her right to request a meeting with the instructor. During the meeting, the instructor shall complete the Academic Integrity Violation Faculty Resolution Form. If the
student does not submit a written request for a meeting with the instructor within five (5) business days of receipt of the written allegation(s), the student shall be deemed to have mutually resolved the matter and shall be bound to the sanction(s) outlined by the instructor in the written allegation. If the student does not request a meeting, the alleged violation of the Academic Integrity Policy shall not be subject to further review and/or appeal.

3. Within five (5) business days of meeting with the instructor, the student shall either appeal the decision in writing to the department head or mutually resolve the matter by accepting the allegation and proposed sanction(s). No action by the student within five (5) business days of the meeting with the instructor shall constitute a mutual resolution and waiver of the student’s rights to appeal pursuant to the Academic Integrity Policy. If the student does not respond within five (5) business days of meeting with the instructor, the alleged violation of the Academic Integrity Policy shall not be subject to further review and/or appeal.

4. Within five (5) business days of receiving a student’s written appeal, the department head must schedule a meeting with the student. The instructor may be present during the meeting. During the meeting, the department head shall complete the Academic Integrity Violation Department Head Resolution Form. Only information submitted during the meeting with the student, or in the meeting between the instructor and the student, may be considered by the department head. The evidentiary standard for making a decision shall be preponderance of the evidence. The department head may agree or disagree with the allegation(s) of the instructor. The department head may also approve, overturn, or modify the sanction(s) proposed by the instructor. If the student does not attend the scheduled meeting with the department head, the matter will be heard in absentia and shall not be subject to further review and/or appeal.

5. Within five (5) business days of meeting with the department head, the student shall either submit a written appeal regarding the decision or mutually resolve the matter by accepting the allegation and proposed sanction(s). The student must submit a written appeal to the academic Dean listed on the Academic Integrity Violation Department Head Resolution Form. No action by the student within five (5) business days of the meeting with the department head shall constitute a mutual resolution and waiver of the student’s rights to appeal pursuant to the Academic Integrity Policy. If the student does not respond within five (5) business days of meeting with the department head, the alleged violation of the Academic Integrity Policy shall not be subject to further review and/or appeal.

6. Within seven (7) business days of receiving a student’s written appeal, the appropriate academic Dean must schedule an Academic Integrity Board hearing with the student. The Academic Integrity Board shall consist of a minimum of two (2) currently enrolled students and/or faculty members (with a minimum of one faculty member). A faculty member will serve as chair of the board. The instructor may be present during the hearing. Only information submitted during the hearing, or in the meetings between the instructor/department head and the student, may be considered by the hearing board. The evidentiary standard for making a decision shall be preponderance of the evidence. The hearing board may agree or disagree with the allegation(s) of the instructor. The hearing board may also approve, overturn, or modify the sanction(s) proposed by the instructor and/or department head. If the student does not attend the scheduled hearing, the matter will
be heard in absentia and shall not be subject to further review and/or appeal. Within ten (10)
business days of the hearing, the appropriate academic Dean shall review pertinent records and
send the student written notification of the decision of the Academic Integrity Board.

7. Within five (5) business days of receiving written notification of the decision of the Academic
Integrity Board the student may accept the findings and sanctions of the board or submit an
appeal to the designated academic Dean. No action by the student within five (5) business days
of the meeting with the department head shall constitute a mutual resolution and waiver of the
student’s rights to appeal pursuant to the Academic Integrity Policy. If the student does not
respond within five (5) business days of meeting with the Academic Integrity Board, the alleged
violation of the Academic Integrity Policy shall not be subject to further review and/or
appeal.

8. If the student elects to file an appeal of the decision of the Academic Integrity Board, s/he must
submit a written appeal within five (5) business days of receiving written notification of the
decision of the Academic Integrity Board to the designated academic Dean. An appeal to an
academic Dean must be limited to the following grounds: 1) a violation or due process or 2) a
material deviation from Substantive and Procedural Standards by the UNC Board of Governors
(as set forth in the UNC Manual 700.4.1).

9. If an appeal is heard by an academic Dean, s/he shall review pertinent records within ten (10)
business days of receiving a valid appeal. The academic Dean may agree or disagree with the
allegation(s) of the instructor. The academic Dean may also approve, overturn, or modify the
sanction(s) proposed by the instructor, department head, and/or Academic Integrity
Board. Within five (5) days of making a decision, the academic Dean shall provide the student
with a written decision. The decision of the academic Dean shall be final.

10. The student must remain enrolled in the course related to the case, and may not be permitted
to withdraw from the course related to the case, until all hearing timelines, notifications, and/or
appeals have been completed.

11. Upon resolution of each level of the case (no matter the outcome), the instructor, department
head, and academic Dean must provide the Associate Vice Chancellor/Dean of Students with all
materials and documents related to the case (i.e. course syllabus, materials in violation of the
Academic Integrity Policy, Instructor Resolution Form, Department Head Resolution Form,
Academic Integrity Board decision letter, academic Dean decision letter, etc...). The Division of
Student Affairs shall serve as the repository for all records associated with allegations and
violations associated with the Academic Integrity Policy.

IV. Academic Integrity Board:

The Academic Integrity Board shall consist of a minimum of two (2) currently enrolled students
and/or faculty members (with a minimum of one faculty member). A faculty member will serve as
chair of the board. Students and faculty members serving on boards for each college will be selected
by each college Dean. The Department of Student Community Ethics and Academic Affairs will train
all board members prior to their service on a hearing board. Each academic Dean will convene
hearing boards as necessary, and will determine a faculty member to serve as chair prior to a hearing.
V. Sanctions:

The instructor, department head, Academic Integrity Board, and/or academic Dean may impose academic sanctions permitted by the institution (not to exceed receiving a grade of “F” for the course). The instructor, department head, Academic Integrity Board, and/or academic Dean may not permanently remove the student from the course or suspend/expel the student from a program or the University. Student behavior of the magnitude to warrant consideration for permanently removal from the course or suspension/expulsion from a program or the University must be referred to the Associate Vice Chancellor/Dean of Students.

VI. Habitual Violations of the Academic Integrity Policy:

Upon receipt of materials associated with violations of the Academic Integrity Policy, the Associate Vice Chancellor/Dean of Students will determine if a student has previous violations of University policies. Students with a prior record of violations, or who commits a gross and/or egregious violation of the Academic Integrity Policy, will be referred to the Department of Student Community Ethics for consideration of being subject to hearing proceedings for a serious academic violation as defined by the Code of Student Conduct. Students in this category are subject to course-related sanctions imposed by the instructor, department head, Academic Integrity Board, and/or academic Dean and University-level sanctions imposed by the Department of Student Community Ethics for multiple violations of University policies.

VII. Forms:

Academic Integrity Flow Chart

Academic Integrity Policy – Instructor Resolution Form  Printable | Fillable

Academic Integrity Policy – Department Head Resolution Form  Printable | Fillable

Revised – January 1, 2015
Academic Integrity Flow Chart

1. Alleged Violation of Academic Integrity
   - Faculty Member Meets with Student to Discuss Allegation(s)
     - Faculty Member and Student Do Not Agree: Student Appeals
       - Department Head Meets with Student to Discuss Allegation(s)
         - Department Head and Student Do Not Agree: Student Appeals
           - Matter is referred to AI Hearing Board
             - AI Hearing Board Finds Student Responsible and Issues Sanctions
               - Student Appeals Decision of AI Hearing Board
                 - Matter Referred to appropriate academic Dean
                   - Academic Dean Upholds Decision of the AI Hearing Board and issues final sanctions
             - AI Hearing Board finds Student Not Responsible
               - Proper forms are completed and submitted to DSCE. Confirmation Letter sent from DSCE. Case is Closed
2. Faculty Member and Student Agree and Complete a Mutual Resolution Form
   - Proper forms are completed and submitted to DSCE. Confirmation Letter sent from DSCE. Case is Closed
Academic Integrity Policy
Faculty Resolution Form

Basic Information:
Student's Name: __________________________ 92#: ____________
Last                    First                    M
Term:  Fall  Spring  Summer  20___  Course: ________________
Nature of Allegation: (please circle one of the following allegations, attach supporting documentation [i.e. copy of paper(s)/exam(s), evidence of plagiarism, etc.], and a copy of your course syllabus.

Cheating  Plagiarism  Fabrication  Facilitation

Proportion of the course grade represented by the work in question (if applicable): ________________
Sanction(s): Faculty members may assign sanctions to include a maximum of assigning a grade of "F" for the course. Possible sanction(s) include re-submitting the assignment, issuing "0" points or a grade of "F" for the assignment, requiring the student to participate in Academic Integrity Education through DASCE, or issuing a grade of "F" for the course.

Faculty and Student Meeting: The student must be notified in writing (i.e. e-mail, certified letter, student picking up and signing for a letter) of the allegation and sanction(s) within 10 business days of discovery by the faculty member. Upon receipt of the notification, the student must respond to the allegation of the faculty member within 5 business days. If the student does not adhere to deadlines, the form will be completed with a note that the student did not participate in place of his/her signature. The signature(s) below indicate confirmation of the notification and opportunity of the student to respond to the allegation.
Faculty sent notification via __________ on __________ Student responded via __________ on __________.
Student: __________________________  Signature: __________________________  Date: __________
Please Print
Faculty: __________________________  Signature: __________________________  Date: __________
Please Print

Student Response:

I have read this document, and understand the seriousness of violation of the Academic Integrity Policy. My signature acknowledges that I am in violation of the Academic Integrity Policy as outlined, I accept the sanction as written, and as a result waive my rights to further due process proceedings.

I have read this document, and understand the seriousness of violation of the Academic Integrity Policy. My signature acknowledges that I do not agree with the assessment of the faculty member and I elect to exercise my right to meet with my instructor's department head.

Student: __________________________  Signature: __________________________  Date: __________
Please Print
Faculty: __________________________  Signature: __________________________  Date: __________
Please Print

A copy of this document must be given to the student during the meeting when s/he makes a decision on how to proceed. After all documentation has been completed, the faculty member is responsible for sending copies of this document and all supporting materials to the Associate Vice Chancellor/Dean of Students (H4 Scott East or jaloett@wcu.edu) and his/her department head.

WCU Faculty Handbook 2016-2017
Academic Integrity Policy
Department Head Resolution Form

Basic Information:
Student's Name: ___________________________ 92#: ____________

Last  First  M
Course: ___________________________

Term:  Fall  Spring  Summer  20__

Nature of Allegation:

Cheating  Plagiarism  Fabrication  Facilitation

Sanction Decision: Upon review of pertinent data from the faculty member and information provided by the student, I have made the following decision related to this matter:

1. __________________________
2. __________________________
3. __________________________

Department Head and Student Meeting: Within 5 business days of receiving an appeal from a student, the Department Head will schedule a time to meet with the student. If the student does not adhere to deadlines, the form will be completed with a note that the student did not participate in place of his/her signature. The signature(s) below indicate confirmation of the notification and opportunity of the student to respond to the allegation.

Department Head sent notification via ___________ on ___________. Student responded via ___________ on ___________.

Student: ___________________________ Signature: ___________________________ Date: ___________

Please Print

Dept. Head: ___________________________ Signature: ___________________________ Date: ___________

Please Print

Student Response:

1. I have read this document, and understand the seriousness of violations of the Academic Integrity Policy. My signature acknowledges that I am in violation of the Academic Integrity Policy as outlined, I accept the sanction as written, and as a result waive my rights to further due process proceedings.

2. I have read this document, and understand the seriousness of violations of the Academic Integrity Policy. My signature acknowledges that I do not agree with the assessment of the Department Head and I elect to exercise my right to have a hearing before an Academic Integrity Board by contacting ___________ (academic Dean).

Student: ___________________________ Signature: ___________________________ Date: ___________

Please Print

Dept. Head: ___________________________ Signature: ___________________________ Date: ___________

Please Print

A copy of this document must be given to the student during the meeting when s/he makes a decision on how to proceed. After all documentation has been completed, the department head is responsible for sending copies of this document to the Associate Vice Chancellor/Dean of Students (114 Scott East or Hilfekef@wcu.edu) and him/her dean.
### 7.13 Technology Support

Technology Support has been specifically designed around services. Faculty can find all services they need at this page: [https://intranet.wcu.edu/doit-facultystaff/Pages/default.aspx](https://intranet.wcu.edu/doit-facultystaff/Pages/default.aspx).

Services are available in the following areas: academics and instructional support, accounts and access, Banner and myWCU, Blackboard, email, calendaring and collaboration, servers and storage, training, research technology consultation, security, web, video and event support, hardware and software, network and internet.

### 7.14 Emergency Management

Western Carolina University is committed to creating and maintaining a culture of safety. Our University has many strategies in place to promote a safe environment and respond to emergencies. Unfortunately, we never know when an emergency might happen. They come in the form of severe weather, accidents, and terrorist attacks. Planning your response now will help you remain calm, think clearly, and react appropriately to any disaster.

Faculty and staff should visit the [Department of Emergency Services](https://intranet.wcu.edu/doit-facultystaff/Pages/default.aspx) and the [Office of Safety and Risk Management](https://intranet.wcu.edu/doit-facultystaff/Pages/default.aspx)'s web sites to reference detailed safety and preparedness information. Additionally, a [checklist](https://intranet.wcu.edu/doit-facultystaff/Pages/default.aspx) has been provided to assess your preparedness for an emergency.

**To Report an Emergency**

In the event of an emergency on campus, you can reach the University Police Department 24 hours a day 365 days a week by dialing:

- 8911 from a campus phone
- 828-227-8911 from your cell phone

*Dialing 911 from your cell phone will take your call to Jackson County 911.*

To reach the University Police Department for non-emergencies dial 227-7301

**Emergency Notification and Communication**

In an emergency, Western Carolina University uses multiple methods of communication and notification to inform the campus community and general public about the nature of the emergency, what is being done and what you should do.

- **Rave**
  
  Rave allows students, faculty, staff and parents to receive voice, text and email messages in case of emergency. Register for WCU Alerts today: [https://www.getrave.com/login/wcu](https://www.getrave.com/login/wcu)

- **Alertus Computer Pop-Up Emergency Notification**
The Alertus computer desktop emergency notification system allows Western Carolina University Public Safety to send emergency notifications and updates directly to staff, faculty, and classroom computers during an emergency.

- **Outdoor Siren System**
  A siren sound alert means there is an emergency on campus, a potentially dangerous condition, or an impending threat (i.e. severe weather, hazardous materials spill, or a person with a gun). When the siren sounds, everyone on the WCU campus should take shelter indoors immediately. Close all windows and doors, if possible, and remain sheltered until an "all clear" is given.

- **Campus Email**
  This system will send an email to the entire campus community – every student, faculty or staff member through their WCU mailbox.

- **Emergency Information Web Page**
  In the event of an emergency, this page will provide the most current information on the nature of the emergency and the university's response to the situation. [http://news-prod.wcu.edu/emergency-information/](http://news-prod.wcu.edu/emergency-information/)

**Training**

The Department of Emergency Services, the University Police Department, and the Office of Risk Management and Safety are available to provide preparedness, safety and security training on an individual or group level. Please contact the Department of Emergency Services at (828) 227-3445 to discuss available training programs.

**Response Actions to Specific Emergencies**

In the event of an emergency on campus, faculty members are often looked to for leadership and direction by their students. Faculty members should remain calm; follow the instructions provided by public safety personnel, and assist in directing students. Faculty should also participate in any emergency planning within their building or department. Faculty members are expected to observe University policies and procedures in the event of a disaster or crisis situation on campus. Monitoring email, the emergency information website, and WWCU for information and direction will be critical during a crisis.

**Students in Crisis**

Working with college students on a day-to-day basis provides many rewarding experiences as well as unexpected challenges. Some of those unexpected challenges arise because many of our students are struggling with issues in their personal lives that may have the potential to impact our campus community. It’s with those students in mind that the [Division of Student Affairs](http://www.wcu.edu/division-of-student-affairs) provides, “Helping Students” - A guide for Assisting Students in Need. Getting students the help they need before they are in crisis is a goal we should always be working towards. Please take a few moments to review the guide,
developed specifically for faculty and staff, to familiarize you with the many programs and resources available to our students.

