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Directors of the School of Nursing

Director of Engineering Programs

Director of the Millar Wilson Laboratory for Chemical Research

Commanding Officer of the NROTC Unit

Director of the Carl S. Swisher Library

Executive Director of the Marine Science Research Institute

Director of the Office of Institutional Effectiveness

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I. HISTORY AND MISSION

A. HISTORY OF THE UNIVERSITY

Jacksonville University (JU) is an independent coeducational institution with a 260-acre campus on the east bank of the St. Johns River in Jacksonville, Florida. The institution was chartered as Porter University in 1934 to offer high school graduates the opportunity to attend college in their home town.

Within a year, the institution was renamed Jacksonville Junior College to reflect more accurately the program that was actually being offered. During the first 10 years classes were held downtown in borrowed or rented space, and were taught by part-time faculty.

In 1944 a city appropriation and a civic fundraising campaign allowed the college to acquire the Kay Mansion in the Riverside area, appoint a president and six full-time faculty, and offer day and evening classes.

In 1947 the Board of Trustees authorized the development of a master plan for a new campus in Arlington, across the river from downtown Jacksonville. The college relocated to its present site in 1950; the Founders Building was its first permanent structure.

Jacksonville Junior College became Jacksonville University with the inauguration of a four-year program in 1956. In 1958 the Jacksonville College of Music (founded in 1923) merged with JU and became its College of Music. Jacksonville University was accredited by the Southern Association of Colleges and Schools in 1961.

The College of Music was renamed the College of Fine Arts in 1961 to reflect the addition of programs in drama and other fine arts. Graduate studies were added to the University offerings in 1964 with the creation of the Master of Arts in teaching program. The College of Arts and Sciences was created in 1967 by combining several academic divisions. The College of Business was established in 1979, and the Master of Business Administration program began in 1980.

The academic programs include a variety of majors as well as two graduate programs. As majors and programs are added to meet the needs of a
changing society, a commitment has been maintained to the importance of a liberal arts core curriculum for all students. The undergraduate and graduate degrees granted by the University are listed in the current catalog.

B. MISSION, VALUES AND VISION

The mission, values, and vision of Jacksonville University, a private, independent institution offering baccalaureate and selected master’s degrees, are articulated in the following statements approved by the Board of Trustees.¹

MISSION

The mission of Jacksonville University is to prepare each student for life-long success in learning, achieving, leading and serving.

This mission will be accomplished as a small, comprehensive, independent university community located within a vibrant urban setting. The University serves an ethnically and geographically diverse, predominantly undergraduate student body, as well as adult learners in selected undergraduate and graduate programs.

The Jacksonville University learning community will provide personalized service, close student-faculty interaction and an extensive array of educational and co-curricular programs. Our learning experience will emphasize engaged learning, the integration of thinking with doing, and the combination of professional preparation with a strong liberal arts foundation.

VALUES

In the Jacksonville University learning and living community we value:

- students and the quality of their learning/living experience as the highest priority

- faculty and student engagement in teaching, learning, and extending knowledge within an environment of excellence and academic freedom;

¹ Board of Trustees Strategic Plan, 2010-2014, adopted October 22, 2009
• service to the University, community, and society; and

• honesty, integrity, and mutual respect

VISION
Jacksonville University will be a nationally and internationally recognized university known for the success of its students, an inviting and supportive campus, innovative signature programs and strategic partnerships with business and industry.
II. ACADEMIC STRUCTURE

A. SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS
   The Senior Vice President for Academic Affairs (SVPAA) is the Chief Academic Officer and is responsible to the President of the university for coordination of the activities of the deans of the colleges, the directors of Service Learning, of Academic Engagement, of the Center for Teaching and Learning, of the Advising Center, of Institutional Effectiveness, of the Library, and of the Marine Science Research Institute.

   The SVPAA makes recommendations to the President on all matters of a curricular nature and on faculty employment, compensation, and promotion, and is generally responsible to the President in regard to all academic affairs.

   The SVPAA speaks for the President in the event the President is absent from the University.

   The mission of the Office of Academic Affairs is to provide quality academic programs, quality faculty committed to excellence in teaching, scholarship, and service to their communities, and quality student educational support and experiences that enhance both teaching and learning.

B. COLLEGE AND SCHOOL DEANS
   The college and school (academic) deans report to the SVPAA and are responsible for the operation and administration of the colleges or school under the policies and guidelines established by the University.

C. ASSISTANT AND ASSOCIATE DEANS
   Assistant and Associate deans report to the college deans and are responsible for the operation and administration of their respective programs, as assigned by the college dean.

D. DIVISION CHAIRS AND ACADEMIC DISCIPLINE COORDINATORS
   Division chairs report to the college deans and are responsible for the operation and administration of their respective divisions, including: class schedules, budgets, inventories, adjunct faculty, long-range planning, faculty
evaluations, and other duties as assigned by the college dean. In some areas, division chairs serve as liaisons with Admissions for recruiting purposes.

E. DEPARTMENT CHAIRS/COORDINATORS/DEPARTMENTAL ADMINISTRATORS

The selection, appointment, function, evaluations, remuneration, and removal of department chairs are described in the Faculty Bylaws, Statute V.

F. DIRECTORS OF ACADEMIC PROGRAMS

The selection, appointment, function, evaluations, remuneration, and removal of department chairs are described in the Faculty Bylaws, Statute V.

DIRECTOR OF GRADUATE PROGRAMS, COLLEGE OF BUSINESS

The director promotes and administers the Executive MBA and traditional MBA programs. Duties include recruiting and interviewing students, hiring faculty, and recommending changes to insure that the programs are kept current. The director reports to the Dean of the College of Business.

DIRECTORS OF THE SCHOOL OF NURSING

The School of Nursing (SON) has three director positions; the Director of Undergraduate Programs, the Director of Completion Programs, and the Director of the Graduate Programs.

The directors in the School of Nursing promote and administer the undergraduate nursing program, the SON completion programs and the SON graduate programs. The directors report to the Dean of the College of Health Sciences.

DIRECTOR OF ENGINEERING PROGRAMS

The director administers the engineering programs including the Jacksonville University component of the combined programs, and acts as a liaison with directors at the affiliated institutions. The director reports to the Dean of the College of Arts and Sciences.

DIRECTOR OF THE MILLAR WILSON LABORATORY FOR CHEMICAL RESEARCH

The director administers all facets of the laboratory including supervision of the Millar Wilson Fellows, preparing the budget, monitoring hazardous waste in the laboratory, and reporting to the Millar Wilson Trust. The director is also charged with conducting “research of benefit to the welfare
of the citizens of the state of Florida.” The director reports to the chair of the Division of Science and Mathematics.

**COMMANDING OFFICER OF THE NROTC UNIT**

The Commanding Officer of the Naval Reserve Officers Training Corps (NROTC) Unit administers and manages the NROTC; supervises and evaluates the teaching of Naval Science, serves on committees and boards and participates in planning activities as a faculty member; supervises the professional and military development of NROTC midshipmen, ensuring that all qualifications are met for newly commissioned officers in the Navy and the Marine Corps; maintains liaison with campus and community organizations and groups having an interest in Naval Science; recruits students for the NROTC; and any other duties as requested by military command or host institution. The Commanding Officer of the Naval Reserve Officers Training Corp (NROTC) Unit reports to the Chief of Naval Education and Training for all matters relating to the naval activity of the unit, and to the Dean of the College of Arts and Sciences for all institutional and academic matters.