**IN CASE OF FIRE**

If your building’s fire alarm is sounding:

- Ask everyone to calmly exit the building
- Assist persons with disabilities or special needs if you are able. If you are unable to assist, exit the building and immediately notify public safety officials of the location of persons still inside the building.
- Do not use the elevators!
- Do not stop to turn off computers; just close the door and leave.
- Evacuate to your building’s Evacuation Assembly Area (EAA)

If you smell smoke, remember:

- Stay close to the floor
- Do not open doors that feel hot
- Do not use the elevator only the stairs
- If all possible exits are unsafe open the windows
- If you cannot evacuate due to fire or smoke, hang something out of the window to catch the attention of firefighters and call 828-227-8911 or 8911 from a campus phone.
- Always remain calm. This could save your life!

If you have a fire in your area or a lab:

- Get everyone out
- Close the door as you leave
- Activate the fire alarm located near the area/lab (if it is not already sounding an alarm) and exit through the nearest door.
- Evacuate to your building’s Evacuation Assembly Area (EAA)

**DO NOT BE A HERO! PLEASE, NEVER PUT YOURSELF IN DANGER!**

**IN CASE OF POWER FAILURE**

- In buildings equipped with emergency generators, the emergency generator will provide limited electricity to crucial areas, inclusive of the fire alarm system and emergency lighting
- Turn off all electrical equipment, including computers. Do not attempt to restart or “power-up” equipment until the power has been restored.
In the event of an extended, campus-wide, or area wide power outage, instructions and information will be provided through the emergency notification and communication methods as described.

- Elevators will not function during a power failure. Use the stairs to evacuate.
- If you are trapped in an elevator, use the emergency phone/intercom. If there is no emergency phone, trigger the elevator’s emergency alarm button.

**MEDICAL EMERGENCY / PERSONAL EMERGENCY**

All medical emergencies occurring on campus should be reported immediately to the campus Emergency Communications Center by dialing [828] 227-8911 or x8911 from a campus phone.

When contacting emergency personnel remain calm and be prepared to provide the following information:

- Exact location of injured person(s): i.e. building name, floor, and room number. If you are outside give details of your location, best way to access to your location, use landmarks to help emergency workers locate you quickly.
- Your name and phone number.
- Type of injury or problem.
- The individual’s present condition.
- The sequence of events leading to the emergency.
- Stay on the phone with the dispatcher until emergency response personnel arrive.

Only provide care to your level of training and comfort.

**NATURAL DISASTER / HAZARDS**

**Winter Weather**

**Driving:**

- While there is snow on the roads, only travel if you have to.
- Please use your own discretion when it comes to your ability to travel safely to campus.
- Drive slowly and keep a safe distance from the car in front of you. Give yourself plenty of time to stop, and avoid all distractions.
- For driving conditions on major roads, use the following resources:
  - Federal DOT site: http://www.fhwa.dot.gov/trafficinfo/
  - NC Dot site: http://www.ncdot.gov/traffictravel/

**Walking:**
• Assume that all wet, dark areas on pavements are slippery.
• Walk in designated walkways as much as possible. Taking shortcuts over snow piles and other frozen areas can be hazardous. Avoid distractions.
• Watch where you are stepping and GO SLOW.
• When walking on steps always use the hand railings and plant your feet firmly on each step.
• Use special care when entering and exiting vehicles; use the vehicle for support.

**Flooding (flash floods and rising water)**

• Stay indoors.
• Never attempt to drive through floodwaters. Six inches of water can stall a car. One foot of water can float a car. This includes trucks and SUVs.
• Do not enter fast moving waterways and creeks like Cullowhee Creek on campus.
• Never go around roadblocks or barricades of flooded areas.
• Avoid areas where electricity is exposed or near water.

**Tornado / high winds / hurricane**

• A **Tornado Watch** means that conditions are favorable for tornado formation.
  o Stay indoors
  o Be on alert for potential tornado warnings.
• A **Tornado Warning** means that a tornado has been sighted or detected on radar and poses an immediate danger.
  o Stay indoors.
  o Move away from windows and open doors (preferably into an interior hallway).
  o If possible, move to the lowest level of the building.
  o Move to the designated shelter areas for your building. Refer to your Building Emergency Action Plan for these locations. If unknown, move to interior hallways, bathrooms, and stairwells. Stay away from windows and doors.
  o Do not use elevators, electrical equipment or telephone.
  o Sit on the floor and cover your head with your arms to protect from flying debris.
  o DO NOT TRY TO TAKE PICTURES OF VIDEO OF AN ACTIVE TORNADO OR SEVERE WEATHER EVENT.

**Earthquake**

• Stay indoors.
• Crawl under a table or desk or brace yourself by standing in an interior doorway.
• Do not use elevators, electrical equipment or telephone.
• Do not use open flame.
• Be prepared for aftershocks.

VIOLENT INCIDENT OR SHOOTING

Get Out!

• If you hear gunshots or are otherwise alerted to a life-threatening situation, determine if you can safely evacuate the facility.
• If it is possible to do so, leave the facility by the closest exit.
• Be prepared to respond to the commands of arriving law enforcement officers. Remember that responding law enforcement officers will not be able to tell the "bad guys" from the "good guys." Therefore, be prepared to respond to commands such as "show your hands" or "get on the ground."
• Understand that law enforcement officers have been trained to respond to active shooters and other emergencies in a particular way. Do not argue with or ignore the commands from law enforcement officers. These officers issue these commands for their protection and the protection of others.
• Remember that active shooters and other life-threatening incidents are rapidly evolving, fluid events. Public safety and University officials must often make split-second decisions in how they respond to events.
• Go to a predetermined assembly point when you evacuate. This allows for the accountability for all individuals in classrooms or offices.
• Do not re-enter a facility until allowed by a law enforcement officer or University official.

Call Out!

• Regardless of whether you evacuate or shelter-in-place, call for help.
• Call the University's emergency number at 828.227.8911 or the Jackson County 911.
• Be prepared to stay on the telephone line and give your location, a description of the events and their location, and what you see or hear. Also, give your name and telephone number.

Hide Out!

• If you cannot safely evacuate an area, then you should shelter-in-place.
• Stay low to the ground and conceal yourself behind desks or other objects. Understand that concealment is not cover and that bullets may penetrate walls, desks, and other objects.
• If possible, hide behind large desks or other large objects.
• Cover windows so a shooter cannot see into a room.
• Turn out the lights so that people and objects in the room are not illuminated.
• Unless you are calling for help, turn off your cellular telephone and other noise-emitting objects that can reveal your location.

Keep Out!

• Secure your room by locking the door.
• If you cannot lock the door, barricade access by placing a large desk or other object that restricts access to your location. If necessary, stack furniture against the door.
• If necessary, two or more people can hold a table or desk against a door to prevent entry.
• Keep the room secured until law enforcement officers arrive to evacuate you.

Take Out!

• Do not be passive regarding your safety. If a shooter enters your area, be prepared to take him or her out!
• Remember that the only thing a shooter cares about is shooting people.
• Be prepared to move to action. While a shooting event is terrifying, do not let panic and fear control you. One person moving to action can motivate others.
• Do not accept that you are a victim. Do something to facilitate your survival.
• Use books, chairs, and other objects that can be thrown or used to distract or incapacitate a shooter.
• Yell, scream, kick, and punch at the shooter. A shooter may not be prepared for someone fighting back and these actions can take him or her by surprise.
• Work with others in the room to "gang tackle" a shooter and hold him or her until help arrives.

Other Considerations:

• Listen to the radio (WWCU-FM), check for text messages, or monitor WCU ALERTS.
• If you are outside, take cover until it is safe to enter a facility.
• During an emergency, access to certain areas of campus may be restricted. Do not intentionally go to a part of campus where an emergency is occurring. Be aware that some roads may be closed. Wait until you are notified that it is clear to enter the affected area.
• Unless you are calling for help, do not use your cellular telephone. Responding public safety officials may need to use the cellular telephone for emergency communications. Too many callers can overwhelm the cellular telephone tower and prevent emergency communications.
• **DO NOT COME TO CAMPUS IF YOU ARE OFF CAMPUS.**
SHELTER IN PLACE

When there is a threat of criminal violence, tornado warning, or hazardous materials spill it may be necessary for you to shelter-in-place. This precaution is to enhance your safety while you remain in your facility. Shelter-in-place means “STAY PUT” and do not leave the building. Follow these instructions when notified of an incident that requires you to shelter-in-place:

- **Acts of violence:** Secure your room by locking the door or barricading access by placing a large desk or other object that restricts access to your location, close blinds, turn off lights, stay quiet, and if possible, lock doors.

- **Tornado Warning:** Seek shelter indoors on the lowest level of the building in interior rooms, hallways, bathrooms, and stairwells. Stay away from windows and glass doors. **DO NOT try to take pictures of video of severe storms and tornados. LIVE TO TWEET ANOTHER DAY!**

- **Hazardous materials spill:** Stay inside, close windows and doors, turn off HVAC and fans; await additional instructions from public safety and campus officials.

- During an emergency, access to certain areas of campus may be restricted. Do not intentionally go to a part of campus where an emergency is occurring. Be aware that some roads may be closed. Wait until you are notified that it is clear to enter the affected area.

- The University Police Department and other law enforcement agencies will respond to an emergency. Follow any commands that public safety and campus officials may issue.

7.15 Fraud, Waste, and Abuse

**Reporting Potential Fraud, Waste, and Abuse**

Improper governmental conduct includes alleged fraud, misappropriation, mismanagement or waste of state resources. It also includes alleged violations of state or federal law, rule or regulation in administering state or federal programs, and substantial and specific danger to the public health and safety. There are two ways to report fraud, waste, and abuse. It can be reported through Western Carolina University’s Office of Internal Audit or through the North Carolina’s Office of the State Auditor’s Hotline.

The Office of Internal Audit investigates allegations of improper governmental conduct by University employees within our statutory authority.

**Fraud, Waste, or Abuse Hotline**

Persons who report fraud may choose to remain anonymous by utilizing our online form.

Persons not concerned with remaining anonymous may call, fax, or write the Chief Audit Officer.

**Call:** 1-828-227-2549  
**Fax:** 1-828-227-7636  
**Email:** lgaetano@email.wcu.edu  
**Write:** Office of Internal Audit
8.00 POLICY ON ILLEGAL DRUGS

I. Purpose

Western Carolina University is an academic community dedicated to the transmission and advancement of knowledge and understanding. The Board of Trustees is committed to the maintenance and protection of an environment in which students and faculty members may responsibly pursue these goals through teaching, learning, research, discussion and publication, free from internal or external restraints that would unreasonably restrict their academic endeavors. Moreover, it is the obligation of all members of the university community - faculty, students, administrators, and other employees - to help maintain an environment wherein academic freedom flourishes and in which the rights of each member of the academic community are respected.

The illegal use and/or trafficking of drugs can jeopardize the welfare of members of this academic community. Accordingly, in an effort to responsibly address such threats to the integrity of the academic environment, the Board of Trustees adopts this policy.

II. Applicable Policies, Practices and Programs

Please note that this policy may be revised at any time, for the most current information please refer to the university’s policy website.

A. Education, Prevention, Counseling and Rehabilitation

1. As the primary purpose of Western Carolina University is education, the university's major effort to address drug abuse is educational in nature. The university maintains a comprehensive drug education program available to all members of the academic community (students, faculty, administration, and staff). The activities of the program shall be the responsibility of the Alcohol and Other Drug Committee composed of faculty, staff and students. The committee shall develop and coordinate an ongoing program available to all members of the academic community that:

   a. informs members of the WCU community about the health hazards associated with drug abuse;

   b. emphasizes the incompatibility of drug abuse and maximum achievement of personal and educational goals;
c. informs members of the WCU community that they also may be subject to criminal prosecution for violating state laws relating to the illegal use, possession, delivery, sale, manufacture or creation of controlled substances.

d. educate members of the WCU community about high risk behavior and strategies to reduce risk.

2. Western Carolina University provides information about drug counseling and rehabilitation services to members of the university community, through campus-based programs for students and through community-based organizations for faculty, staff, and students. Persons who voluntarily avail themselves of university services are assured that applicable professional standards of confidentiality will be observed.

B. Enforcement and Penalties

1. Western Carolina University will take all actions necessary, consistent with state and federal law and applicable university policy, to eliminate illegal drugs from the university community. The institutional policy on illegal drugs is publicized in catalogs and other relevant materials distributed to students, faculty members, administrators, and other employees.

2. Students, faculty members, administrators, and other employees are responsible, as citizens, for knowing about and complying with the provisions of North Carolina law that make it a crime to possess, sell, deliver, or manufacture those drugs designated collectively as “controlled substances” in Article 5 of Chapter 90 of the North Carolina General Statutes. Any member of the university community who violates that law is subject both to prosecution and punishment by the civil authorities and to disciplinary proceedings by the university. It is not “double jeopardy” for both the civil authorities and the university to proceed against and punish a person for the same specified conduct. The university shall initiate its own disciplinary proceeding against a student, faculty member, administrator, or other employee when the alleged conduct is deemed to affect the interests of the university.

3. Penalties shall be imposed by the university in accordance with procedural safeguards applicable to disciplinary actions against students, faculty members, administrators, and other employees, as required by student discipline, tenure regulations EPA non-faculty personnel policies, and by regulations of the State Personnel Commission.\(^7\)

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\(^7\) Rules of the State Human Resources Commission govern disciplinary actions that may be taken against SHRA employees; under current commission policies, discharge rather than suspension is the applicable penalty for SHRA employees in instances where this policy otherwise requires suspension.
4. The penalties to be imposed by the university shall range from written warnings with probationary status to expulsions from enrollment and discharges from employment. However, the following minimum penalties shall be imposed for the particular offenses described.

III. Trafficking in Illegal Drugs

A. For the illegal manufacture, sale or delivery, or possession with intent to manufacture, sell or deliver, of any controlled substance identified in Schedule I, N. C. General Statutes 90-89, or Schedule II N. C. General Statutes 90-90, (including, but not limited to, heroin, mescaline, lysergic acid diethylamide, opium, cocaine, amphetamine, methaqualone), any student shall be expelled and any faculty member, administrator or other employee shall be discharged.

B. For a first offense involving the illegal manufacture, sale or delivery, or possession with intent to manufacture, sell or deliver, of any controlled substance identified in Schedules III through VI, N. C. General Statutes 90-91 through 90-94, (including, but not limited to, marijuana, pentobarbital, codeine) the minimum penalty shall be suspension from enrollment or from employment* for a period of at least one semester or its equivalent. For a second offense, any student shall be expelled and any faculty member, administrator, or other employee shall be discharged.

IV. Illegal Possession of Drugs

A. For a first offense involving the illegal possession of any controlled substance identified in Schedule I, N. C. General Statutes 90-89, or Schedule II, N. C. General Statutes 90-90, the minimum penalty shall be suspension from enrollment or from employment* for a period of at least one semester or its equivalent.

B. For a first offense involving the illegal possession of any controlled substance identified in Schedules III through VI, N. C. General Statutes 90-91 through 90-94, the minimum penalty shall be probation, for a period to be determined on a case-by-case basis. A person on probation must agree to participate in a drug education and counseling program, consent to regular drug testing, and accept such other conditions and restrictions, including a program of community service, as the chancellor or the chancellor’s designee deems appropriate.

Refusal or failure to abide by the terms of probation shall result in suspension from enrollment or from employment* for any unexpired balance of the prescribed period of probation.

C. For second or other subsequent offenses involving the illegal possession of controlled substances, progressively more severe penalties shall be imposed, including expulsion of the students and discharge of faculty members, administrators or other employees.
V. Suspension Pending Final Disposition

When a student, faculty member, administrator, or other employee has been charged by the university with a violation of policies concerning illegal drugs, he or she may be suspended from enrollment or employment before initiation or completion of regular disciplinary proceedings if, assuming the truth of the charges, the chancellor or, in the chancellor’s absence, the chancellor’s designee concludes that the person’s continued presence within the university community would constitute a clear and immediate danger to the health or welfare of other members of the university community; provided, that if such a suspension is imposed, an appropriate hearing of the charges against the suspended person shall be held as promptly as possible thereafter.

VI. Compliance with Federal Drug-free Workplace Act of 1988: Pertaining to Employees

A. As a condition of employment, an employee must abide by the terms of this policy and must notify the immediate supervisor at Western Carolina University of any criminal drug conviction occurring in the workplace no later than five days after that conviction.

B. Western Carolina University will notify federal granting or contracting agencies within ten days after receiving notice that an employee directly engaged in a grant or contract has been convicted of a drug offense in the workplace.

C. Western Carolina University will impose sanctions and/or require satisfactory participation in drug abuse or rehabilitation programs by an employee convicted of a drug related violation in the workplace no later than thirty days after notice of said conviction.

*Rules of the State Human Resources Commission govern disciplinary actions that may be taken against SHRA employees; under current commission policies, discharge rather than suspension is the applicable penalty for SHRA employees in instances where this policy otherwise requires suspension.

9.00 TRAVEL: POLICIES AND PROCEDURES

Western Carolina University’s Travel Policies and Procedures can be found in the Travel Manual at this link: http://www.wcu.edu/WebFiles/travelmanual2016.pdf

10.00 WESTERN CAROLINA UNIVERSITY PATENT AND COPYRIGHT PROCEDURES

The Board of Trustees adopted the following statement of policies and procedures regarding patents and patent applications of employees in December, 1983:

(Note: Although this section refers to the Patent and Copyright Policies, all guidelines for Copyright Policies should be accessed in the University Copyright Policy #84 approved by Executive Council)

### 10.01 General

1. As defined by the Patent and Copyright Policies of the Board of Governors, to which these procedures are expressly subject, Western Carolina University has an interest in all inventions of university personnel that are conceived or first actually reduced to practice as a part of or as a result of university research, activities within the scope of the inventor’s employment by the university, and activities involving the use of university time, facilities, staff, materials, university information not available to the public, or funds administered by the university.

2. The university may also have an interest in inventions under the terms of contracts, grants or other agreements. Faculty, staff, and students, whose inventions are made on their own time and without university facilities, materials, or resources and which inventions are, therefore, their exclusive property as specified by the Patent and Copyright Policies, may avail themselves of the opportunity to submit the invention to the university for possible patenting and/or commercial exploitation and management under terms to be agreed between the inventor and the university.

3. The provisions of the patent procedures are subject to any applicable laws, regulations or specific provisions of the grants or contracts which govern the rights in inventions made in connection with sponsored research.

4. Under the terms of certain contracts and agreements between the university and various agencies of government, private and public corporations and private interests, the university is or may be required to assign or license all patent rights to the contracting party. The university retains the right to enter into such agreements whenever such action is considered to be in its best interest and in the public interest. Ordinarily the university will not agree to assign rights in future inventions to private corporations or businesses.

### 10.02 Responsibilities of University Personnel

1. University personnel who, either alone or in association with others, make an invention in which the university has or may have an interest shall disclose such inventions on forms provided for this purpose by the university’s legal counsel (Appendix A-found after Section 10.07). The university legal counsel will promptly acknowledge its receipt of completed disclosure forms and will distribute such forms to the university patent committee for consideration at its next meeting.
The patent committee will review each written disclosure promptly. The inventor or the inventor’s representative shall be allowed to examine all written materials submitted to the committee in connection with the inventor’s disclosure and make a written and, where practicable, oral presentation to the committee. The committee will decide on the proper disposition of the invention to secure the interests of the university, the inventor, the sponsor if any, and the public. Its decision may include, but is not limited to, one or a combination of the following:

1. To submit the disclosure for review by a patent or invention management firm;

2. To make inquiries of potential licensees that may have an interest in the invention, including the financing of a patent application, where applicable;

3. To study the practicality of applying for a patent with university resources (an option with limited application because of financial constraints);

4. In proper cases, to release its rights to the inventor subject to an agreement to protect the interests of the university, the sponsor if any, and the public, including an obligation to pay to the university a percentage of future royalties; and

5. To dedicate the invention to the public.

Within four weeks of the receipt of the disclosure, the inventor will be notified in writing of the decision of the committee on (1) the equities involved including financial participation, (2) whether the university plans to file a patent application, or (3) whether the university will accept assignment of the invention for patenting, licensing and/or commercial handling as applicable. If the university chooses neither to file a patent application or otherwise make available commercially nor to dedicate to the public an invention in which it asserts its rights, the invention at the committee’s discretion may be released in writing to the inventor, with the permission of the sponsor, if any. If, after the university has filed a patent application, it decides to abandon the patent, the inventor will be promptly notified in writing, and all rights at the committee’s discretion may be released by written agreement to the inventor, with the permission of the sponsor, if any.

In those cases in which the university has obtained a patent without obligation to sponsors, if no arrangement has been made for commercial development within a reasonable period from the date of the issuance of the patent, the inventor(s) may request in writing a release of the university’s patent rights. The patent committee will promptly either grant the request or will advise the inventor of the university’s plans for the development of the invention.

As to any invention in which the university has an interest, the inventor, upon request, shall execute promptly all contracts, assignments, waivers or other legal documents necessary to vest in the university or its assignees any or all rights to the invention, including complete assignment of any patents or patent applications relating to the invention.
2. University personnel may not: (a) sign patent agreements with outside persons or organizations which may abrogate the university’s rights and interests as stated in the Patent Policy or as provided in any grant or contract funding the invention, nor (b) without prior authorization use the name of the university or any of its units in connection with any invention in which the university has an interest.

10.03 Publication and Public Use

The university strongly encourages scholarly publication of the results of faculty and student research. Though the Patent and Copyright Policies do not limit the right to publish, except for short periods of time necessary to protect patent rights, publication or public use of an invention constitutes a statutory bar to the granting of a United States patent for the invention unless a patent application is filed within one year of the date of such publication or public use. Publication or public use also can be an immediate bar to patent ability in certain foreign countries.

In order to preserve rights in unpatented inventions, it shall be the duty of the inventor, or of the inventor’s supervisor if the inventor is not available to make such report, to report forthwith to the university legal counsel any publication, submission of manuscript for publication, sale, public use, or plans for sale or public use, of an invention, if a disclosure has previously been filed. If an invention is disclosed to any person who is not employed by the university or working in cooperation with the university upon that invention, a record shall be kept of the date and extent of the disclosure, the name and address of the person to whom the disclosure was made, and the purpose of the disclosure.

After disclosure to the patent committee, the inventor shall promptly notify the university legal counsel of the acceptance for publication of any manuscript describing the invention or of any sale or public use made or planned by the inventor.

10.04 Inventor Requests for Waiver of University Rights

If the inventor believes that the invention was made outside the general scope of the inventor’s university duties, and if he/she does not choose to assign the rights in the invention to the university, he/she shall, in his/her invention disclosure, request that the university patent committee determine the respective rights of the university and the inventor in the invention, and shall also include in his/her disclosure information on the following points:

1. The circumstances under which the invention was made and developed;
2. The employee’s official duties at the time of the making of the invention;
3. Whether he or she requests waiver or release of any university claims or acknowledgment that the university has no claim;
4. Whether he or she wishes a patent application to be prosecuted by the university, if it should be determined that an assignment of the invention to the university is not required under the Patent and Copyright Policies; and

5. The extent to which he or she would be willing voluntarily to assign domestic and foreign rights in the invention to the university if it should be determined that an assignment of the invention to the university is not required under the Patent and Copyright Policies.

10.05 Revenue Sharing

1. The university shall share revenue which it receives from patents or inventions with the inventors. As noted in Section A.4, specific provisions of grants or contracts may govern rights and revenue distribution regarding inventions made in connection with sponsored research; consequently, revenues the university receives from such inventions may be exclusive of payments of royalty shares to sponsors or contractors. Moreover, the university expects to contract with outside persons or organizations for the obtaining, managing and defending of patents, and any royalty shares of expenses contractually committed to such persons or organizations may be deducted before revenues accrue to the university.

2. The revenues (net, if applicable per the preceding paragraph) which the university receives from a patent or invention will be applied first to reimburse the university for any incremental expenses incurred by it in obtaining and maintaining patents and/or in marketing, licensing and defending patents or licensable inventions. After provision for such expenses, the inventor’s share of such revenues received by the university shall be as follows: 50% of the first $25,000, 35% of the next $25,000, 20% of the next $25,000, and 15% thereafter. In the case of co-inventors, each such percentage share shall be subdivided equally among them, unless the university in its sole discretion determines a different share to be appropriate. Applicable laws, regulations or provisions of grants or contracts may, however, require that a lesser share be paid to the inventor. In no event shall the share payable to the inventor or inventors in the aggregate by the university be less than 15% of gross royalties received by the university.

3. To the extent practicable and consistent with state and university budget policies, the remaining revenue received by the university on account of an invention will be dedicated to research purposes, including research in the inventor’s department or unit, if approved by the chancellor upon recommendation of the university patent committee.

10.06 Administration

1. The university recognizes that the evaluation of inventions and discoveries and the administration, development and processing of patents and licensable inventors involves substantial time and expense and requires talents and experience not
ordinarily found in its staff; therefore, in most cases, it expects to contract with outsiders for these services. It may enter into a contract or contracts with an outside organization covering specific inventions or discoveries believed to be patentable and patents developed there from, or covering all such inventions, discoveries and patents in which the university has an interest.

2. The chancellor shall appoint a university patent committee consisting of no fewer than three members. The committee shall review and recommend to the chancellor or the chancellor’s delegate changes in these procedures, decide upon appropriate disposition of invention disclosures, resolve questions of invention ownership, recommend to the chancellor the expenditure of invention royalties, and make such recommendations as are deemed appropriate to encourage disclosures and assure prompt and effective handling, evaluation, and prosecution of invention opportunities and to protect the interests of the university and the public.

10.07 Copyright Procedures


Appendix A

CONFIDENTIAL

Western Carolina University

Report of Invention

- Inventor(s): (List name, professional affiliation, mailing address, telephone. Underline name of person to contact for more information.)

Pursuant to the Patent Policy and Procedures of Western Carolina University, I/we hereby disclose details about the following invention:
  - Title of Invention:
  - Date of Invention: (Indicate actual or approximate dates.)

Earliest conception:

Experimentation period:

Reduction to practice:

4. Brief Description of Invention: (Identify whether invention is a new process, composition of matter, a device, one or more products, a new use for or an improvement to an existing product or process. Include nature, purpose, operation and basic characteristics of the invention.)
(Use additional sheets if necessary and attach descriptive materials that may promote a better understanding of the invention.)

5. Publication:

(a) Indicate details of any full or partial disclosure of this invention by any of the inventors named in paragraph 1. The means may have been one or more of the following: manuscript, article, report, grant application, thesis, abstract, demonstration, sales catalog, news release, internal memorandum, or oral presentation. Specify date and attach copies of written disclosures insofar as possible.

(b) Describe in detail any plans for disclosure of this invention in the near future. (This may include submission of a manuscript, a formal publication, oral presentation, a showing, offer of samples, or a sale.)

6. Sponsorship for Work Leading to the Invention:
   Sponsor(s):
   Contract or grant number:
   Funding period:
   Principal Investigator:
   Attach relevant patent sections from the funding instrument or sponsor’s policy manual if available.

7. Prospects for Commercialization:

(a) Indicate any apparent commercial interest. Please name companies and specific persons if possible.

(b) List names of other qualified firms with your comments, if any.

8. Signature(s) of Inventor(s):

   ____________________________________________  __________________________
   Signature                                      date

   ____________________________________________  __________________________
   Signature                                      date

   ____________________________________________  __________________________
   Signature                                      date

9. Signature of Person Witnessing This Disclosure:

   ____________________________________________  __________________________
   Signature                                      date
10. Signature of Department Chair(s) Affected by This Disclosure:

Typed name and title

Signature  

Date

Typed name and title

Signature  

Date

Typed name and title

Please send this form to the university's legal counsel.

11. Legal Counsel:

Typed name and title

Signature  

Date disclosure received in Office of the Legal Counsel

Telephone

11.00 UNIVERSITY POLICIES GOVERNING EPA EMPLOYEE INVOLVEMENT IN POLITICAL CANDIDACY AND OFFICEHOLDING

Policies adopted by the University of North Carolina Board of Governors and the Western Carolina University Board of Trustees establish processes for resolving, in advance, questions about possible
conflicts between a university employee’s satisfactory performance of employment responsibilities and the employee’s involvement in political candidacy and office holding. The policies apply to all university employees who are exempt from the State Personnel Act ("EPA"), including faculty members. An employee who intends to become a candidate for election or appointment to or to hold any public office is responsible for knowing the terms of and complying with the requirements of the policies. Western Carolina University Policy #28, "Political Activities of EPA Employees", may be viewed at the following URL http://www.wcu.edu/discover/leadership/office-of-the-chancellor/legal-counsel-office/university-policies/numerical-index/university-policy-28.asp. UNC Board of Governors Policy 300.5.1, "Political Activities of Employees", may be viewed at the following URL: http://www.northcarolina.edu/content.php/legal/policymanual/uncpolicymanual_300_5_1.htm.

Questions concerning the application and interpretation of the requirements of the policies should be addressed to the affected employee's immediate supervisor. Failure to comply with the policies is a violation of the terms and conditions of university employment and may result in disciplinary action.

12.00 FAMILY AND MEDICAL LEAVE ACT POLICY FOR FACULTY MEMBERS AND OTHER EPA PERSONNEL NOT COVERED BY THE “EMPLOYMENT POLICIES FOR UNIVERSITY EMPLOYEES EXEMPT FROM THE STATE PERSONNEL ACT”

1. Purpose

The Family and Medical Leave Act of 1993 was passed by Congress to balance the demands of the workplace with the needs of families, to promote the stability and economic security of families, and to promote national interests in preserving family integrity; to minimize the potential for employment discrimination on the basis of sex by ensuring generally that leave is available for eligible medical reasons (including maternity-related disability) and for compelling family reasons; and to promote the goal of equal employment opportunity for women and men.

Under this policy, employees may use vacation or sick leave (if available) or leave without pay for absences from work due to childbirth, adoption, or a serious health condition of an employee or an employee’s spouse, child or parent. An employee’s job and benefits are protected while an employee takes leave under this policy.

2. Definitions:

a. Parent - a biological or adoptive parent or an individual who stood in loco parentis (a person who is in the position or place of a parent) to an employee when the employee was a child.

b. Child - is a son or daughter who is under 18 years of age or is 18 years of age or older and incapable of self-care because of a mental or physical disability who is:

   (1) a biological child
(2) an adopted child

(3) a foster child - a child for whom the employee performs the duties of a parent as if it were the employee’s child

(4) a step-child - a child of the employee’s spouse from a former marriage

(5) a legal ward - a minor child placed by the court under the care of a guardian

(6) a child of an employee standing in loco parentis

c. Spouse - a husband or wife

d. Serious Health Condition - an illness, injury, impairment, or physical or mental condition that involves either inpatient care in a hospital, hospice, or residential medical care facility, or that involves continuing treatment by a health care provider;

3. Eligible Employees - Faculty members and other EHRAA personnel who are not covered by the “Employment Policies for University Employees Exempt from the State Personnel Act” are eligible if they have been employed with state government for at least 12 months and have worked at least 1040 hours (half-time) during the previous 12-month period. Eligible employees are entitled to a total of 12 work weeks leave during any 12-month period for one or more of the reasons listed below. A work week is defined as the number of hours an employee is regularly scheduled to work each week.

   a. For the birth of a child and to care for the child after birth, provided the leave is taken within a 12-month period following birth.

   b. For the employee to care for a child placed with the employee for adoption, provided the leave is taken within a 12-month period following adoption.

   c. For the employee to care for the employee’s child, spouse, or parent, where that child, spouse, or parent has a serious health condition; or

   d. Because the employee has a serious health condition that makes the employee unable to perform the functions of the employee’s position.