**DIRECTOR OF THE CARL S. SWISHER LIBRARY**

The director is responsible for the formulation and administration of library policies, rules, and regulations, the supervision of the library staff, and the development and maintenance of the library as a learning resource.

The mission of the library is to provide quality information resources and services that support academic programs, and to work with the university community in teaching them to use resources and services effectively. The library will provide a welcoming environment with spaces conductive to studying and learning and provide leisure resources for co-curricular experiences and relaxation. The director reports to the SVPAA.

**EXECUTIVE DIRECTOR OF THE MARINE SCIENCE RESEARCH INSTITUTE**

The executive director is responsible for the operation and administration of the Marine Science Research Institute (MSRI) under the policies and guidelines established by the university. The mission of the MSRI is to provide outstanding teaching and high-quality research opportunities for students, faculty and other researchers on issues related to the St. Johns
River and the aquatic environments. These can include aquatic, estuarine and oceanographic studies, coastal and coral reef ecology, public awareness and attitude research, and economic analysis along with environmental policy, management and education. By employing energy and water conservation, the Institute will be an example of an environmentally sensitive facility. The MSRI will lead education, research and public awareness outreach programs that will improve and promote economic and environmental sustainability through its facilities and operating policies. The executive director reports to the SVPAA.

**DIRECTOR OF THE OFFICE OF INSTITUTIONAL EFFECTIVENESS**

The mission of the Office of Institutional Effectiveness (OIE) is to facilitate improvement in effectiveness of the university through strategic planning, assessment, and informed decision making. The director reports to the SVPAA.

The OIE provides:

- Assistance to university personnel in strategic planning, program assessment, and research.
- Facilitation of efforts to review and improve academic and administrative programs.
- Assistance to faculty in alignment and assessment of progress on learning outcomes.
- Facilitation of the development of interdisciplinary activities and programs through the use of Nuventive’s TracDat software.
- Assistance in the development, execution, and analysis of online surveys.
- Assistance and support documentation of institutional compliance with accreditation standards.
- Facilitation of implementation and assessment of the university’s Quality Enhancement Program.
**DIRECTOR OF ACADEMIC ENGAGEMENT**

The director creates programming and courses designed to provide university students with integrative, active learning experiences, marked by increasingly complex ways of knowing and doing. Through learning communities, classroom environments, learning centers, and co-curricular events, the director provides leadership in facilitating connections, relationships and partnerships between and among students, faculty, and administration, with learning as the unifying theme. Through the departments of Student Support Services and the First-Year Experiences, the director develops environments that promote engaged learning including the Big Dolphins Mentoring Program, the Learning Center and its extensions, the Common Reading Program, the Freshman Interest Network (FIN), JU 101: The Dolphin Experience, and the Living ~ Learning Community for Exploratory Students. The director reports to the SVPAA.

**DIRECTOR OF THE MARILYN REPSHER CENTER FOR TEACHING AND LEARNING**

The Marilyn Repsher Center for Teaching and Learning (CTL) supports JU faculty in their pursuit of innovative and creative teaching to improve student motivation and learning by providing resources and services that support teaching, research and service endeavors. Its overriding purpose is to enhance and dignify the work of JU faculty. The director reports to the SVPAA, but serves to support the faculty.

**DIRECTOR OF THE ADVISING CENTER**

Academic advising is an on-going process that assists students to develop and pursue educational and career goals and to achieve academic success. Academic advisors inform, support, and encourage students to become self-directed in their educational planning.

The Advising Center works with incoming first-year students, transfer students, undeclared students, student-athletes, and pre-nursing and pre-business students to determine the best academic career pathway. The Advising Center works with division chairs to place advisees with a professor in the discipline. JU encourages students to establish and maintain close, personal contacts with their academic advisors throughout their college careers.
The Advising Center provides special services to help students achieve academic success including long-term planning, educational planning, major checksheets outlining degree requirements and specific course prerequisites, career advising for undecided and change of major students, the Early Alert System for identifying specific areas impeding student success in a particular class, special advising programs for students experiencing academic difficulty, and mid-semester progress reports. The director reports to the SVPAA.

**DIRECTOR OF SERVICE-LEARNING**

Located in Gooding, the Service-Learning Center creates opportunities to fulfill student’s service learning graduation requirements and records student’s service hours. The office works with faculty to develop service-learning courses that integrate service with academic learning. The mission of the office is “to promote the integration of service-learning into teaching across all academic disciplines and to encourage students to be more responsible and active citizens by actively engaging them with the society in which they live.” The director reports directly to the SVPAA.

**G. ORGANIZATIONAL CHART**

See Appendix A.

**H. THE DEANS’ PLUS COUNCIL**

**Membership**

The Deans’ Plus Council is comprised of the deans of the colleges and schools, the Chair of the Faculty Assembly, and the SVPAA.

**Charge**

To evaluate and recommend to the SVPAA and the President university-wide policy matters.

**I. THE CHAIRS’ AND DEANS’ COUNCIL**

Division chairs, coordinators and deans meet with the SVPAA to consider university-wide policy matters.
III. GOVERNANCE

A. GOVERNANCE STRUCTURE

Faculty

According to the Faculty Bylaws and Statutes, Article I, Section 1, a full-time faculty member is one whose major employment is with the institution, whose primary assignment is teaching and/or research, and whose employment is based upon a full-time faculty contract. The Faculty Assembly shall be the name given to the official body as determined by the Faculty Bylaws and Statutes, Article I, Section 2.

Faculty Governance

All duties and responsibilities for faculty governance are delineated in the Faculty Bylaws and Statutes, Article II.

B. COMMITTEE STRUCTURE

Serving on a faculty committee is one way of providing service to the University, an area in which faculty members are evaluated. Faculty are elected to the Academic Freedom and Grievance, Tenure and Promotion, and the Appointments Committees. Appointments to the following standing committees are made by the Appointments Committee: Academic Standards, Core Curriculum, Curriculum, Faculty Affairs, Instructional Resources, Planning and Budget, Student Affairs, and Athletics. The criteria for serving on elected committees are described in the appropriate articles of the Faculty Bylaws and Statutes, Articles III through VI.

C. FACULTY ASSEMBLY

Definition

According to the Faculty Bylaws and Statutes, Article I, Section 1, a full-time faculty member is one whose major employment is with the institution, whose primary assignment is teaching and/or research, and whose employment is based upon a full-time faculty contract. This also includes officers assigned to the NROTC program who are considered part of the official governance body whole assigned to the JU unit.
**CRITERIA BY RANK**

To teach in a discipline, all individuals must be academically qualified according to the *Criteria for Accreditation, Commission on Colleges, Southern Association of Colleges and Schools (SACS)* for all ranks. All terminal degrees must satisfy the requirements of Section 4.4.2 of the SACS criteria (See Appendix B).