4. Leave Charges

   a. Birth - For the birth of a child, the employee may choose to exhaust available vacation and/or sick leave, or any portion, or go on leave without pay; except that sick leave may be used only during the period of disability. This applies to both parents.
b. Adoption - For the adoption of a child, the employee may choose to exhaust available vacation leave, or any portion, or go on leave without pay.

c. Illness of Child, Spouse, or Parent - For the illness of an employee’s child, spouse, or parent, the employee may choose to exhaust available sick and/or vacation leave, or any portion, or go on leave without pay.

d. Employee’s Illness - For the employee’s illness, the employee shall exhaust available sick leave and may choose to exhaust available vacation leave, or any portion, before going on leave without pay. If the illness extends beyond the 60-day waiting period required for short-term disability, the employee may choose to exhaust the balance of available leave or begin drawing short-term disability benefits.

Periods of paid leave and periods of leave without pay (including leave without pay while drawing short-term disability benefits) count towards the 12 work weeks to which the employee is entitled. This includes leave taken under the Voluntary Shared Leave Policy.

5. Intermittent Leave or Reduced Work Schedule

Pursuant to this policy, the employee may not take leave intermittently or on a reduced work schedule for child birth and birth-related child care or for adoption unless the employee and university agree otherwise in writing. When medically necessary, the employee may take leave intermittently or on a reduced schedule to care for the employee’s child, spouse, or parent who has a serious health condition, or because the employee has a serious health condition.

If such leave is foreseeable, based on planned medical treatment, the university may require the employee to transfer temporarily to an available alternative position for which the employee is qualified and that has equivalent pay and benefits and better accommodates recurring periods of leave.

When an employee is on a reduced work schedule, the time not worked is counted against the total 12 work weeks.

6. Employee Responsibility

The employee shall apply in writing to the supervisor for leave requested under this policy on forms available in the Office of Human Resources.

a. Birth or Adoption - The employee shall give the university no less than 30 days’ notice, in writing, of the intention to take leave, subject to the actual date of the birth or adoption. If the date of the birth or adoption requires leave to begin in less than 30 days, the employee shall provide such notice as is practicable.
b. Planned Medical Treatment - When the necessity for leave to care for the employee’s child, spouse or parent or because the employee has a serious health condition, the employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt operations, subject to the approval of the employee’s health care provider or the health care provider of the employee’s child, spouse or parent. The employee must also give 30 days’ notice if practicable of the intention to take leave, subject to the actual date of the treatment.

The employee shall be deemed to have applied for leave under this policy when: (a) the employee is on approved leave but has not given written notice of the intent to take family or medical leave to the supervisor, (b) the employee utilizes leave for any purpose whether with or without pay for a period in excess of 30 days and (c) the basis for the leave falls within the scope of this policy. In these cases, before the leave has ended, the university shall notify the employee that time spent on paid leave or leave without pay during the 30-day period and thereafter is a part of the 12 work weeks of leave.

If the employee will not return to work after the period of leave, the university shall be notified in writing. Failure to report at the expiration of the leave, unless an extension has been requested, may be considered as a resignation.

7. Certification

For leave pursuant to this policy, the university may require that a claim for leave because of adoption be supported by reasonable proof of adoption.

The university may require that a claim for leave because of a serious illness of the employee or of the employee’s child, spouse, or parent be supported by a doctor’s certification which includes the following:

- The date on which the serious health condition began
- The probable duration of the condition
- The appropriate medical facts regarding the condition
- A statement that the leave is needed to care for the child, spouse, or parent, and an estimate of the amount of time that is needed; or that the employee is unable to perform the functions of the position, whichever applies
- Where certification is necessary for intermittent leave for planned medical treatment, the dates on which the treatment is expected to be given and the duration of the treatment

Whenever possible, certification shall be made on forms developed by the U.S. Department of Labor.
Where the university has reason to doubt the validity of the certification, the university may require the employee to get the opinion of a second doctor designated or approved by the university. Where the second opinion differs from the opinion in the original certification provided, the university may require the employee to get the opinion of a third doctor designated or approved jointly by the employer and the employee. The third opinion is final and is binding on the university and the employee. The university may require that the employee get subsequent recertification on a reasonable basis. The second and third certification and the recertification must be at the university’s expense.

8. Employment and Benefits Protection

a. Reinstatement - The employee shall be reinstated to the same position held when the leave began or one of like pay grade, pay, benefits, and other conditions of employment. The university may require the employee to report at reasonable intervals to the employer on the employee’s status and intention to return to work. The university also may require that the employee receive certification that the employee is able to return to work.

b. Benefits - The employee shall be reinstated without loss of benefits accrued when the leave began. All benefits accrue during any period of paid leave; however, no benefits will be accrued during any period of leave without pay.

c. Health Benefits - The state shall maintain coverage for the employee under the state’s group health plan for the duration of leave at the level and under the conditions coverage would have been provided if the employee had continued employment.

The university may recover the premiums if the employee fails to return after the period of leave to which the employee is entitled has expired for a reason other than the continuation, recurrence, or onset of a serious health condition or other circumstances beyond the employee’s control.

9. Interference with Rights

a. Actions prohibited - It is unlawful to interfere with, restrain, or deny any right provided by this policy or to discharge or in any other manner discriminate against an employee for opposing any practice made unlawful by this policy.

b. Protected Activity - It is unlawful to discharge or in any other manner discriminate against any employee because the employee does any of the following:

1. Files any civil action, or institutes or causes to be instituted any civil proceeding under or related to this policy
2. Gives, or is about to give, any information in connection with any inquiry or proceeding relating to any right provided by this policy
3. Testifies, or is about to testify, in any inquiry or proceeding relating to any right provided under this policy
10. Enforcement

A violation of or denial of leave requested pursuant to the Family and Medical Leave Act of 1993 is not a contested case and creates no right of grievance or appeal under the State Personnel Act. Violations can result in any of the following or a combination of any of the following and are endorsed by the U.S. Secretary of Labor:

a. U.S. Department of Labor investigation, or

b. Civil liability with the imposition of court cost and attorney’s fees, or

c. Administrative action by the U.S. Department of Labor.

APPROVED BY THE BOARD OF TRUSTEES ON MARCH 9, 1994.

VOLUME III

Curriculum Development and Revision
13.00 CURRICULUM DEVELOPMENT AND REVISION

13.01 Introduction

Western Carolina University has a tradition of constant and dynamic curriculum revision and a growing practice of outcomes assessment and program evaluation which provides the essential feedback to revise the curriculum. The purpose of this section of the Faculty Handbook is to promote understanding of the elements of the curriculum and to summarize the processes of curriculum revision, assessment, and program review at Western Carolina University.

13.02 Curricular Definitions

13.02.01 Bachelor's Degrees

The bachelor's degree is the first academic degree conferred upon students by Western Carolina University upon successful completion of an academic program. Each bachelor's degree requires the completion of a minimum of 120 semester hours to a maximum of 128 semester hours, including (1) a Liberal Studies (general education) component, (2) a major as prescribed by one of the departments which may also require a concentration, (3) a minor, second major, or other approved program as specified by the appropriate college and department, and (4) elective courses (See definition of major below for exceptions). Unless specifically provided for in the catalog description, credit for any course may be applied only once toward the required hours for graduation.

WCU requires the following elements be included in the total hours of academic work:

25% of the hours of the degree program must be taken at or above the 300 course level

50% of the major must be at or above the 300 course level

Western Carolina University is authorized to offer ten different bachelor's degrees: Bachelor of Arts (BA), Bachelor of Fine Arts (BFA), Bachelor of Music (BM), Bachelor of Science (BS), Bachelor of Science in Business Administration (BSBA), Bachelor of Science in Education (BS Ed), Bachelor of Science in Electrical Engineering (BSEE), Bachelor of Science in Engineering (BSE), Bachelor of Science in Nursing (BSN) and Bachelor of Social Work (BSW). Students may obtain from the university a second bachelor's degree provided it is a different degree or the degree is in a different major (students may not earn a second degree in the same major).

13.02.02 Master's Degree

The Master's degree represents a level of higher education and academic achievement beyond the baccalaureate level. The Master's degree reflects significant and advanced training, preparation, and research in academic and professional areas. In some professional fields, the master's degree is accepted as the first level of individual practice of a discipline. Master's degrees consist of a minimum of 30 semester hours; many also include comprehensive examinations, theses, portfolios, and/or other advanced requirements.
Western Carolina University is authorized to offer the following masters’ degrees: Master of Accountancy, Master of Arts, Master of Arts in Education, Master of Arts in Teaching, Master of Business Administration, Master of Construction Management, Master of Education, Master of Entrepreneurship, Master of Fine Arts, Master of Health Sciences, Master of Music, Master of Project Management, Master of Public Affairs, Master of School Administration, Master of Science, Master of Social Work, and Master of Sport Management.

The Master of Fine Arts degree represents the highest level of academic achievement in the studio arts and is recognized as the terminal degree in those fields.

13.02.03 Doctoral and Advanced Graduate Degrees

Western Carolina University offers five degrees beyond the master's level: the Education Specialist degree, the Specialist in School Psychology degree, the Doctoral degree in Education, the Doctor of Nursing Practice, and the Doctor of Physical Therapy degree.

The Education Specialist (Ed.S.) degree represents academic achievement beyond the level of the Master’s degree. The degree is awarded for professionally oriented studies that prepare the candidate to assume leadership and management roles in primary and secondary education. The program leads to advanced licensure in education administration (Superintendent Licensure) and requires a minimum of 36 semester hours of course work beyond the Master's degree.

The Specialist in School Psychology (S.S.P.) degree is a terminal degree program. A Master's degree is not obtained on the way to earning the Specialist in School Psychology degree. The program includes two practica, a year-long internship and the completion of a thesis. Successful completion of the program, including passing the Praxis II exam and requirements related to licensure, will lead to recommendation for Level II licensure and National Certification as a School Psychologist (NCSP).

The Doctoral degree is the highest earned academic degree in U.S. postsecondary education. It is always awarded for independent research at a professional level in academic disciplines or in professional fields. The Doctoral degree is recognized as the terminal degree in most academic and professional fields.

The Ed.D. degree in Educational Leadership prepares senior-level administrators as school leaders in rural communities for service in Pre-K through 12 school systems and community college administration. The program requires 60 semester hours beyond the master’s degree; a core of coursework in leadership, research, and a concentration area; an extensive internship; a written comprehensive examination and a dissertation.

The Post-Masters Doctor of Nursing Practice (D.N.P.) degree prepares graduates to analyze systems of care and provide transformational leadership to improve patient safety, quality of care and implement evidence-based culturally competent care practices. Graduates from this program will be able to interpret and apply research findings to practice settings, determine and measure system and population outcomes, manage information systems and use appropriate technology for health and risk communication. The DNP requires 42 post-master's graduate semester credit hours of coursework and completion of a total of 1,000 clinical practice hours (includes 500 from MSN program).
Location of Course Offerings: The School of Nursing at Western Carolina University (WCU) and the University of North Carolina at Charlotte (UNCC) have partnered to offer a post-masters DNP consortium program. As a student, you will have access to expert faculty from both universities. The DNP is a hybrid program designed to prepare nurses for leadership in clinical practice. The DNP program can be completed in five semesters. New cohorts begin each Fall semester. Students will be required to attend 3 to 3.5 day immersion sessions at the beginning of each semester alternating between UNCC and WCU.

The Doctor of Physical Therapy (D.P.T.) degree prepares graduates to enter the practice of physical therapy as licensed practitioners. Applicants to the program must have a bachelor’s degree and have completed 31 to 33 credits of pre-requisite coursework in human anatomy/physiology, chemistry, physics, statistics, and the social sciences. The DPT curriculum requires full-time enrollment for 33 months. Included in the curriculum are 34 weeks of full-time clinical education where students are placed in clinical sites under the supervision of a licensed physical therapist. Curriculum content and delivery is guided by rigorous accreditation standards that require preparation of graduates who can work in various settings and in various roles to restore, maintain, or promote optimal physical function with patients/clients across the life span. A broad theoretical and scientific base is required for the physical therapy diagnosis and management of movement dysfunction as it manifests in patients/clients who have musculoskeletal, neuromuscular, integumentary and/or cardiopulmonary conditions. No thesis is required, but all students are expected to complete a major project before graduation.

13.02.13 Graduate Courses

The primary function of graduate courses is to broaden the perspective and deepen the advanced knowledge students have of a particular discipline or professional field of study, or to provide students initial preparation in an advanced professional field that requires foundational knowledge and experience in a related discipline or field of study.

Graduate courses are characterized by a high level of complexity and generalization in the study of a particular subject. They are structured in a manner that allows for a variety of approaches to the subject matter, a wide range of source material, considerable student interaction, and a significant emphasis on independent study and/or research in the library, laboratory, studio, or community. They are designed to extend the knowledge and intellectual maturity of students beyond the baccalaureate level and are intended for students who are capable of analyzing, exploring, questioning, evaluating, and synthesizing knowledge. Evaluation of student performance in graduate courses entails a variety of means and is commensurate with the level or complexity of these courses.

Graduate courses are numbered 500 and above, and are generally restricted to students who have successfully completed a bachelor’s degree. They generally build upon a foundation of prerequisite undergraduate courses in single or related disciplines, require intellectual maturity of students, and stress independent studies.
13.03 The Curricular Process

13.03.01 Course Development

The primary responsibility for course development rests with individual faculty working within the departments. Proposed courses are, however, reviewed by the entire departmental faculty, the curriculum committee of the college and other affected approving bodies. Review committees such as the Liberal Studies Committee, the Professional Education Council, and the Graduate Council may be involved in the review process. (See curriculum revision process). All new course proposals must include some syllabus information and a course description of no more than 25 words.

13.03.02 Course Syllabi for Course Proposals

All faculty are expected to develop and update each syllabi for their courses. Copies of syllabi must be on file in the department office.

Students should receive a course syllabus at the beginning of each course. At a minimum, syllabi should include the following:

1. Course purposes and content should be clearly stated. Course goals and objectives should be listed as well as Liberal Studies objectives for the specific liberal studies requirement as appropriate.

2. Course requirements should be clearly stated. These typically include such things as assignments, exams, projects, attendance policies, and deadlines if possible.

3. Procedures used to evaluate student work should be delineated. Descriptions of the frequency and format of evaluations are helpful.

4. Calendars or schedules of course activities/topics are also recommended, but these should be followed flexibly.

5. Accommodations for Students with Disabilities

Western Carolina University is committed to providing equal educational opportunities for students with documented disabilities and/or medical conditions. Students who require reasonable accommodations must identify themselves as having a disability and/or medical condition and provide current diagnostic documentation to the Office of Disability Services. All information is confidential. Please contact the Office of Disability Services at (828) 227-3886 or come by Suite 135 Killian Annex for an appointment.

6. Academic Integrity Policy

Western Carolina University (WCU) strives to achieve the highest standards of scholarship and integrity. Any violation of the Academic Integrity Policy is a serious offense because it threatens the quality of scholarship and undermines the integrity of the community. Any violation of the Academic Integrity Policy is a violation of the Code of Student Conduct (see dsce.wcu.edu for more information).

7. Student Support Services
Student Support Services provides support to students who are either first-generation, low-income or those who have disclosed a disability with: academic advising, mentoring, one-on-one tutorial support, and workshops focused on career, financial aid and graduate school preparation. You may contact SSS at (828) 227-7127 or email sssprogram@wcu.edu for more information. SSS is located in the Killian Annex, room 138.

Optional Statements (WaLC and Mathematics Tutoring Center):

**The Writing and Learning Commons (WaLC)** (Room 207 Belk, [http://walc.wcu.edu](http://walc.wcu.edu), 227-2274), provides free course tutoring, writing tutoring, academic skills consultations, international student consultations, graduate and professional exam preparation resources, and online writing and learning resources for all students. All tutoring sessions take place in the WaLC or in designated classrooms on campus. To schedule tutoring appointments, visit the WaLC homepage ([http://www.wcu.edu/learn/academic-success/writing-and-learning-commons-walc/](http://www.wcu.edu/learn/academic-success/writing-and-learning-commons-walc/) ) or call 828-227-2274. Distance students and students taking classes at Biltmore Park are encouraged to use Smarthinking and the WaLC’s online resources. Writing tutoring is offered at the Biltmore Park campus on certain days of the week; call 828-227-2274 for availabilities.

**The Mathematics Tutoring Center** (455 Stillwell, [http://www.wcu.edu/learn/departments-schools-colleges/cas/casdepts/mathcsdept/mathematics-tutoring-center.asp](http://www.wcu.edu/learn/departments-schools-colleges/cas/casdepts/mathcsdept/mathematics-tutoring-center.asp), 227-3830) provides tutoring in all lower-division math and many CS courses, help with mathematical concepts in other disciplines, and workshops on study skills specific to mathematics courses.

8. Grading Procedures: Should indicate your grading scale, relative weight and brief description of all major assignments, and primary methods of assessment. A statement should be included indicating how the grading/assessment meets the course objectives.
## Grading and Quality Point System*

<table>
<thead>
<tr>
<th>Grade</th>
<th>Interpretation</th>
<th>Quality Points per semester hour</th>
<th>Grade</th>
<th>Interpretation</th>
<th>Quality Points per semester hour</th>
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</tr>
</tbody>
</table>

*See Graduate Catalog for the graduate level grading system.

The grades of A+, A, A-, B+, B, B-, C+, C, C-, D+, D, D- and F indicate gradations in quality from Excellent to Failure. Please note that a C- grade is less than satisfactory and may not meet particular program and/or course requirements.

Students must be familiar with the class attendance, withdrawal, and drop-add policies and procedures.

Grade Replacement and Course Repeat Policy.
A maximum of 15 credit hours may be repeated. When a student repeats a course, only the most recent grade will be used in calculation of the student's grade point average and counted in the hours toward graduation. However, all grades shall remain on the student's transcript.

Exceptions:

1. The First Year Seminar may not be repeated.

2. Courses available for re-enrollment for additional credit are not counted as repeats unless the student declares a repeat or exceeds the number of times for which credit can be earned in the course.

3. Some academic programs may have policies that further regulate the number of repeats. Check with your advisor.

The 15 credit hour limit of the repeat/grade replacement policy may be appealed by the student in writing to the student’s adviser, department head or program director, and Dean.

Note:

a) All course repeats, except courses available for re-enrollment for additional credit, require a permit for enrollment. If a faculty advisor approves the repeat permit, he/she can call or email the department head to have the permit entered in Banner so the student can enroll. DO NOT SEND STUDENTS TO THE ONESTOP FOR REPEAT PERMITS. ONESTOP PERSONNEL DO NOT HAVE THE AUTHORITY TO GRANT REPEAT PERMITS.

b) All repeats, except for re-enrollment for additional credit courses, result in a mandatory grade replacement. (The last course taken replaces the grade of the previous course.)

Note: Pursuant to actions of the North Carolina General Assembly and policy adopted by the Board of Governors of the University of North Carolina, a twenty-five percent tuition surcharge applies to students who take more than 140 semester hours and more than eight regular semesters (i.e., fall and spring) to complete a baccalaureate degree. The semester hours used to calculate the total of 140 hours include repeated, failed, dropped (i.e., Ws) and transferred credit courses.

9. Tentative Course Schedule

May change to accommodate guest presenters & student needs

10. Academic Calendar includes dates for all breaks, university closures, final exams, etc. The academic calendar can be found at: http://www.wcu.edu/learn/academic-calendar.asp.
Suggested Course Syllabus Outline

Western Carolina University

Department of ___________________________ Course No. ___________________________

Title of Course: ___________________________

Course Number: ___________________________

Instructor: ________________________________

I. Catalog Description and Credit Hours

II. Prerequisites or Co-requisites

III. Purposes or Objectives

IV. Faculty Expectations of Students (e.g., attendance, class preparation, etc.)

V. Course Content or Outline

VI. Textbook(s) and/or Other Required Materials or Equipment

VII. Grading Scale and Basis for Student Evaluation.

VIII. Accommodations for Disabled Students

IX. Academic Integrity Policy

X. Statement concerning availability of Student Support Services

XI. Tentative Schedule

XII. Academic Calendar

XIII. CoursEval dates of opportunity

The Coulter Faculty Commons offers resources on syllabus construction and course design:

http://www.wcu.edu/learn/faculty/coulter-faculty-commons/teaching-and-learning/syllabus-resources.asp
14.00 POLICIES AND PROCEDURES FOR CURRICULUM DEVELOPMENT AND REVISION

The responsibility for curriculum development and revision rests with the faculty. Primary responsibility resides in the department and college in which the curriculum is housed and delivered. Four university-wide groups have responsibility for reviewing proposed changes in the curriculum. These are the Liberal Studies Committee, the Graduate Council, the Professional Education Council, and the University Curriculum Committee.

The Liberal Studies Committee considers all changes in the liberal studies program.

The Graduate Council considers all changes in the graduate curricula of the university.

The Professional Education Council considers all changes in undergraduate and graduate education programs.

The University Curriculum Committee considers all new programs as well as new courses not related to Liberal Studies, Graduate Council, or Professional Education Council.

The Faculty Senate considers new programs, new degrees, new majors, new minors, new certificates, liberal studies changes, program deletions, and changes to university level curriculum policies and requirements. New programs are discussed and acted upon by the Faculty Senate, concurrently with or before a request to plan or a request to implement is forwarded to General Administration. After Senate discussion and action, new program proposals will follow the process detailed below.

At all levels of the curricular approval process the review of documents should be completed in a timely manner (normally, 2-4 weeks). When timely review is not possible, rationale must be provided in writing to the originating department and college.

Approval Process for Curriculum Changes

Proposals originate with a faculty member or an appropriate departmental committee—being sure to comply with the items listed in the technical review found in the Curriculum Folder on the share drive or online on the Resources for Faculty and Staff page and guidelines and instructions within Curriculog (https://wcu.curriculog.com/proposal). All curriculum changes are initiated and processed via Curriculog and are routed to the review steps specific to the curriculum proposal. The approval steps are outlined in the Approval Process flow chart below. The originating department consults with the Collection Development Librarian to ensure that library resources will support the new course or program.

Course changes affecting only one department are submitted by the department to the Dean of the College, Graduate Dean (for graduate changes) and then to the Provost (or designee) for final approval of the proposal. If the proposal is not approved by the undergraduate and/or graduate dean, the proposal is returned to the department.

The college curriculum committee reviews and approves curriculum changes for the college. Departmental proposals involving another department or college [e.g., an interdisciplinary course or program, or any plan that would change courses required by another department] must be discussed by
the departments/colleges involved; and, consultation forms must be signed by the affected parties and uploaded in Curriculog. In case of objection to the proposed action, the responding dean(s), head(s) or their designees will contact the originating dean to discuss the proposal. If the objection cannot be resolved, the Provost (or designee) will serve as mediator in the objection. At any time during this process, the dean of the originating college has the option of withdrawing the proposal.

Proposals are routed to the Liberal Studies Committee, the Professional Education Council, the Graduate Council, and/or the University Curriculum Committee as appropriate. After deliberation and endorsement, the specific committee or council indicates action in Curriculog. Endorsed proposals move forward for information and/or action by the Faculty Senate. Any Faculty Senate member may request that a curriculum item presented as information only be moved to information and subsequent action. If the proposal is approved, it is submitted to the Office of the Provost.

Approved proposals are stored in Curriculog and updated in the catalog.

Approval Process for New Programs

New programs are important because they affect resource allocations and most or all departments across the university. Therefore, these types of changes must be discussed and acted upon by the University Curriculum Committee or other appropriate university curriculum committee before these types of changes are discussed and acted upon by the Faculty Senate. The Faculty Senate is involved in early consultation and in making a recommendation to the Provost. Specific instructions for new programs may be found on APR 17: Curriculum Proposal Guide on the share drive (H:\Curriculum\Curriculum Forms & Resources\_CURRICULUM_PROPOSAL_GUIDE.docx) or online at http://www.wcu.edu/learn/office-of-the-provost/resources-for-faculty-and-staff/ under the heading of Policies and Procedures.

Deletion of a Degree Program

This proposal would proceed through all the curriculum flow chart from the department to the Faculty Senate for information and subsequent action. The proposal, if approved, would be forwarded to the Chancellor. In addition, approval is required from General Administration (GA) and the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC).

Other Policies

The policy involving emergency actions and Programs and Courses Instituted on an Experimental Basis would remain unchanged.
Approval Process for Curriculog Reviews*

Faculty Member

Department - Curr. Comm./Head

College Curriculum Committee

Dean

Consultation

- Library
- Head(s)/Faculty of all affected departments

Course/Program Changes affecting one or more college(s)
All new programs/degrees

*New LS courses and changes

University Curriculum Committee

Liberal Studies Committee

New Professional Ed. courses and changes

Professional Education Council

New Graduate only) courses) and changes

Faculty Senate
Faculty Senate action is required on new programs.
Other changes go to Senate for information only, but any item may be brought forward for action if desired.

Graduate Council

Provost/Associate Provost

*New Program and Liberal Studies Course Proposals have additional guidelines or requirements. See Faculty Handbook Section 14.00 for full text on Curriculum Development and Revision.
Example Curriculog screen shot identifying review steps for new programs. Dark gray labels identify mandatory review steps. Light gray labels identify possible review steps depending upon type of program. UNC General Administration and SACS-COC notification and/or approval may also be required.
UNDERGRADUATE CURRICULUM TECHNICAL REVIEW CHECKSHEET

Course Proposal Technical Review Checklist

(Curriculum Proposal Guide (APR 17) is in the Curriculum Forms and Resources folder in the Curriculum folder on the share drive) and online on the Resources for Faculty and Staff page.

1. _____ Has the number been used in the last 10 years (Check with Provost’s Office before selecting a new number)
2. _____ course prefix and number reflects Curriculum Proposal Guide
3. _____ course title reflects Curriculum Proposal Guide
4. _____ course description is 25 words or less
5. _____ course prereq/coreq reflects Curriculum Proposal Guide
6. _____ Library consultation included
7. _____ consultation(s) from department(s) as needed (see reasons in Curriculum Proposal Guide)
8. _____ LS course proposal form attached (as needed)
9. _____ all course elements including
   i. _____ course prefix, number, title, and description (same as catalog entry)
   ii. _____ course objectives
   iii. _____ liberal studies objectives (as appropriate to the LS category—see LS obj. doc)
   iv. _____ textbook (or textbook possibilities if instructor not identified)
   v. _____ proposed course assignments/requirements
   vi. _____ faculty listed comply with SACS faculty credential requirements
10. _____ current catalog description is imported from current catalog

11. Format for course catalog entry
    
PREF
    ### (credit hours)
    Course description in 25 words or less. Contact hour clarification if needed. Prereq/coreq (LS category)
**Undergraduate Program Plan of Study Proposal Technical Review Checklist**

1. _____ Appendix A or B and Cover Sheet is included—complete with hard data justifying numbers of majors proposed (for new programs)
2. _____ Appendix F for distance program (with Distance Education Impact Cover Sheet attached)
3. _____ Degree title change is to be prepared in Curriculog
4. _____ Minor is between 15-24 hours
5. _____ Consultation forms attached from the library and department(s) as needed
6. _____ no less than 120 hours and no more than 128 hours required in the degree program
7. _____ all concentrations have equal number of hours in the program (may include different number of electives)
8. _____ concentration does not exceed 26 hours
9. _____ majors with 27-45 hours require minor, second major or other approved program
10. _____ 46-64 hours in majors that do not require a minor or second major
11. _____ 50% of courses required in the major at the 300-400 level
12. _____ 25% of the total degree program courses are required at the 300-400 level
13. _____ 8 semester plan attached and accurately reflecting LS requirements as well as requirements in the major
14. _____ Catalog format for degree (consider all that apply):
    - Major Title  Degree (total hours)
      - Admission to the Program requirements as well as any other requirements (i.e. maintain 3.0 in major, etc.)
      - Liberal Studies requirement statement (and specific guided LS courses if needed)
    - Major Requirements
      - Core Requirements (credit hours)
        - List of Core Requirements
      - Concentration OR second major /minor statement (credit hours required)
        - Concentration I Title
          - List of requirements for this concentration
        - Concentration II Title
          - List of requirements for this concentration
    - Guided Electives
    - General Electives
GRADUATE CURRICULUM TECHNICAL REVIEW CHECKSHEET

Course Proposal Technical Review Checklist

(Curriculum Proposal Guide is in the Curriculum Forms and Resources folder in the Curriculum folder on the share drive)

12. _____ Has the number been used in the last 10 years (Check with Provost’s Office before selecting a new number)
13. _____ course prefix and number reflects Curriculum Proposal Guide
14. _____ course title reflects Curriculum Proposal Guide
15. _____ course description is 25 words or less
16. _____ course prereq/coreq reflects Curriculum Proposal Guide
17. _____ Library consultation included
18. _____ consultation(s) from department(s) as needed (see reasons in Curriculum Proposal Guide)
19. _____ LS course proposal form attached (as needed)
20. _____ all course elements including
   i. _____ course prefix, number, title, and description (same as catalog entry)
   ii. _____ course objectives
   iii. _____ liberal studies objectives (as appropriate to the LS category—see LS obj. doc)
   iv. _____ textbook (or textbook possibilities if instructor not identified)
   v. _____ proposed course assignments/requirements
   vi. _____ faculty listed comply with SACS faculty credential requirements
21. _____ current catalog description is imported from current catalog

22. Format for course catalog entry
   PREF
   ### (credit hours)
   Course description in 25 words or less. Contact hour clarification if needed. Prereq/coreq (LS category)
Graduate Program of Study Technical Review Checklist

1. _____ Appendix A (B for doctorate) and Cover Sheet complete with hard data justifying numbers of majors proposed
2. _____ Appendix F for distance program (with Distance Education Impact Cover Sheet attached)
3. _____ Consultation forms attached from the library and department(s) as needed
4. _____ all concentrations have equal number of hours in the program
5. _____ 50% of courses required for master’s degree at 600 level or above
6. _____ 50% of courses required for education specialist degree at 700 level or above
7. _____ at least 24 hours must be earned as resident credit hours
   (check with the Graduate School about rules for distance programs)
8. _____ teacher education programs require at least 1 semester of full time graduate work
9. _____ must be stipulated that degree programs must be completed within 6 years
10. Catalog format for the graduate degree
    Major Title   Degree (total hours)
    Admission to the Program requirements as well as any other requirements (i.e. maintain 3.0 in major, etc.)
    Major Requirements
    Core Requirements (credit hours)
    List of Core Requirements
    Concentration OR second major /minor statement (credit hours required)
    Concentration I Title
    List of requirements for this concentration
    Concentration II Title
    List of requirements for this concentration
    Guided Electives
    General Electives
Graduate Council

Graduate Curriculum Guidelines

The Graduate Council reviews and approves graduate curriculum at the University level. Acting in this role, the Graduate Council has established the following requirements and guidelines for proposed graduate program and course curriculum.

The primary functions of graduate programs and courses are to broaden students' perspectives and deepen students' advanced knowledge in a particular discipline or professional field of study, and/or to provide students initial preparation in an advanced professional field.

Graduate programs and courses are characterized by a high level of complexity in the study of a particular subject. They are structured in a manner that allows for a variety of approaches to the subject matter, a wide range of source material, considerable student interaction and a significant emphasis on independent study and/or research in the library, laboratory, studio, or community. They are designed to extend the knowledge and intellectual maturity of students beyond the baccalaureate level and are intended for students who are capable of analyzing, exploring, questioning, evaluating, and synthesizing knowledge. Evaluation of student performance in graduate programs and courses entails a variety of means and is commensurate with the level and complexity of the graduate programs and courses.