Faculty are appointed as Adjunct, Part-time, Resource, Visiting Assistant, Visiting Associate or Visiting Professor, Assistant Professor, Associate Professor, or Full Professor. See *Faculty Bylaws and Statutes, Statute IV, Section 3* (See Appendix B).

**Adjunct**

This rank is appropriate for part-time teaching positions only. Adjuncts teach no more than half time and on course-by-course contracts. This is a non-tenure track appointment.

**Part-time**

This position is appropriate for positions of half-time teaching. Some positions may be combined with departmental responsibilities. Part-time faculty is awarded one year contracts. This is a non-tenure track position.

**Resource**

This position is appropriate when an individual is selected to fulfill particular institutional needs and only with the express approval of the faculty within the appropriate academic unit. The individual may be full-time or part-time, may hold rank, is eligible for promotion, and may serve in such capacities as instructor, clinical faculty, artist in residence, lecturer, librarian, endowed chairs, etc. Compensation is set by and at the discretion of the SVPAA. Resource faculty is normally awarded one-year contracts. This is a non-tenure track position. Resource faculty cannot replace tenure-track positions.

**Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor**

These positions are appropriate as full-time teaching positions on a temporary basis. Visiting appointments cannot be extended beyond and individual’s third year of employment at Jacksonville University
without the individual becoming eligible for tenure. This is a non-tenure track position.

**Assistant Professor**
An individual holding this rank should demonstrate high potential to excel. Generally, a terminal degree in the area in which the individual teaches is required. This is a tenure track position.

**Associate Professor**
An individual holding this rank generally must hold a terminal degree in the area in which the individual teaches. This individual must have demonstrated the ability to excel. This individual must have completed a minimum of five years of full time college level teaching at the time of application. Three of the five years must be at Jacksonville University. This is a tenure track position. These requirements apply in the case of promotion. The university administration can, however, at the time of hire, bring in a faculty member at any rank.

**Professor**
An individual holding this rank must have demonstrated excellence. Generally, a terminal degree in the area in which the individual teaches is required. The individual must have completed a minimum of ten years of full time college-level teaching at the time of application. At least five of the ten years must be at Jacksonville University. This is a tenure track position. These requirements apply in the case of promotion. The university administration can, however, at the time of hire, bring in a faculty member at any rank.

**D. CONTRACTS**
See Appendix C

**E. EVALUATION**
Evaluation of faculty members is done yearly to provide feedback to faculty to facilitate their professional development; and to evaluate faculty members for merit pay increases, promotion to the next academic rank, and the granting of tenure.

Faculty are evaluated yearly by their division chair. The evaluations are in three areas: teaching effectiveness, professional development, university
service. Information for this evaluation comes from yearly faculty activities reports and other sources of information faculty may choose to provide. Ratings in each of the areas are combined to provide a total rating. The ratings are used in making merit, tenure, and promotion decisions.

After the division chair arrives at an evaluation, it is discussed with the faculty member, who may dispute some or all of the evaluation in writing and send this to the college dean. The college dean reviews the evaluation (and attached comments by the faculty member), and either concurs with the division chair’s evaluation or changes the evaluation. If the evaluation is changed, the college dean must notify the division chair and faculty member immediately and provide reasons for the change. The college dean’s evaluation is sent to the SVPAA who may approve or change the evaluation. If the evaluation is changed, the SVPAA must notify the college dean, the division chair and the faculty member and provide reasons for the change. The evaluation from the SVPAA is then sent to the President.

Faculty should keep both their yearly faculty evaluation reports and their yearly evaluations. This information will represent a central part of their portfolio for tenure and promotion as well as post-tenure review.

CRITERIA

Faculty are evaluated in three areas: teaching effectiveness, professional development and university service. Of these areas, teaching effectiveness is given the greatest weight in determining a faculty member’s total evaluation. See Faculty Bylaws and Statutes, Appendix D, Sections I, II, and IV.

Teaching Effectiveness

Teaching effectiveness is assessed by a review of the basic facts of a faculty member's teaching career, courses taught, course research, courses planned and revised.

The Student Instructional Report (SIR) which measures student perception of faculty teaching is administered in the fall term in the classes of all faculty and in each term for non-tenured faculty. Division chairs are expected to use the information provided by this scale judiciously, taking into account class size, whether courses are required or are electives, and whether the students are majors or non-majors.
Particular attention is paid to broadly stated questions (i.e. overall teaching effectiveness). Simple ranking of faculty according to their scores is avoided, and, unless faculty scores deviate by one standard deviation above or below the average for the faculty as a whole, individual items are not used to designate a professor's performance as inferior or superior. In lieu of scores significantly higher or lower than the university average, ratings are taken at face value.

**Professional Development**

Although the primary activity required of the faculty is teaching, the university expects a faculty member to continue to develop professionally beyond the award of the terminal degree. Information recorded on the Faculty Activities Report is used to evaluate a faculty member's professional development. Activities which contribute to a positive rating in this area include research and scholarly projects, application for and the award of grants, preparation of work for publication, presentation of work at professional conferences, and publication of professional work. In addition, participation in professional organizations, holding office in such organization and attendance at professional meetings can be expected to enhance evaluations in the area of professional development. Faculty members are encouraged to review their professional activities proactively at the beginning of each academic year with their division chair to determine the evaluation they could expect if they were successful in completing their planned activities. If the provisional evaluation is not satisfactory to the faculty member, he/she may request that the division chair provide a description of additional activities or accomplishments that would raise the ratings to an acceptable level.

**University Service**

In addition to teaching, the university expects the faculty to serve as advisors to students, keep regular office hours, participate in the university speakers' bureau, serve on committees, and attend scheduled meetings, functions, and graduation ceremonies. Division chairs evaluate the faculty member's university service based on activities summarized in the yearly Faculty Activities Report. Activities which are considered when faculty are evaluated include: serving as division chair, serving as the chair of a committee; developing a campus program; serving as a department
chair; active involvement in the form of sponsorship of student organizations, research and independent study projects and internships; serving as a director of a campus program or an advisor to a large number of students; participating in activities with students (specified); serving on committees; and participating in admissions functions, campus programs or telethons.

As in the area of professional development, faculty can ask for a provisional evaluation (prior to the actual one) in this area, and ask for suggestions by the division chair or dean about how to improve the evaluation.

F. SEARCH

Faculty appointments are made after a national search. *Faculty Bylaws and Statutes, Statute III.*

G. PERSONNEL FILES

It is the policy of the University to maintain personnel records and information for each faculty member. The University attempts to balance each individual’s right to privacy with the University’s need to obtain, use and retain employment information. The purpose of this policy is to provide guidelines for viewing the contents of personnel files.

Personnel records are to contain information which is needed by the University to conduct its business or which is required by federal, state or local law. This information will include but will not necessarily be limited to the following:

- Faculty application form and other pertinent application materials.
- Official original transcripts of all degrees earned.
- Copies of all contracts (signed originals are held in Human Resources)
- Log of promotion and tenure
- Record of grievances. Only the final results of grievances will be kept in the personnel file.
- Other pertinent information; awards, publication lists, etc.
Payroll information is in the Human Resources office.

Faculty members are permitted to inspect their own personnel records. A written or verbal request to do so should be directed to the Office of the SVPAA who will then schedule a time for the employee to review the file. Requests to have material copied from the individual's file will be carried out as expeditiously as possible. However, depending on the volume of copies to be made, this may not always be done at the same time as the employee views his/her file.

Questions concerning this procedure should be directed to the Office of the SVPAA.

**H. TENURE**

**Tenure Process**

*See Faculty Bylaws and Statutes, Statute II*

- In the fall semester, no earlier than the fifth and no later than the sixth year, the candidate sends a written request for consideration for tenure to the division chair, who shall then inform the dean of the candidacy. *Faculty Bylaws and Statutes, Statute II, Section 4.*

- The candidate prepares a tenure portfolio to document all pertinent information. (See Appendix D) The candidate submits two (2) copies of the tenure portfolio to the division chair by October 1.

- All tenured faculty in the division review the portfolio.

- The tenured faculty in the division (exclusive of the division chair) elect a convener.

- The convener assembles all tenured members of the division for a discussion of the candidate's qualifications.

- Each tenured faculty member submits in writing an assessment of the candidate and a confidential vote for or against tenure.

- The division chair informs the candidate whether or not the overall vote was favorable.
Prior to December 1, the division chair submits to the dean and the Committee on Tenure and Promotion all pre-tenure evaluations, the division chair’s written evaluation and recommendation for or against tenure, the results of the division faculty vote, and a copy of the candidate’s portfolio.

By December 15, the dean draws up a written evaluation and recommendation for or against tenure and forwards this document to the SVPAA.

The members of the Committee on Tenure and Promotion review the information from the division chair and the candidate’s portfolio.

The Committee on Tenure and Promotion meets to draw up a written evaluation and recommendation for or against tenure. This document is forwarded to the SVPAA.

The SVPAA reviews all documentation including the evaluations and recommendations from the dean and from the Committee on Tenure and Promotion, and makes a recommendation to the President.

Upon recommendation of the SVPAA and the President, the final tenure decision is made by the Board of Trustees.

Tenure goes into effect with the notification of approval by the Board of Trustees.

**Pre-Tenure Review**
Candidates for tenure annually receive a written appraisal by the division chair and/or the dean of the college or school. A formal pre-tenure review is held during the third year or midpoint of service. *Faculty Bylaws and Statutes, Statute II, Section 3.*

**Post-Tenure Review**
To assist faculty to maintain high standards of teaching and scholarship, a formal post-tenure review is held every fifth year after the granting of tenure. *Faculty Bylaws and Statutes, Statute II, Section 7.*
I. PROMOTION

See Faculty Bylaws and Statutes, Statute IV and the Faculty Handbook, Appendix D

- The faculty member who wishes to be considered for promotion will check to verify that he/she satisfies the criteria by rank set forth in the Faculty Bylaws and Statutes, Statute IV, Section III.

- The candidate sends a written request for consideration for promotion to the division chair no later than the second week of the fall semester.

- The candidate prepares a promotion portfolio to document all pertinent information, following the Suggestions for Tenure and Promotion Portfolios. (See Appendix D).

- The candidate submits two (2) copies of the promotion portfolio to the division chair no later than October 15th, six weeks after the start of the fall term.

- Prior to December 1, the division chair submits to the college dean and to the Committee on Tenure and Promotion a written recommendation for or against promotion. The division chair sends the portfolio to the college dean.

- The dean reviews the portfolio, and, by December 15, sends the portfolio and a written recommendation for or against promotion to the SVPAA.

- In January, the Committee on Tenure and Promotion reviews the portfolio and sends a written recommendation for or against promotion to the SVPAA.

- The SVPAA reviews all documentation including the evaluations and recommendations by the dean and the Committee on Tenure and Promotion, and makes a recommendation to the President.

- The promotion decision is made by the President.
J. COMPENSATION POLICIES

Salary increases are made on the basis of rank and merit and available funding.

- Rank
- Merit - see Section V, Part J2 of this handbook.

PAYROLL PERIOD

Full-time faculty and administrators are paid semi-monthly on the fifteenth and the last day of the month.

PAYROLL DEDUCTIONS

Participation in payroll deduction is available.

K. TERMINATION

Termination of both non-tenured and tenured appointments is conducted according to Faculty Bylaws and Statutes, Statute VIII or Statute IX.

L. RETIREMENT

There is no mandatory retirement policy.

M. OUTSIDE EMPLOYMENT

See Faculty Bylaws and Statutes, Statute X, Section 1.
V. RIGHTS AND RESPONSIBILITIES

A. ACADEMIC FREEDOM

Jacksonville University considers a free and unconstrained exchange of information essential among its faculty, staff and students. An explicit guarantee of academic freedom is made to faculty members through the Faculty Bylaws and Statutes, Statute I. The university accepts as its policy on academic freedom and tenure the principles of the 1940 Statement of the American Association of University Professors. Minor deviations from this policy are identified in the Faculty Bylaws and Statutes, Statute II, Section 2. Where policies differ, the University’s policies take precedence.

All full-time, adjunct, and visiting faculty members, tenured or non-tenured, enjoy full academic freedom. All full-time and part-time students enrolled in any course, credit or non-credit; also enjoy full academic freedom as identified in the Faculty Bylaws and Statutes, Statute I.

Any faculty member or student who believes his or her academic freedom to have been abridged may direct a written grievance to the chair of the Committee on Academic Freedom and Grievance, citing the abridgement in detail, providing corroborating documentation, and requesting corrective action as identified in the Faculty Bylaws and Statutes, Statute I.

The faculty member is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his/her other academic duties; but research for pecuniary return should be based on an understanding with the authorities of the institution.

The faculty members are citizens, members of a learned profession, and officers of Jacksonville University. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes certain obligations. As persons of learning and as educational officers, they should remember that the public may judge their profession and institution by their utterances. Hence they

should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons. (see Appendix E).

B. GRIEVANCES

Serious faculty and academic grievances are heard by the Committee on Academic Freedom and Grievance. In academic matters, students may also file grievances if they think other approaches have not been satisfactory. *Faculty Bylaws and Statutes, Article III.* (see Appendix I for Policies and Procedures).

C. FRINGE BENEFITS

*Employee Assistance Program*

The University offers free, independent and confidential counseling services for all regular full-time faculty and their dependents. Services are available for those individuals experiencing difficulties with stress, emotional problems, substance abuse, and financial problems. Each eligible faculty member is provided with EAP information and a telephone number upon employment. Since the University pre-pays for these services, there is no charge to the faculty member for services nor is there any notification to the University regarding the use of these services, thereby protecting the faculty member’s confidentiality.