Each graduate curriculum proposal will be evaluated based upon the following criteria. Please be sure to address these issues in Curriculog:

- A graduate program or course proposal must originate from the academic department that owns the program or course and the curriculum proposal must be reviewed and approved by the College Curriculum Committee of the department that will offer the proposed program or course.
- The proposal should demonstrate that the graduate course, program proposal or program change is integral to an existing graduate program and meets a verifiable need.
- The proposal should demonstrate how a proposed course fits within or is necessary to a graduate program or program of study or demonstrate how a proposed program or program change fits within or is necessary to other graduate programs in an academic department or College.
- The proposal should demonstrate that there exists a constituency for the course or new program feature. That is, it should indicate that there are students who will enroll in the class and that there will be a steady enough supply of these students to justify making the course a permanent fixture in our graduate offerings.
- The proposal should demonstrate that the course or program proposed is substantially more advanced and rigorous than an undergraduate program or course. The AA-5 should demonstrate that the course or program promises to be rigorous and substantive enough to qualify as graduate education in that particular field.
- The proposal should identify the faculty member who will teach the proposed course or who will be the graduate program director of the proposed program. A brief statement should be provided with the proposal stating the qualifications of the faculty member and verifying the faculty member’s graduate faculty credentials.
14.01 Emergency Actions

A. When emergency action is needed on a curriculum proposal, the power to take such action is vested in the Provost in consultation with the relative dean and with the University Librarian, as appropriate.

14.02 Programs and Courses Instituted on an Experimental Basis

A. Under special circumstances, programs and courses may be initiated on an experimental basis. Such programs may be approved by the Provost in consultation with the deans and the University Librarian.

B. Programs and courses instituted on an experimental basis will be for a specified time only, and shall require the use of normal channels of approval before being included in the University’s permanent curriculum.

15.00 THE LIBERAL STUDIES PROGRAM

15.01 Rationale

At Western Carolina University, all bachelor’s degree programs include courses in Liberal Studies designed to provide each student with the knowledge, skills, and attitudes of an educated person. These include the ability to think critically, to communicate effectively, to identify and solve problems reflectively, to use information and technology responsibly, to appreciate the creative and performing arts, and to seek personal development and lifelong learning. These ways of knowing the world fully encompass the integrative principle established in Goal 1.2 of the strategic 2020 Vision of the university: “Fully integrate into the general education program and into each major and minor at both undergraduate and graduate levels an emphasis on those core abilities expected of all WCU students: to integrate information from a variety of contexts; to solve complex problems; to communicate effectively and responsibly; to practice civic engagement; and to clarify and act on purpose and values.”

Through a First-Year Seminar in Liberal Studies, first-year students begin to experience intellectual life at the university level from a variety of disciplinary contexts, many of which are directly connected to the major experience. The core provides students with the academic skills and intellectual habits needed throughout the undergraduate experience in whatever major they may choose to pursue. Because of their foundational status, the core courses should be completed as soon as possible. The Perspectives component of the Liberal Studies program extends the general education experience beyond the first two years and further integrates with the major and minor experiences as it exposes students to important modes of inquiry, discovery, and interpretation through study of the concepts and principles of multiple fields. Because all disciplines at the university can offer courses in the Liberal Studies program, the Perspectives provide an especially broadened opportunity for students to shape their education so that it serves to expand their worldview and knowledge base and offers them opportunities to take courses outside areas of familiarity that can have a major impact on the major experience. Students also take at least one Upper-Level Perspective (ULP), a three hour course at the
upper level (300 or 400 level) in a Perspectives area outside their major. The ULP provides students with an opportunity to view their own discipline from the integrative perspective of another, less familiar discipline, a skill that serves to distinguish a university education from a strictly vocational training.

15.02 Requirements

THE CORE (21 HOURS)

C1. Writing, 6 hours
ENGL 101 Writing and Rhetoric (Freshman Year)
ENGL 202 Writing and Critical Inquiry (Sophomore Year)

C2. Mathematics, 3 hours
MATH 101 Mathematical Concepts
MATH 130 College Algebra
MATH 170 Applied Statistics
(Satisfied if student passes any MATH course 101 or higher, except for MATH 190-199, MATH 301, and MATH 400.)

C3. Oral Communication, 3 hours
COMM 201 Foundations of Communication

C4. Wellness, 3 hours
HEAL 111 Stress Management for Health & Wellness
HEAL 123 Health & Wellness
HSCC 101 Nutrition, Fitness & Wellness

C5. Physical & Biological Sciences, 6 hours
*Courses must be taken in two different disciplines*
Other 100-200 level science courses from AST, BIOL, CHEM, ENVH, GEOL, NRM and PHYS (with the exceptions of BIOL 132, CHEM 241, ENVH 200, ENVH 210, and courses numbered from 190-199) meet this requirement.

AST 102 Introductory Observational Astronomy
AST 103 The Solar System
AST 104 Cosmic Evolution
BIOL 102 Human Genetics
BIOL 103 Environmental Biology
BIOL 104 Human Biology
BIOL 105 Biology in the 21st Century
CHEM 101 Chemistry in Society
ENVH 130 Environmental Health Science: Systems & Solutions
GEOL 140 Investigations in Environmental Geology
GEOL 150 Methods in Geology (4 credit hours)
NRM 140 Natural Resource Conservation & Management
PHYS 105 Contemporary Physics
THE FIRST-YEAR SEMINAR (3 HOURS)

a. Students transferring in 0-15 credit hours are required to take this course in their first year.
b. Students transferring in 15.1 – 29.9 credit hours are eligible to take a First-Year Seminar, but it is not required. The First Year Seminar is waived and the student does not have to make up the hours in the Liberal Studies program, but will still need to graduate with the same number of hours required by the program of the major.
c. Students with 30 or more credit hours are not eligible to take First-Year Seminar.
d. Grading for the First-Year Seminar is A, B, C, or U (Unsatisfactory).
e. If a student receives a grade of U in the First Year Seminar he/she must make up the hours by taking another course in the Liberal Studies Program.
f. Transition courses such as USI, LEAD, COUN are not considered First-Year Seminars.

ACCT 195 Introduction to Fraud Examination
ANTH 190 Freshmen Seminar: The Human Condition
ART 191 Integral Arts
BIOL 190 Discoveries in Biology
BIOL 192 Plants in Society
BIOL 193 Forensic Biology
BIOL 194 Biotechnology: Methods, Applications & Implications
CHEM 190 Chemistry in Industry
CHEM 191 Issues in Environmental Chemistry
CHEM 192 Human Gene Discovery Laboratory
CHEM 193 Chemistry in the Arts
CHEM 194 Forensic Chemistry
CIS 195 The Information Society at Work
CJ 190 Controversies in Criminal Justice
COMM 190 A User’s Guide to the Mass Media
CS 191 How Does Software Work?
Continued...
EDCI 191 Teachers, Schools, and Society
ENGL 190 Literature
ENGL 191 Creative Writing
ENGL 192 Motion Picture Studies
ENGR 190 Technology Systems
ENGR 199 Engineering Seminar Freshman Engineering majors only.
ENT 195 Social Entrepreneurship: Creating Innovative Solutions
ENVH 190 From Black Death to Bioterrorism
FIN 195 You and Your Money
GEOL 191 Geology, Landscapes, & the Human Psyche
GER 190 Triumph & Tragedy in Modern German Film
HIST 190 History Topics
HSCC 190 Human Behavior In The Social Environment
HSCC 191 Does Inequality Make You Sick?
HSCC 192 Intro to Health Professions
JPN 190 An Introduction to Japanese Popular Culture
LAW 195 Contemporary Legal Issues
MATH 190 Mathematical Models of Population Growth
MATH 191 Mathematics in Social Choice & Decision Making
MATH 192 Fractals: The Geometry of Nature
MKT 195 Facebook Generation Marketing
MUS 190 Music
MUS 191 Integral Arts
ND 190 Personal Nutrition
PAR 190 Freedom Culture & Utopia
PSC 190 Freshman Seminar in Political Science
PSY 190 Psychology
PT 190 Caring for the Aging Population: Challenges & Solutions
SOC 190 Social Institutions & Issues
SPAN 190 Hispanic Literature & Film
THEA 191 Integral Arts

THE PERSPECTIVES (18 HOURS)
NOTE: Courses used to meet Liberal Studies requirements (with the exception of Upper Level Perspective) may be used simultaneously to meet other requirements, including requirements in the major.

UPPER LEVEL PERSPECTIVE (ULP) (300-400 level)
One of the perspectives categories must be met with an upper-level perspective course that is outside of the discipline of the major. ULPs are bolded. Students should not enroll in courses numbered above their class rank without permission of the department offering the course.

P1. Social Sciences, 6 hours (2 courses)
Courses must be taken in two different disciplines
ANTH 110 Origins of Civilization
ANTH 414 Minority Groups
ASI 250 Introduction to Appalachian Studies
BA 133 Introduction to Business
BIOL 334 Biotechnology and Society
ECON 231 Microeconomics & Social Issues
ECON 232 Macroeconomics
ENVH 200 Intro to Public Health
ENVH 300 Occupational Health
FIN 210 Managing your Money for Financial Success
FIN 350 So You Want To Be A Millionaire
GEOG 101 Population Geography
HSCC 307 Evaluating Health Claims: Fact or Quack
LAW 105 Introduction to Law
LAW 406 Media Law
MKT 409 Negotiations/Relationship Marketing
PAR 313 Philosophy of Law
PAR 315 Philosophy of Mind
PAR 332 Biomedical Ethics & Social Justice
PAR 333 Environmental Ethics & Public Policy
PAR 334 Biotechnology and Society
PSC 150 American Government & Politics
PSY 150 General Psychology
PSY 320 Developmental Psychology 1: Childhood
PSY 331 Human Sexuality
PSY 370 Psychology & Law
PT 400 Complementary & Integrative Therapies
RTH 300 Health & Healing: The Spirit-Mind-Body Connection
SOC 103 Human Society
SOC 235 Social Problems
SOC 414 Minority Groups
SOCW 251 Social Issues, Policy, & Programs
SOCW 354 Human Behavior & the Social Environment
SOCW 402 Diversity in Contemporary Society

P2. Category Has Changed to Core 5 (Physical & Biological Sciences)

P3. History, 3 hours

**NOTE: **indicates proposed new or changed course
HIST 107 World Cultures in Historical Perspective
HIST 131 North American History to 1865 (was HIST 231)
HIST 132 US History Since 1865 (was HIST 232)
HIST 210 African History to 1880 (was HIST 367 non LS) **
HIST 211 African History Since 1880 (was HIST 368 non LS) **
HIST 212 Latin American History I (was HIST 361)
HIST 213 Latin American History II (was HIST 362) **
HIST 218 Modern Asia (was Hist 373) **
HIST 220 Ancient Empires: 3000BCE-CE300 (was Hist 182, P4) **
HIST 221 The Birth of Europe (was European History to 1517) **
HIST 222 European History Since 1517
HIST 233 US Legal History (new) **
HIST 234 Immigration and Ethnicity in US History (new) **
HIST 235 History of American Sports (new) **
HIST 236 Native American Civilization (was HIST 175, P4)
HIST 237 African American History (new) **
HIST 238 History of American Pop Culture: Music, Movies, & Media (new)
HIST 250 Urban History: Cities and Suburbs in the US (new) **
HIST 303 The African Diaspora (new)
HIST 308 Explorations in Regional History: Latin America
HIST 311 Ancient Greece & Rome
HIST 315 Renaissance and Reformation (new) **
HIST 317 History of 20th Century International Relations
HIST 335 History of Capitalism
HIST 337 History of Slavery (new) **
HIST 341 North Carolina History
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>HIST 351</td>
<td>History of American Education (new)</td>
</tr>
<tr>
<td>MATH 301</td>
<td>History of the Scientific Revolution</td>
</tr>
<tr>
<td>PAR 146</td>
<td>Western Religious Traditions</td>
</tr>
<tr>
<td>PAR 250</td>
<td>Origins of Early Christian Traditions</td>
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<tr>
<td>PAR 365</td>
<td>Medieval &amp; Reformation Theology</td>
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<tr>
<td>PAR 366</td>
<td>Religion &amp; Science: Laws of God &amp; Nature</td>
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</tbody>
</table>

**P4. Humanities, 3 hours**

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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>CS 210</td>
<td>Internet Security and Ethics</td>
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<tr>
<td>ECON 344</td>
<td>Ethics of Capitalism</td>
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<tr>
<td>ENGL 206</td>
<td>Literature of Place</td>
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<tr>
<td>ENGL 207</td>
<td>Popular Literature &amp; Culture</td>
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<tr>
<td>ENGL 209</td>
<td>Past Times: Literature &amp; History</td>
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<tr>
<td>ENGL 210</td>
<td>Contemporary African American Literature</td>
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<tr>
<td>ENGL 231</td>
<td>Interpretation of Literature</td>
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<tr>
<td>ENGL 290</td>
<td>Literature &amp; The Sacred</td>
</tr>
<tr>
<td>ENGL 333</td>
<td>Introduction to Shakespeare</td>
</tr>
<tr>
<td>ENGL 350</td>
<td>The Renaissance</td>
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<tr>
<td>ENGL 351</td>
<td>The Beats, Radicals, &amp; Avant-Garde Lit.</td>
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<tr>
<td>ENGL 352</td>
<td>The Journey in Literature</td>
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<tr>
<td>ENGL 353</td>
<td>Stories Retold</td>
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<td>ENGL 367</td>
<td>Appalachian Literature</td>
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<tr>
<td>ENGL 368</td>
<td>Film Genres</td>
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<tr>
<td>ENGL 390</td>
<td>The Bible as Literature</td>
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<tr>
<td>HIST 271</td>
<td>American Religious History (was HIST 171, Rel. in America)</td>
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<tr>
<td>HIST 281</td>
<td>Transformations in European Religious History</td>
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<tr>
<td></td>
<td>(was Hist 181, Religion in Europe) (proposed change) **</td>
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<tr>
<td>LAW 201</td>
<td>Individual Rights</td>
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<tr>
<td>LAW 306</td>
<td>Women &amp; The Law</td>
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<tr>
<td>LAW 412</td>
<td>Business Ethics &amp; Corporate Responsibility</td>
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<tr>
<td>PAR 101</td>
<td>Western Philosophical Traditions</td>
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<tr>
<td>PAR 102</td>
<td>Western Moral Traditions</td>
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<tr>
<td>PAR 201</td>
<td>Philosophy of Sex &amp; Love</td>
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<tr>
<td>PAR 230</td>
<td>Legal Scientific &amp; Critical Reasoning</td>
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<tr>
<td>PAR 304</td>
<td>Justice, Power, Human Nature in Ancient Greek Polis</td>
</tr>
<tr>
<td>PAR 306</td>
<td>Science, Reason, &amp; Autonomy in the Enlightenment</td>
</tr>
<tr>
<td>PAR 307</td>
<td>From Existentialism to Feminism</td>
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<tr>
<td>PAR 308</td>
<td>From Pragmatism to Postmodernism</td>
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<tr>
<td>PAR 309</td>
<td>Philosophy in &amp; of Film</td>
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<td>PAR 312</td>
<td>Philosophy of Religion</td>
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<tr>
<td>PAR 320</td>
<td>Philosophical &amp; Religious Classics</td>
</tr>
<tr>
<td>PAR 330</td>
<td>American Wilderness Ethics &amp; Aesthetics</td>
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<tr>
<td>PAR 404</td>
<td>Ancient Cynics, Stoics &amp; Skeptics</td>
</tr>
<tr>
<td>SM 340</td>
<td>Sport Ethics</td>
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**P5. Fine & Performing Arts, 3 hours**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>ART 104</td>
<td>Introduction to The Visual Arts</td>
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</table>
DA 259 Dance Appreciation  
**FTP 340** Filmmakers on Filmmaking  
IDES 250 Introduction to Interior Design  
MUS 101 Music Appreciation  
MUS 102 Music in American Culture  
**MUS 302** History of Rock Music  
**MUS 304** Jazz Appreciation  
**MUS 410** History of American Musical Theatre  
THEA 104 The Theatre Experience  
THEA 271 Theatre in Education Workshop I  
**THEA 310** World Theatre  

**P6. World Cultures, 3 hours**  
Satisfied if student passes Modern Foreign Language (MFL) 101, 102, 110, 231, 232, 240, or 301. Only three credit hours earned in MFL apply to P6 category.