*Tuition Benefits*

Jacksonville University encourages faculty to continue their education in hopes of improving their knowledge, skills and abilities. Tuition benefits at Jacksonville University will be granted to eligible regular full-time faculty after 90 days of service. The tuition benefits are available to faculty and members of their immediate family, except when such a family member in his/her own right is eligible, or receives cash awards for tuition costs from sources outside the University. Immediate family includes the spouse and unmarried dependent children. The dependent child must be 25 years of age or under, and residing in the home of the faculty member.
Benefit Limitations

- The tuition benefits are only for attendance at JU. Benefits do not include room, board, general fee, or other fees and charges.

- In the event of termination of employment (voluntary or involuntary with JU), the tuition benefit for an eligible dependent of faculty member when enrolled will continue without penalty until the end of the then current semester.

- For a faculty member whose termination is a result of retirement, tuition benefits will be granted to the extent of one academic year for each two years of full-time service, when at least ten years of continuous service have been completed immediately prior to retirement.

- Certain limitations apply to several programs. Please contact the Human Resources Department for further details.

- Tuition Exchange Program

APPLICATION PROCESS

All recipients of tuition benefits must meet the usual admission and scholastic standards. Once accepted, a standard University tuition benefits form, available in the Human Resources Department, must be completed and a copy returned to the Human Resources Department at least thirty (30) days prior to the beginning of the semester.

NOTE: The cost of some graduate courses may be considered taxable income. The tuition benefits for Graduate programs provided to an employee are tax-free for the first $5,250 in tuition per year. As the tax provisions may change as required by law, please contact the Human Resources Department for additional information.
WORKER’S COMPENSATION INSURANCE

All faculty of the University, regardless of their work status, are covered under the State of Florida worker’s compensation laws. If a faculty member is injured while working in an approved capacity for the University, the University will provide prompt medical care and compensation for lost wages if the faculty member should be unable to work due to injury. The faculty member is required to report all accidents, regardless of severity, immediately (within one hour) to his or her supervisor. The faculty member is also required to complete a written report, detailing the injury in the Human Resources Department within 24 hours of the accident in order to receive benefits under the state worker’s compensation laws. The injured faculty member’s supervisor is responsible for the submission of the faculty member’s accident report to the Human Resources Department within 24 hours of any accident.

Failure to follow these procedures may result in a disciplinary action.

Absences due to a work-related injury must have the written approval from the University-appointed physician. The University will attempt to provide an injured faculty member with modified work responsibilities based on the physician’s recommendations and faculty member’s limitations. Faculty who have been absent due to a work-related injury must also obtain a “return to work” release from the attending physician before the faculty member may report back to duty.

Although not required by State of Florida worker’s compensation laws, the University will pay the first seven days of lost wages for any faculty member who is required to be absent from work due to a work-related injury that has been reviewed and approved by the University physician. After the first seven days, the University’s insurance carrier will make payments to the faculty member for lost wages based on current state statutes. This payment is not full salary but based on a percentage of the wages in effect at the time of the injury. In order for the faculty member’s benefits to continue during such an absence, the faculty member must make arrangements with the Human Resources Department office for any payments normally taken via payroll deductions.
**TAX-DEFERRED ANNUITY PLAN**

All regular full-time faculty are eligible to voluntarily contribute a portion of their salary, tax-deferred (as regulated by Section 403(b) of the *Internal Revenue Code*), into a retirement investment fund of their choice. These plans are known as “defined contribution” plans and as such make no guarantee as to the level of retirement benefits. Faculty are encouraged to begin planning for retirement early in their career in order that the University’s retirement plans, Social Security benefits and the faculty member’s personal savings/investments can grow together to provide for a stable financial future. PLEASE NOTE: *Providers of retirement plans are not evaluated or endorsed by the University.*

**DISABILITY INSURANCE**

**Short Term Disability Benefits**

The University offers a short term disability plan for all regular full-time faculty members through an insurance carrier, which provides a weekly benefit for the partial replacement of income while the faculty member is disabled due to an illness or accident, unable to work, and under the care of a doctor.

- Benefits begin on the first (1st) day of an accident or the eighth (8th) day of an illness.

- Duration of benefits is up to 26 weeks.

- Benefit is 60% of weekly salary, to a maximum benefit of $500 per week. If a faculty member is not actively at work on the effective date of insurance, coverage is postponed until return to active full-time work. The faculty member can purchase this coverage when first employed. The cost is paid by the faculty member.

- General Limitation and Exclusions: Benefits are not payable for any disability due to an accidental bodily injury arising out of, or in the course of, employment, or due to disease covered by a Worker’s Compensation Act or similar legislation. Participation ends upon termination of employment or retirement.
Long Term Disability Benefits
JU provides to all regular full-time faculty members Group Long-Term Total Disability Benefits which are effective the first of the month following the date of employment. This plan provides the faculty member with an income, for a certain duration of time, should he or she become totally disabled and unable to earn an income. Benefits begin following a period of six months of continuous disability. The University contributes the entire premium for each participant; therefore, there is no cost to the faculty member for this benefit. The amount of disability income benefit will be 60 percent of salary, coordinated with Social Security Disability Income and/or Worker’s Compensation Insurance, not to exceed $5,000 per month. Participation ends upon termination of employment or retirement.

Medical Insurance
Group medical insurance is available to all regular full-time faculty. Full-time faculty become eligible for participation in the health insurance plan upon employment. Premium contributions are re-established every year and therefore are subject to change. The faculty member may select between a Health Maintenance Organization (HMO) or a Preferred Provider Plan (PPO). A faculty member who enrolls when first eligible is automatically accepted. If the faculty member elects not to participate within the first thirty (30) days of employment and decides at a later date to enroll, the faculty member must wait until the next period of open enrollment.

Life Insurance
The University provides to all regular full-time faculty a group term life insurance plan and accidental death and dismemberment (AD&D) plan. The benefits for each plan are equal to one times annual salary, rounded to the nearest thousand, with a maximum coverage of $150,000. The University provides for the cost of the entire premium for the one time annual salary benefit; therefore, there is no cost to the faculty member. The faculty member also has the option to purchase additional group term insurance through the same insurance carrier. The cost of this additional
insurance is paid for entirely by the faculty member. Benefits cease upon termination of employment or retirement.

**Dental Insurance**

As the University recognizes the need for a dental plan that suits each employee’s particular situation, two dental plans are available to all regular full-time employees.

Both plans offer comprehensive, affordable coverage. Employees may select the plan that best suits their needs and budget.

The co-pay plan offers a strong level of benefits, when you receive treatment from a dentist in the network. The Traditional PPO plan allows you to receive treatment from any dentist. Both plans provide coverage for preventive check-ups and coverage for both basic and major services.

**Flexplan**

Currently the University offers regular full-time faculty a program that permits financial contribution to the majority of the benefit programs to be taken on a pre-tax basis. Utilizing this plan allows faculty to pay for medical, dental, and some ancillary benefits with pre-tax dollars, thereby reducing overall taxable income. The University must adhere to certain laws (under Section 125 of the *Internal Revenue Code*) regarding the offerings of this tax savings program. The benefit elections that the faculty member makes and pays for on a pre-tax basis are intended to remain in force for the entire calendar year (or the remaining portion of that year if recently hired or just became eligible to participate). Once an election has been made, it cannot be changed unless the faculty member has had a change in family status or the faculty member or spouse has had a significant change in their employment. Some common examples of family status changes are:

- Marriage or divorce.
- Birth, adoption or legal guardianship.
- Death of a covered faculty member.
- Loss of outside coverage because spouse’s employment ends.
• A change from full-time to part-time employment (or vice versa) by the faculty member.