ANTH 120 Comparative Cultural Systems  
ART 202 Art of World Cultures  
**BA 304** Business Communications in a Multicultural Environment  
CHER 101 Cherokee & Cherokee-Speaking World  
CHIN 101 Chinese Language & Culture  
CHIN 102 Chinese Language & Culture II  
CHIN 231 Chinese Language & Culture III  
CHIN 232 Chinese Language & Culture IV  
**CM 365** Construction and Culture  
**COMM 415** Intercultural Communication  
**EDCI 305** Global Educational Systems  
ENGL 204 The Literature of Culture  
**ENGL 366** Literature of American Immigration  
ENVH 210 Global Disparities in Public Health  
FREN 101 French & The Francophone World  
FREN 102 French & The Francophone World II  
GEOG 103 Cultural Geography  
**GEOG 440** Regional Geography  
GER 101 German & The German-Speaking World  
GER 102 German & The German-Speaking World II  
GER 110 German & The German-Speaking World: Acc.  
HSCC 205 Women’s Health  
**HSCC 420** Cultural Diversity for Health Care Practitioners  
JPN 101 Beginning Japanese I  
JPN 102 Beginning Japanese II  
LAT 101 Beginning Latin I  
LAT 102 Beginning Latin II  
**MUS 303** The World of Music  
**ND 310** Food, Nutrition & Culture  
PAR 145 Eastern Religious Traditions  
PAR 242 What is Religion?
PAR 251 Understanding Islamic Traditions
PAR 260 Women & Religion
**PAR 323 Mysticism and the Modern Mind**
PAR 353 Religion in Film
PAR 354 Religion, Suffering, & The Moral Imagination
PAR 355 Contemporary Religious Classics
PAR 367 Native American Religions
PSC 110 Global Issues
**PSC 415 Contemporary British Politics**
SPAN 101 Spanish & Spanish-Speaking World
SPAN 102 Spanish & Spanish-Speaking World II

**UPPER LEVEL PERSPECTIVE (ULP) (300-400 level)**

ULPs are bolded. Students should not enroll in courses numbered above their class rank without permission of the department offering the course.

The Liberal Studies component includes a total of forty-two semester hours, distributed as listed below.

**THE CORE (21 HOURS)**

**C1. Writing, 6 hours**
ENGL 101 Writing and Rhetoric ___(3)
ENGL 202 Writing and Critical Inquiry ___(3)

**C2. Mathematics, 3 hours**
MATH 101 Mathematical Concepts ___(3)
MATH 130 College Algebra ___(3)
MATH 170 Applied Statistics ___(3)
(Satisfied if student passes any MATH course 101 or higher except for MATH 190-199, MATH 301 & MATH 400)

**C3. Oral Communication, 3 hours**
COMM 201 Foundations of Communication ___(3)

**C4. Wellness, 3 hours**
HEAL 111 Stress Management for Health & Wellness ___(3)
HEAL 123 Health & Wellness ___(3)
HSCC 101 Nutrition, Fitness & Wellness ___(3)

**C5. Physical & Biological Sciences, 6 hours**

The two courses taken to meet the C5 requirement must be from two different disciplines.

Other 100-200 level science courses from AST, BIOL, CHEM, ENVH, GEOL, NRM, and PHYS (with the exceptions of BIOL 132, CHEM 241, and courses numbered from 190-199) meet this requirement.

AST 102 Introductory Observational Astronomy ___(3)
AST 103 The Solar System ___(3)
THE FIRST-YEAR SEMINAR (3 HOURS)

a. Students with 0-15 credit hours are required to take this course.
b. Students with 15.1 – 29.9 transfer credit hours are eligible to take a First-Year Seminar, but it is not required. In this case, the First-Year Seminar is waived and the student does not have to make up the hours in the Liberal Studies program, but will still need to graduate with the same number of hours required by the program of the major.
c. Students with 30 or more transfer credit hours are not eligible to take First-Year Seminar.
d. Grading for the First-Year Seminar is A, B, C, or U (unsatisfactory).
e. If a student receives a “U” grade in the First-Year Seminar he/she must make up the hours by taking another course in the Liberal Studies program.
ENGR 199 Introduction to Engineering Practices & Principles I
*Freshman Engineering majors only. ___(3)
EDPY 190 What is Education For? ___(3)
ENT 195 Social Entrepreneurship: Creating Innovative Solutions to Social Problems ___(3)
ENVH 190 From Black Death to Bioterrorism ___(3)
FIN 195 You and Your Money ___(3)
GEOL 191 Geology, Landscapes, & the Human Psyche ___(3)
GER 190 First-Year Seminar: Triumph & Tragedy in Modern German Film ___(3)
HIST 190 First-Year Topics ___(3)
HIST 191 First-Year Texts ___(3)
HSCC 191 Does Inequality Make You Sick? ___(3)
JPN 190 An Introduction to Japanese Popular Culture ___(3)
LAW 195 Contemporary Legal Issues ___(3)
MATH 190 Mathematical Models of Population Growth ___(3)
MATH 191 Mathematics in Social Choice & Decision Making ___(3)
MATH 192 Fractals: The Geometry of Nature ___(3)
MKT 195 – Facebook Generation Marketing ___(3)
MUS 190 First-Year Seminar ___(3)
MUS 191 Integral Arts ___(3)
ND 190 Personal Nutrition ___(3)
PAR 190 Freedom, Culture & Technology ___(3)
PSC 190 Active Citizenship: Making a Difference in Your Community ___(3)
PSY 190 Psychology ___(3)
PT 190 Caring for the Aging Population: Challenges & Solutions ___(3)
SOC 190 Social Institutions & Issues ___(3)
SPAN 190 Hispanic Literature & Film ___(3)
THEA 191 Integral Arts ___(3)

THE PERSPECTIVES (18 HOURS)

Indicates Upper-Level Courses*
One of the perspectives categories must be met with an Upper Level Perspective course.

P1. Social Sciences, 6 hours

P1. Social Sciences, 6 hours. Courses must be taken in two different disciplines.

ANTH 110 Origins of Civilization ___(3)
*ANTH 414 Minority Groups ___(3)
ASI 250 Introduction to Appalachian Studies ___(3)
BA 133 Introduction to Business ___(3)
*BIOL 334 Biotechnology and Society ___(3)
ECON 231 Introductory Microeconomics & Social Issues ___(3)
ECON 232 Introductory Macroeconomics & Social Issues ___(3)
ENVH 200 Introduction to Public Health ___(3)
FIN 350 So You Want To Be A Millionaire ___(3)
GEOG 101 Population Geography ___(3)
*HSCC 300 Occupational Health ___(3)
HSCC 307 Evaluating Health Claims: Fact or Quack ___(3)
LAW 105 Introduction to Law ___(3)
*LAW 406 Media Law ___(3)
*MKT 409 Negotiations/Relationship Marketing ___(3)
*PAR 313 Philosophy of Law ___(3)
*PAR 332 Biomedical Ethics and Social Justice ___(3)
*PAR 333 Environmental Ethics & Public Policy ___(3)
*PAR 334 Biotechnology and Society ___(3)
PSC 150 American Government & Politics ___(3)
PSY 150 General Psychology ___(3)
*PSY 331 Human Sexuality ___(3)
*PSY 370 Psychology & Law ___(3)
*PT 400 Complementary & Integrative Therapies ___(3)
*RTH 300 Health & Healing: The Spirit-Mind-Body Connection ___(3)
SOC 103 Human Society ___(3)
SOC 235 Social Problems ___(3)
*SOC 414 Minority Groups ___(3)
SOCW 251 Social Issues, Policy, & Programs ___(3)
*SOCW 402 Diversity in Contemporary Society ___(3)

P2. Category Has Changed to Core 5 (Physical & Biological Sciences)

P3. History, 3 hours

HIST 107 World Cultures in Historical Perspective ___(3)
HIST 141 Turning Points in American History: Paths Taken & Rejected ___(3)
HIST 142 Lunatics, Dreamers & Ordinary People: Biography in American History ___(3)
HIST 151 Turning Points in European History: Paths Taken & Rejected ___(3)
HIST 152 Lunatics, Dreamers, & Ordinary People: Biography in European History ___(3)
HIST 221 European History to 1517 ___(3)
HIST 222 European History Since 1517 ___(3)
HIST 231 American History to 1865 ___(3)
HIST 232 American History Since 1865 ___(3)
*HIST 308 Explorations in Regional History ___(3)
*HIST 311 Ancient Greece & Rome ___(3)
*HIST 312 The Heroic Age ___(3)
*HIST 313 The Medieval World ___(3)
*HIST 317 History of Twentieth-Century International Relations ___(3)
*HIST 322 British History to 1603 ___(3)
*HIST 323 British History Since 1603 ___(3)
*HIST 327 Modern Russia ___(3)
*HIST 330 Modern Germany ___(3)
HIST 335 History of Capitalism (3)
HIST 341 North Carolina History (3)
HIST 361 Latin American History I (3)
HIST 362 Latin American History II (3)
HIST 373 Modern Asia (3)
HIST 375 Middle East Since Mohammed (3)
MATH 301 History of the Scientific Revolution (3)
PAR 106 Western Religious Traditions (3)
PAR 250 Origins of Early Christian Traditions (3)
*PAR 365 Medieval & Reformation Theology: Divine Foreknowledge, Free Will & Justification by Faith (3)
*PAR 366 Religion and Science: God's Law and Laws of Nature (3)

P4. Humanities, 3 hours

CS 210 Internet Security and Ethics (3)
ENGL 206 Literature of Place (3)
ENGL 207 Popular Literature & Culture (3)
ENGL 209 Past Times: Literature & History (3)
ENGL 210 Contemporary African American Literature (3)
ENGL 231 Interpretation of Literature (3)
ENGL 290 Literature & The Sacred (3)
*ENGL 333 Introduction to Shakespeare (3)
*ENGL 350 The Renaissance (3)
*ENGL 351 The Beats, Radicals, & Avant-Garde Literature (3)
*ENGL 352 The Journey in Literature (3)
*ENGL 353 Stories Retold (3)
*ENGL 364 Southern Literature (3)
*ENGL 367 Appalachian Literature (3)
*ENGL 368 File Genres (3, R6)
*ENGL 390 The Bible as Literature (3)
HIST 171 Religion in America (3)
HIST 175 Native American Civilizations (3)
HIST 181 Religion in Europe (3)
HIST 182 The Ancient Empires (3)
HIST 185 History of Death in Western Civilization (3)
LAW 201 Individual Rights (3)
*LAW 306 Women & The Law (3)
*LAW 412 Business Ethics & Corporate Responsibility (3)
PAR 101 Western Philosophical Traditions (3)
PAR 102 Western Moral Traditions (3)
PAR 230 Legal Scientific & Critical Reasoning (3)
*PAR 304 Justice, Power, & Human Nature in the Ancient Greek Polis (3)
*PAR 306 Science, Reason, & Autonomy in the Enlightenment (3)
*PAR 307 From Existentialism to Feminism ____ (3)
*PAR 308 From Pragmatism to Postmodernism ____ (3)
*PAR 309 Philosophy in & of Film ____ (3)
*PAR 312 Philosophy of Religion ____ (3)
*PAR 320 Philosophical & Religious Classics ____ (3)
*PAR 330 American Wilderness Ethics & Aesthetics ____ (3)
*PAR 404 Ancient Cynics, Stoics, & Skeptics ____ (3)
*SM 340 Sport Ethics ____ (3)

P5. Fine & Performing Arts, 3 hours

ART 104 Introduction to The Visual Arts ____ (3)
DA 259 Dance Appreciation ____ (3)
IDES 250 Introduction to Interior Design ____ (3)
*MPTP 340 Filmmakers on Filmmaking ____ (3)
MUS 101 Music Appreciation ____ (3)
MUS 102 Music in American Culture ____ (3)
*MUS 304 Jazz Appreciation ____ (3)
*MUS 410 History of American Musical Theatre ____ (3)
THEA 104 The Theatre Experience ____ (3)
THEA 271 Theatre in Education: Workshop I ____ (3)
*THEA 310 World Theatre ____ (3)

P6. World Cultures, 3 hours

(Satisfied if student passes a Modern Foreign Language (MFL) 101, 102, 110, 231, 232, 240, or 301). Only three of the six credit hours earned in CHIN, FREN, GER, SPAN 110 apply to the P6 category. The remaining credit applies to program, major or elective hours outside of Liberal Studies.

ANTH 120 Comparative Cultural Systems ____ (3)
ART 202 Art of World Cultures ____ (3)
*BA 304 Business Communications in a Multicultural Environment ____ (3)
CHER 101 Experiencing Cherokee & The Cherokee-Speaking World ____ (3)
CHIN 101 Modern Chinese: Language and Culture I ____ (3)
CHIN 102 Modern Chinese: Language and Culture II ____ (3)
CHIN 231 Modern Chinese: Language and Culture III ____ (3)
CHIN 232 Modern Chinese: Language and Culture IV ____ (3)
*CM 365 Construction and Culture ____ (3)
*COMM 415 Intercultural Communication ____ (3)
ENGL 204 The Literature of Culture ____ (3)
*ENGL 366 Literature of American Immigration ____ (3)
ENVH 210 Global Disparities in Public Health ____ (3)
FREN 101 Experiencing French & The Francophone World ____ (3)
FREN 102 Experiencing French & The Francophone World II ____ (3)
GEOG 103 Cultural Geography ____ (3)
*GEOG 440 Regional Geography ____ (3)
GER 101 Experiencing German & The German-Speaking World ___(3)
GER 102 Experiencing German & The German-Speaking World II ___(3)
GER 110 Experiencing German & The German-Speaking World: Accelerated ___(6)
HSCC 205 Women’s Health ___(3)*HSCC 420 Cultural Diversity for Health Care Professionals ___(3)
JPN 101 Beginning Japanese I ___(3)
JPN 102 Beginning Japanese II ___(3)
LAT 101 Beginning Latin I ___(3)
LAT 102 Beginning Latin II ___(3)
*MUS 303 The World of Music ___(3)
*ND 310 Food, Nutrition & Culture ___(3)
PAR 145 Eastern Religious Traditions ___(3)
PAR 242 What is Religion? ___(3)
PAR 251 Understanding Islamic Traditions ___(3)
PAR 260 Women & Religion ___(3)
*PAR 323 Mysticism and the Modern Mind ___(3)
*PAR 353 Religion in Film ___(3)
*PAR 354 Religion, Suffering, & The Moral Imagination ___(3)
*PAR 355 Contemporary Religious Classics ___(3)
*PAR 367 Native American Religions ___(3)
PSC 110 Global Issues ___(3)
SPAN 101 Experiencing Spanish & The Spanish-Speaking World ___(3)
SPAN 102 Experiencing Spanish & The Spanish-Speaking World II ___(3)

15.03 Upper-Level Perspectives 300-400 Courses

Upper-level Perspectives Courses

Students must have at least three hours from an upper-level (300- or 400-level) course in any Perspectives area. The Upper-Level Perspective course cannot be from the student’s discipline, and cannot satisfy major requirements. Selected existing upper-level courses in departments may be approved as Perspectives courses in Liberal Studies, and these courses will satisfy this requirement. The development of new upper-level Liberal Studies courses that involve broad, even interdisciplinary, experiences and do not require prerequisite disciplinary courses will be encouraged. Alternatively, a student may propose a contract with the instructor of any upper level course and with the Associate Provost for Undergraduate Studies to have the course satisfy this upper level requirement, provided that the student satisfies class standing and any other course prerequisites. In this case, specific course requirements, primarily in writing and information use, will be clearly identified or developed to satisfy the Liberal Studies goals and areas of emphasis. Instructors are not bound to accept a contract proposal if they feel the course is not suitable, or if the contract will place an unreasonable burden on the instructor or on the class as a whole. When a student uses a contract to take an upper-level perspective course, the student must have the contract completed before the semester begins.

The ULP reflects faculty commitment to the program and affords students the opportunity to make choices about the broadening Liberal Studies component of their education based on the more
sophisticated perspective they hold in their junior and senior years of college. Students are strongly encouraged to take their ULP after they have completed English 202.