• A significant change in medical coverage because of a change in spouse’s employment.

*Note: The faculty member is required to give written notice to the Human Resources Department within thirty (30) days of any such changes. Forms for this purpose can be obtained from the Human Resources Department.*

**D. COMPENSATED PROFESSIONAL LEAVE**

When financially feasible, the University shall provide for leaves of absence with pay. The faculty member may apply for one semester leave at full-pay, or two semesters at half-pay or two semesters at full pay with half-time teaching load. A tenured faculty member becomes eligible to apply for leave with pay after a minimum of five consecutive years of service at JU. No more than ten percent of the eligible faculty members may be awarded leaves with pay during any given semester. A faculty member may reapply for subsequent leaves after five additional years of service, not including the year on leave. Faculty receiving leaves with pay are expected to return to their full-time teaching positions.

In order to be considered for compensated professional leave, a faculty member must submit a written statement of plans for scholarly work that can be expected to enhance the individual’s professional development and the academic reputation of Jacksonville University, and which can justify the length of the leave time requested. Examples of such work include, but are not limited to, research, scholarly activities, continuing education, and creative activity. Requests for leaves with pay require recommendation by the Faculty Affairs Committee, the division chair or comparable unit administrator, the academic dean and the SVPAA. Upon completion of the period of leave the faculty members shall submit an appropriate report on their activities to the appropriate unit administrator, the academic dean and the SVPAA.

Time spent by a faculty member on leave with pay shall be credited toward seniority on the same basis as if the faculty member were in residence at JU.
On written request, special assignment with pay may be granted by the SVPAA for scholarly or professional work beneficial to the academic reputation of the university.

E. UNCOMPENSATED LEAVE
Leaves without pay may be granted upon written request to the division chair or the appropriate unit administrator who shall forward a recommendation to the dean, and then to the SVPAA. Such leaves do not count toward accumulation of time for tenure appointment, although a tenure appointment already granted is not affected by such leave.

F. ETHICS STATEMENT
See Appendix F.

G. SEXUAL HARASSMENT
It is the responsibility of each member of the University community to foster and maintain an environment free from sexual harassment. See Appendix G.

H. WORKING CONDITIONS

Academic Regalia
All faculty members should have access to academic regalia to be worn at commencement, and some convocations and special events. If a faculty member does not own academic regalia, a cap and gown may be borrowed from the Purchasing Office. Academic regalia can be purchased though the Bookstore at certain times during the year.

Offices and Equipment
Every full-time faculty member is provided with an office and necessary furnishings, including a telephone and a computer.

Calendar
The academic calendar is set annually by a committee and published in the catalog and on JU’s Web site. Faculty are asked to adhere to the schedule as given.
I. FACULTY EXPECTATIONS

**Advising**
Faculty members are expected to serve both as academic advisors and career advisors for students in their major area. As academic advisors, faculty members assist students in planning their semester schedules and selecting courses which fulfill departmental and University requirements. As career advisors, faculty members are expected to make their advisees aware of career options and possibilities for graduate education. Faculty members are expected to post and maintain convenient office hours and to make themselves available for student advising.

**Teaching**
Faculty members are expected to meet their classes as scheduled. Plans to miss class should be made with the permission of the division chair, and appropriate academic activity should be assigned in lieu of classroom attendance. If unexpected absences arise, efforts should be made to contact the division chair or campus security so that students can be informed of the cancellation of the class.

**Governance/University Service**
Faculty members are expected to participate in university governance by making themselves available to serve on university committees.

Faculty members are expected to attend university meetings (faculty meetings, college, and division meetings), convocations and graduation ceremonies.

**Scholarship**

**Research**
JU expects its faculty to develop professionally beyond the award of terminal degree. One indication of this development is scholarly and research activity. Activities which reflect professional development are recorded in the yearly Faculty Activities Report and are important determinants in tenure and promotion decisions.

**Ethical Standards**
As faculty members conduct their research, the university expects them to adhere to the highest ethical standards. These involve the
appropriate treatment of human and animal subjects and the avoidance of conflicts of interest and commitment. The university adheres to the standards regarding the treatment of human subjects developed by the American Psychological Association (Appendix K). Faculty members are encouraged to review these standards prior to conducting research with human subjects. In the case of research using animals, the university subscribes to the standards for animal research described in the Guide for the Care and Use of Laboratory Animals published by the National Research Council. To insure these standards are met, an Institutional Review Board composed of three (3) faculty members appointed by the Faculty Affairs Committee will review each proposal which involves the use of human and animal subjects.

Conflicts of interest occur when researchers are placed in situations where their objectivity appears to be compromised by competing interests or involvements. To avoid even the appearance of conflict, faculty members who apply for external funding must submit a financial disclosure form. Conflicts of commitment occur when researchers over-commit themselves so that they do not have enough time to effectively pursue their professional interests including the project in question. The Jacksonville University Grants and Contracts Policies and Procedures in Appendix I contain a number of examples of both conflicts of interest and conflicts of commitment. Faculty members engaging in research should familiarize themselves with these examples.

*External Grants*

The university welcomes and supports faculty in applying for outside funding for their professional activities. However, since receiving outside grants frequently requires commitments on the part of the university such as matching funds and facilities, grant applications must be reviewed and approved by the division chair, college dean, SVPAA, and the Vice President for Financial Affairs, and Institutional Advancement prior to submission of the grant. As a faculty member considers applying for a grant, they should write up a preliminary prospectus and circulate it to the individuals
mentioned above. As the final proposal is completed, they should repeat this process.

As the faculty member prepares the applications he/she should calculate indirect costs at a minimum of 10% and include stipends for participating faculty, the cost of fringe benefits, computer equipment and requirements for space. Normally the principal investigator will serve as the fiscal officer for the grant and will be responsible for insuring that all expenditures are spent in accordance with the terms set forth by the granting agency. A more detailed description of the grant process is found in Appendix I.

**INTERNAL GRANTS**

The University offers small stipends for research. Requests for these funds are usually made in December and are administered by the Faculty Affairs Committee. The faculty member must use the allocated funds within three semesters of the award. Progress reports must be submitted at six month intervals and a detailed final report must be submitted to the Faculty Affairs Committee upon completion of the project. All equipment purchased by the grant becomes property of JU. A copy of the application form for the grants is included in Appendix J.

**PROFESSIONAL SOCIETIES**

The University encourages faculty members to belong to and be active in professional and learned societies in their respective fields of interest.

**J. FACULTY RECOGNITION**

At JU faculty are recognized in a variety of ways.