**15.04 Perspectives Courses and the Major**

Perspectives Courses and the Major

Departments are encouraged to create courses that best represent their discipline in the Liberal Studies Program, including courses that introduce the major. This provision allows departments to make the decision whether their own introductory courses provide the most appropriate exposure for students in Liberal Studies, or whether their discipline and department best serve the Liberal Studies Program with a course separate from major requirements. The opportunity to take courses that introduce the major will aid students in making informed decisions in selecting majors. It is the intention of the Liberal Studies program that courses within the majors do not excessively overlap with Liberal Studies courses, particularly those in the Perspectives categories. The Liberal Studies Committee will be a part of the curriculum review process for all program proposals that involve Liberal Studies courses, and overlap beyond 6 hours will require substantial justification. It is the responsibility of the Associate Provost for Undergraduate Studies and the Liberal Studies Committee to monitor the operation of this provision to see that it works well and fairly, and that advisors implement the spirit of the provision through careful advisement.

*Please note that the Upper Level Perspective course in Liberal Studies must be an upper level course listed in one of the perspectives categories and be outside the discipline of the student’s major.*

**15.05 Liberal Studies and Transfer Students**

Transfer Students and Non-Fall Semester Freshmen

Transfer students who enter WCU having completed an Associate of Arts or an Associate of Science degree from a member of the North Carolina Community College System will have satisfied Western Carolina University’s Liberal Studies requirements, per the articulation agreement with the North Carolina Community College System. Transcripts of students who have received an Associate of Applied Science or an Associate of Fine Arts degree will be evaluated on a course-by-course basis in determining Liberal Studies requirements that have been met.

A transfer student who has completed the General Education or Liberal Studies requirements of another of the 16 campuses in the University of North Carolina system, verified by the Registrar, will have satisfied Western Carolina University’s Liberal Studies requirements.

When a transfer student has completed the General Education or Liberal Studies requirements of a public or private institution outside of the University of North Carolina system, the Registrar will determine whether that institution’s general education program is sufficiently similar to Western Carolina University’s Liberal Studies program to warrant a blanket waiver of the Liberal Studies requirements. If the general education program of the institution is not deemed to be comparable to Western Carolina University’s Liberal Studies program, or if a student transfers only part of the general education program from another institution, then the student’s transcript will be evaluated by the
Registrar’s Office on a course-by-course basis, with assistance from the Associate Provost for Undergraduate Studies and the Liberal Studies Committee, as needed. The Registrar’s Office will inform the student which Liberal Studies requirements have been met and which requirements still need to be fulfilled.

Students who transfer only a part of the General Education program from the North Carolina Community College System, or part of any other institution's General Education or Liberal Studies Program, will have their transcript evaluated by the Registrar’s Office, with the assistance of the Associate Provost for Undergraduate Studies and the Liberal Studies Committee, as needed. The Registrar’s Office will inform the student which Liberal Studies requirements have been met and which still need to be fulfilled.

16.00 WESTERN CAROLINA UNIVERSITY’S ASSESSMENT PROGRAM

16.01 Background

Western Carolina University developed a formal assessment program in 1987. The assessment system that evolved is characterized by its close tie to strategic planning and its incorporation of University of North Carolina assessment and performance measures and standards. The system is designed to meet the assessment expectations of the Southern Association of Colleges and Schools Commission on Colleges, [http://www.sacscoc.org/](http://www.sacscoc.org/). You can find additional information at [http://assessment.wcu.edu/](http://assessment.wcu.edu/)

16.02 University-wide Assessment and Surveys

Evaluation of progress toward achieving the Strategic Vision of the university is embedded within the strategic planning process. This includes annual evaluation of action plans as well as progress toward selected performance indicators. For information on planning and effectiveness see [http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/oipe/index.asp](http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/oipe/index.asp).

Western, as a part of the University of North Carolina, conducts periodic surveys of entering freshmen, sophomores and seniors, and alumni. These surveys cover all aspects of the university, and results are benchmarked against those of other UNC constituent institutions. In addition, the university conducts a variety of locally developed and national surveys on a regular cycle including the National Survey of Student Engagement, the Faculty Survey of Student Engagement and the Beginning College Survey of Student Engagement. Survey results are reviewed by the Chancellor’s Executive Council, the Provost’s Council, and appropriate units within each division. Results from surveys are summarized and provided to participants, as appropriate at [http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/oipe/index.asp](http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/oipe/index.asp).

16.03 Principles of Academic Assessment

Eight guiding principles underlie academic assessment at Western Carolina University:
1. The primary aim of assessment at WCU is to involve faculty in the evaluation of academic programs in order to (a) provide evidence of program quality, (b) permit documentation of changes in program quality, (c) establish a longitudinal data base documenting consistently high academic standards, and (d) show evidence of student learning.

2. The WCU assessment program is designed to measure student skills, knowledge, and accomplishments specified in our strategic vision.

3. Assessment is an on-going process designed and implemented by the faculty in keeping with the role and mission statements of the university, and the school and departments in which the programs are located.

4. Defining goals for each program area is the most important step in establishing an assessment program. For each academic major, goals are defined, students’ progress toward these goals is monitored, and results are used to continue, modify, or reinforce aspects of the program to ensure continuous advancement in program quality.

5. No single approach to assessment is universally accepted. Therefore, different methods of assessment are appropriate for different programs. The faculty for each program is responsible for determining the methods and appropriateness of the assessment measures used. Possible methods include the following:

   a. Faculty-developed, criterion-referenced, end-of-program measurements. Several approaches to end-of-program assessment may be appropriate including tests, performances, exhibits, and portfolio measurements.

   b. Credit-bearing seminars designed to help students synthesize their learning in the major. Faculty members are responsible for demonstrating how these seminars are appropriate program assessment vehicles and for reporting student achievement in these seminars to the Office of Institutional Planning and Effectiveness.

   c. Student performances on licensing examinations and other certifying measures. These may be used to supplement the broader assessment process but the passing rate on such examinations should not be used as the only measure of program effectiveness. Similarly, results from external program accreditation or certification bodies may be used in support of program assessment. Multiple measures of effectiveness should be identified.

   d. Related course sequences. Faculty in programs containing two or more groups of related courses may choose to measure the body of knowledge in each set of related courses. In this case, such assessment might be carried out in the final courses of each sequence; for example, measurement may be made of a
concentration within a major as well as a second measurement of the basic major itself.

6. Although students’ performance on assessment measures will be used to evaluate programs, scores on assessment measures may not by themselves be used to impede student progress toward graduation.

7. Assessment will focus on student success at the program level rather than the individual student level.

8. Program evaluation measures will be considered confidential. Identities of individual people will not be released.

16.04 Academic Program Assessment

All academic programs, including majors, stand-alone minors, and certificates, are required to engage in ongoing outcomes-based program assessment requiring annual assessment reporting. Faculty in each program are responsible for developing a program assessment plan that is appropriate for their discipline. Plans reflect the strategic vision of the university and the mission and goals of the unit. Each assessment plan includes a listing of the intended student learning outcomes (including any program outcomes) and the means for determining whether the desired outcomes are being achieved. The Office of Institutional Planning and Effectiveness collects and maintains copies of all assessment plans and reports. Links to assessment resources and support are available at http://assessment.wcu.edu/.

In addition to assessment planning and reporting, all academic programs undergo comprehensive review, either through periodic accreditation review or external program review, on a five-year cycle. During review, programs prepare a self-study document, are evaluated by an external team, and produce a program development plan to address all recommendations. Procedures for academic program review are available at http://unitreview.wcu.edu/. See Section 16.06 below for additional information on Academic Program Review.

16.05 Liberal Studies Assessment

Assessment of the Liberal Studies program is the responsibility of the Liberal Studies Committee. See http://www.wcu.edu/learn/academic-enrichment/liberal-studies-program/ for additional information on the assessment of the Liberal Studies program.

16.06 Academic Program Review

In addition to outcomes-based assessment of student learning, all academic programs are subject to comprehensive review, either through periodic accreditation review or external program review. The primary purpose of external program review is to advance the quality of teaching and learning, research, professional/creative activity, and public service/academic outreach functions through a periodic system of review at the unit level (i.e., department or program). To that end, each program assesses its mission,
curriculum, operations, and resources relative to the same core effectiveness standards understanding that these standards have varying degrees of relevance and applicability across programs/departments. It is the intent of the program review process that members of each academic program will have the opportunity to articulate their goals and to explain how the program's current curriculum and activities support their aspirations.

The goals of the academic program review process are to:

a. Maintain high-quality programs that are competitive and consistent with the University's mission.

b. Encourage and support program self-improvement by:

- highlighting strengths of programs,
- identifying opportunities for strategic change,
- validating that programs are meeting the changing needs of stakeholders,
- identifying areas for improvements and supporting improvement changes
- providing data necessary in the process of allocating resources

c. Advance the mission of Western Carolina University by:

- reaffirming the relationship between the mission of the program and the mission of the University
- fostering cooperation and collaboration between departments and programs
- meeting the region's educational and workforce needs.

d. Provide a formative and summative review of academic programs.

See http://unitreview.wcu.edu/ for additional information on academic program review.

16.07 Assessment of Support Units

All support units within the university engage in ongoing outcomes assessment. All units maintain mission and goal statements that reflect the strategic vision of the university. Action plans and action plan evaluations are developed annually as a part of the strategic planning process. Units also identify specific outcome objectives, measure progress toward these objectives, and implement improvements based on findings. Academic support units and units within Student Affairs include student learning outcomes among their objectives.

Support units submit their action plans and evaluations, and assessment plans and reports to their division or the Office of Institutional Planning and Effectiveness (OIPE) on an annual basis. Reports are maintained by the division/OIPE and the unit.

Support units are also subject to administrative unit reviews every seven years. The administrative unit review is an external review intended to advance the quality of the services provided by the unit. To that end, each unit assesses its mission, operations, and resources relative to the same core
effectiveness standards understanding that these standards have varying degrees of relevance and applicability across units. It is the intent of the unit review process that members of each administrative unit will have the opportunity to articulate their goals and to explain how the unit’s current activities support their aspirations.

See http://unitreview.wcu.edu/ for more information on the process and schedule of administrative program review.
VOLUME IV

University Policies
A numerical list of university policies is provided below. The full written policies may be accessed at http://www.wcu.edu/discover/leadership/office-of-the-chancellor/legal-counsel-office/university-policies/. University policies are listed in numerical and alphabetical order and may be printed at this link.

**Numerical Index**

1. Athletic Staff Appointments, Reappointments and Tenure - REPEALED
2. Society and Association Memberships
3. Filling Faculty Vacancies - REPEALED
4. Energy Conservation Measures
5. Deleted 4/18/08
6. Adjunct Faculty Appointments
7. Replaced by Policy 110, 9/22/10: Campus Housing of Conference Groups
8. Dual Employment
   - Dual Employment Permission Form (PDF)
   - Request for Additional Payment to Employee Form (OSCPXA 03) (PDF)
9. Implementation of Tenure Policies and Regulations of Western Carolina University
11. Rescinded, 05/01/2002:
12. Fire Protection
13. Key and Lock Service
14. Rescinded, 12/10/1999
15. Advisory Committees
16. Responsibility for University Publication
17. Alterations and Renovation of Facilities
18. Scholarships
19. Licensing of Music
20. Administrative Personnel Returning to Full-Time Teaching Status in a Department
21. Rescinded, 05/01/2002
22. Intra-Institutional Professional Activities for Pay
23. Reduction in Force of Employees Subject to the State Personnel Act
24. State Matching Funds for College Work-Study Program
25. Assignments in International Activities
26. Applicability of "Employment Policies for University Employees Exempt from the State Personnel Act"
27. Personnel Activity Reporting System
28. Political Activities of EPA Employees
30. Use of State-Owned Vehicles
31. Leave Policies for University Employees Subject to State Personnel Act
32. Rescinded, 7/8/2001
33. Leave for Firefighting Activities
34. Leave Policy for EPA Non-Faculty Staff Members
35. Professional Development Activities
36. Fraudulent Disclosure and Willful Nondisclosure of Information Relating to Applications for State Employment
37. Posting of SPA Vacancies, Promotions, and Veteran’s Preference
38. Illegal Drugs and Illegal Use or Abuse of Alcohol
39. Replaced by Policy 114, 11/21/11: Sales and Solicitations on Campus
40. Printing and Copying
41. Leave During Adverse Weather Conditions
42. Replaced by Policy 110, 9/22/10: Continuing Education
43. Voluntary Shared Leave Program
44. Safe and Healthful Working Conditions
45. Smoking in Campus Facilities
46. Immigration Reform and Control Act of 1986
47. Replaced by Policy 110, 9/22/10: Coordination of the Use of University Facilities by Off-Campus Groups
48. Building Hours
49. Planning, Installation, and Maintenance of Data and Video Networks
50. Research Involving Recombinant DNA Molecules
51. Conducting Surveys
52. Use Of Computers and Data Communications
53. Sexual Harassment, Sexual Misconduct, and Other Unlawful Discrimination
54. Conflicts of Interest; External Activities for Pay; Conflicts of Commitment
55. Solicitation of External Funds
56. Ethics in Research
57. Employment of Related Persons
58. Improper Relationships between Students and Employees
59. Summer Pay for Nine-Month Faculty Member - REPEALED
60. Overtime Work
61. Annual Evaluation for Staff Members Reporting Directly to the Chancellor
62. Contract Review and Execution
63. Replaced by Policy 109, 8/17/12: Workplace Violence
64. Rescinded 11/15/2012: In-Range Salary Adjustments for SPA Employees
65. Space Utilization and Allocation
66. Guidelines for use of Radioactive Materials
67. Computer Hardware, Software and Services Standards
68. Cellular Phones
69. Re-Hiring An Individual Previously Terminated From Employment by WCU
70. Unlawful Workplace Harassment -- SPA Employees (incorporated in #53)
71. Children in the Workplace or Unsupervised on Campus
72. Family Educational Rights and Privacy(FERPA or Buckley Amendment)
73. Use of Telephone and Voice Mail Service during Regular Business Hours
74. Records Requests
75. Removal of University Assets From the Campus
76. Community Service Leave
77. Grievance Policies and Procedures for SPA Employees
78. Disciplinary Policy and Procedures for SPA Employees
79. Performance Pay Dispute Resolution Procedures for SPA Employees
80. University Health Center Services
81. Alcoholic Beverages
82. Facilities Use and Public Art
83. Accommodation of Faculty, Employees, and Applicants with Disabilities
84. Copyright Policy
85. Reporting Misuse of State Property
86. Web Accessibility Policy
87. Secondary Employment Policy for SPA Employees
88. Facilities and Administration Receipts Policy
89. Serious Illness and Disability Leave for Faculty
90. Use of Low Speed Vehicles on Campus
91. Weapons on Campus
92. Hiring Internationals at Western Carolina University
93. Electronic Mail Policy
94. EPA Non-Faculty Performance Evaluation Policy
95. Data Network Security and Access Control
96. Policy Statement on Student Residence in WCU Residence Halls
97. Data Security and Stewardship
98. Employment Background Screening
99. Use of Voicemail of Western Carolina University
100. International Travel and International Visitors
101. Installation and Use of Video Cameras for Non-Academic Purposes
102. University Center BYOB Alcohol Service - REPEALED
103. Tailgating
104. Governing External Gifts with Academic Implications
105. Centers and Institutes
106. Identity Theft Prevention Program
107. Employee Assistance Program
108. Records Retention and Disposition
109. Campus/Workplace Violence Prevention and Management
110. Conferences and Events Policy
111. Administrative Separation of the Chancellor
112. EPA Non-faculty Employee Grievance Policy
113. Policy Development, Approval, and Review Procedures
114. Solicitation, Assemblies, and Public Addresses
115. Trespassing on University Property
116. Clery Act Policy
117. Information Security Policy
118. Emergency Closing of Campus Facility or Workplace – REPEALED
119. Software Adoption Policy
120. Payment Card Processing Policy
121. Student WCUID Account Lifecycle Policy
122. Video Capture Policy
123. Health Insurance Portability and Accountability Act Compliance