1. Faculty performance is recognized by the timely award of tenure and promotion.

2. Faculty may be awarded merit increases in pay based on the recommendation of the division chair and the concurrence of the dean. This is based upon information provided in the yearly faculty activities report. Based on this and other information, the dean recommends faculty
for a high merit increase, a merit increase, or no merit increase. Merit increases are added to the faculty member’s salary and any increases associated with promotion. The sum is added permanently to a faculty member’s salary.

3. Awards are made on a yearly basis for faculty who excel in the areas of teaching, university service, scholarship and community service. These are determined by a committee that reviews the portfolios submitted by the nominees. Awards in each of these areas are accompanied by a financial stipend of $500 after taxes.

4. Each year, one faculty member will be elected Professor of the Year. This is open to all full-time faculty who have completed two semesters on the faculty. The SVPAA will provide a list of all qualified faculty to the Executive Committee of Faculty Assembly. Faculty members will vote on their preference. Faculty who receive the largest number of votes will be screened by the Professor of the Year Committee, the composition of which is determined by the Executive Committee of Faculty Assembly who will elect the finalists. The winner of Professor of the Year will be announced in the spring and will present a scholarly discourse at a faculty function. The recipient of this award will receive an award of $500.00 after taxes and a gift for his/her permanent possession at the Faculty Recognition Dinner. A faculty member can only be designated Professor of the Year once.

5. After retirement, particularly exceptional faculty members who have served at JU for at least 15 years and who have distinguished themselves in teaching, scholarship, university service and community service are eligible to be designated as Professor Emeritus. Candidates for Emeritus will be considered in the same manner as for promotion to the ranks.

K. COMMITTEES
Each year the Appointments Committee asks faculty to express interest in committee in which they would like to serve. Additional task forces are also set up. Service on committees and task forces is expected of all full-time faculty.
VI. ADJUNCT FACULTY

Please consult the Adjunct Faculty Handbook
VII. GENERAL INFORMATION

Much of the information that you need to know can be found on the Faculty & Staff section of the college website:  http://www.ju.edu/employees.aspx

ACADEMIC CALENDAR

The academic calendar is set annually by the Calendar Committee and is published in the catalog and on JU’s web site. Faculty members are expected to adhere to the schedule as posted. **Website:** http://www.ju.edu/calendar.aspx

ACADEMIC REGALIA

Academic regalia can be ordered for purchase through the bookstore. Caps and gowns may be borrowed from the Purchasing Office.

ALCOHOL POLICY

See Policies and Procedures manual, Section 100/7.2

**Website:** http://www.ju.edu/Policies-and-Procedures-11-24-09.pdf

ATHLETIC EVENTS

JU faculty and staff are allotted one complimentary ticket for themselves and three additional complimentary tickets for family members for all JU sports.

**Website:** http://www.judolphins.com/

BOOKSTORE

The bookstore is located on the lower level of the Kinne University Center. Orders for required books are placed with the textbook manager.

**Website:** http://www.bkstr.com/Home/10001-10760-1?demoKey=d

CAMPUS SECURITY

The Campus Security Department, located in the Warehouse, responds to security calls, issues parking decals, and checks for parking violations. The department is on duty around the clock to provide 24 hour-a-day security services to all areas of the campus. If there is ever a problem, assistance can be summoned immediately from special emergency telephones easily identified by their distinctive blue-lights located throughout the campus.

**Website:** http://www.ju.edu/departments/studentlife/handbook/security.aspx
CENTER FOR TEACHING AND LEARNING
The Marilyn Repsher Center for Teaching and Learning is located in Room 328 in the library, on the upper level. Its mission is to inspire faculty to pursue innovative and creative teaching based on student learning.

Website: http://ctl.ju.edu/

DINING SERVICES
Crossroads • Kinne University Center • Campus Dining Hall
Currents • Davis College of Business • Starbucks and Simply To Go
Einstein Bros Bagels • Kinne University Center • Bagel Shop and Freshen’s Smoothie Cafe
Nellie’s • Davis Student Commons • Gourmet Sandwiches and Salads
Waves • Oak Hall • Pizzeria and Convenience Store

Website: http://www.jacksonvillediningservices.com/

DIRECT DEPOSIT
Direct deposit can be arranged through Payroll.

DUPPLICATING
The division secretaries have information on how to get materials duplicated.

E-MAIL
Faculty, staff and administrators have an e-mail address, xxxxxxx@ju.edu.
Students have xxxxxxx@jacksonville.edu as their e-mail address. This is set up by Information Technology.

EMPLOYMENT OF FAMILY MEMBERS ON CAMPUS
All employment decisions should be based solely on the merits of the individual candidate. No employee can directly supervise a family member.

EVENTS AND SPEAKERS
Faculty members are entitled to two free tickets to most events on campus: fine arts programs, speakers, etc. Some events may have an admission charge.
Faculty Meetings
Meetings of the Faculty Assembly are held each month in the fall and spring semesters. Faculty members are expected to attend. The dates are announced by the chair of the faculty. On occasion, special faculty meetings may be called.

Helpdesk (IT)
The IT Helpdesk can be reached at extension 7200 or helpdesk@ju.edu.

Identification Card
The JU ID card is also called the Dolphin Card. It is available from the Campus Security Department.

Information Technology
Information Technology is located in the Founders Building.
Website: http://it.ju.edu/index.html

Intellectual Property Policy
In April 2012, the faculty passed an Intellectual Property Policy. Please see Appendix G.

JU Alert Communication System
To receive instant messages (voice & text) concerning campus emergencies and storm closures. This information is private and will only be used in case of emergency. Participation is voluntary but strongly recommended. Information is entered through the Human Resources Database.

Library
The JU ID card is the library card. Faculty members can send book requests in support of their courses to the acquisitions librarian. The library does not purchase textbooks for its collection. Faculty members may place materials (their own or the library's) on reserve for required assignments. Interlibrary Loan service is available. The library can also provide bibliographic or course-specific instruction sessions for classes. These are scheduled with the head of public services. Website: http://www.ju.edu/library/default.aspx

Parking
Parking decals are issued by the Campus Security Department.
POST OFFICE
The Post Office is located on the lower level of the Kinne Center, near the bookstore. Website: http://www.ju.edu/departments/postoffice/default.aspx

SEXUAL HARASSMENT POLICY
See Appendix G.

SMOKING POLICY
See Policies and Procedures manual, Section 100/7.1
Website: http://www.ju.edu/Policies-and-Procedures-11-24-09.pdf

TUITION BENEFIT
See Section V. Rights and Responsibilities previously outlined in this handbook or information is available from Human Resources

WILMA'S LITTLE PEOPLE’S SCHOOL
Wilma’s Little People’s School is located on the north end of campus. It provides developmentally appropriate preschool education for children aged two to four years. The class schedule varies according to age group. Children of faculty, staff, and students may be enrolled at a 10% discount on the tuition charged to the general public. Website: http://www.ju.edu/departments/wlps/

WRITING CENTER
Students can get help for their papers at the Writing Center which is located in the Council Building, room 105. Hours of operation are posted each semester. Website: http://www.ju.edu/writingcenter/default.aspx
Appendix A – Organizational Chart
APPENDIX B – SACS ACCREDITING STANDARDS CRITERION 4.4.2

www./www.sacscoc.org/principles.asp
APPENDIX C – SAMPLE CONTRACTS
Date

«FirstName»
«JobTitle»
Jacksonville University
Jacksonville, FL 32211

Dear «Salutation»:

It is my pleasure to appoint (reappoint) you to a half-time position at Jacksonville University for the academic year <Date>. Your salary will be «Salary» for two semesters, payable in twenty-four equal payments on the fifteenth and the last day of each calendar month, September through August. This is a part-time position and, therefore, you will not be eligible for normal fringe benefits such as life and health insurance.

Your assignment will be instruction in «Academic Area» and such other duties as may be assigned by the Senior Vice President for Academic Affairs. A normal teaching load is six hours per semester. This load represents 50% of a full-time teaching contract.

This guaranteed partial load faculty appointment does not imply a commitment for the year following the term stated herein. This is a non-tenure track position and is not convertible to a tenure-track position. Should you fill a different (tenure-track) position with the University in the future, fulfillment of this contract does not provide credit toward the attainment of tenure.

Your signature below and the return of the original of this letter to the Senior Vice President for Academic Affairs by <ReturnDate>, will indicate your acceptance of these conditions of your appointment for the academic year <Date>.

Please accept my best wishes as we look forward to a year of working together for the successful development of an outstanding University.

Sincerely,

For Jacksonville University: ________________________________

Senior Vice President for Academic Affairs Date

Faculty Member: ________________________________

Date

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Dear «Salutation»:

It is my pleasure to appoint (reappoint) you to the position of Visiting «Rank» Professor of «AcademicArea» at Jacksonville University for the academic year «Date». Your salary will be «Salary» for two semesters, payable in twenty-four equal payments on the fifteenth and the last day of each calendar month, September through August.

Your assignment will be instruction in «AcademicArea» and such other duties as may be assigned by the Senior Vice President for Academic Affairs. A normal teaching load is twelve hours per semester.

This contract does not imply a commitment for the year following the term stated herein and this is a non-tenure position. All of the current Jacksonville University policies and procedures pertaining to faculty employment are understood to be in effect in this contract.

Your signature below and the return of the original of this letter to the Senior Vice President for Academic Affairs by «ReturnDate», will indicate your acceptance of these conditions of your faculty position for the academic year «Date».

Please accept my best wishes as we look forward to working together for the successful development of an outstanding University.

Sincerely,

For Jacksonville University: ________________________________  ____________

Senior Vice President for Academic Affairs  Date

Faculty Member: ________________________________  ____________

Date
Date

«FirstName»
«JobTitle»
Jacksonville University
Jacksonville, FL 32211

Dear «Salutation»:

I am pleased to appoint (reappoint) you to the position of <Rank> Professor of <Academic Area> at Jacksonville University, for the academic year <Date>. Your salary will be $«Salary» for the fall and spring semesters, payable in twenty-four equal payments on the fifteenth and the last day of each calendar month, September through August.

Your assignment will be instruction and such other duties as may be assigned by the Senior Vice President for Academic Affairs. A normal teaching load is twelve hours per semester.

This contract does not imply a commitment for the year following the term stated herein. Fulfillment of this contract will provide credit of <# of years> academic year toward permanent appointment (Tenure). All of the current Jacksonville University policies and procedures pertaining to faculty employment are understood to be in effect in this contract.

Your signature below and the return of this letter to the Vice President for Academic Affairs by <ReturnDate>, will indicate your acceptance of these conditions of your faculty position for the academic year <Date>. Failure to return this notification by this date will be taken as a resignation from your faculty position.

Please accept my best wishes as we look forward to a year of working together for the successful development of an outstanding University.

Sincerely,

For Jacksonville University: ________________________________ Date

Senior Vice President for Academic Affairs

Faculty Member: ________________________________ Date

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Dear «Salutation»:

I am pleased to notify you, as a tenured member of the Faculty of Jacksonville University, of the conditions of your faculty appointment for the academic year <Date>. Your salary will be $«Salary» for the fall and spring semesters, payable in twenty-four equal payments on the fifteenth and the last day of each calendar month, September through August.

Your assignment will be instruction and such other duties as may be assigned by the Senior Vice President for Academic Affairs. A normal teaching load is twelve hours per semester.

Your signature below and the return of this letter to the Senior Vice President for Academic Affairs by <ReturnDate>, will indicate your acceptance of these conditions of your faculty position for the academic year <Date>. Failure to return this notification by this date will be taken as a resignation from your faculty position.

Please accept my best wishes as we look forward to a year of working together for the successful development of an outstanding University.

Sincerely,

For Jacksonville University: ________________________________  __________

                      Senior Vice President for Academic Affairs    Date

Faculty Member: ________________________________  __________

                  Date
APPENDIX D – SUGGESTIONS FOR TENURE AND PROMOTION PORTFOLIOS
Tenure and Promotion Committee Information and Suggestions for Tenure and/or Promotion Portfolios

This information is for guidance only and from the perspective of the elected University Committee on Tenure and Promotion. The governing authorities are the Faculty Bylaws and Statutes, Faculty Handbook, your employment contract, and possibly criteria set by your academic unit.

General Information:

Relevant Faculty Statutes

Tenure - Statute II “...based upon academic credentials and years of service...consider achievement in the areas of teaching, professional development and scholarship, and service to the university...interact in a cooperative and collaborative manner in fulfilling their professional obligations.”

Promotion - Statute IV “Achievement in the areas of teaching, professional development and scholarship, and service to the university.”

Associate Professor...generally a terminal degree...demonstrative the ability to excel...completed a minimum of five years full time teaching...at least three...at JU...”

Professor “demonstrated excellence. Generally a terminal degree...completed a minimum of ten years...at least five...at JU...”

Relevant Contract Information – Your contract may contain information about your eligibility for Pre-Tenure Evaluation and for Tenure application.

Committee Recommendations for Portfolios

The University Tenure and Promotion Committee reviews the evidence in submitted portfolios to ascertain that the criteria specified in the bylaws and statutes are fulfilled. Objective, third party evidence is given greater weight than candidate-generated evidence.

Suggested Documents to include at the beginning of the portfolio

Letter of transmittal - This letter should be the first item in your portfolio. Include these sentences:
1. “This portfolio is submitted for consideration for (1) tenure only; (2) promotion to the rank of __________ Professor only (3) tenure and promotion to the rank of __________ Professor.”

2. “I began my full time employment as a faculty member at Jacksonville University on this date: ______________.”

3. If relevant, “I am bringing in _______ years of service as a faculty member from _______________ College or University.”

Vita - A current vita is informative and gives a general overview and provides details about information in the transmittal letter about employment.

Summary Document - This should be a brief summary of information and documents included in the Appendices. Five to eight pages (excluding the Appendices) is sufficient to summarize key points.

**Statutory Criteria and Suggested Inclusions**

**Statute II: Tenure**

1. Academic Credentials - state this in your vita

2. Years of service at Jacksonville University and other academic institutions - state in your transmittal letter and vita

3. Teaching - Summarize results of SIR’s or other evaluation tools in the summary; include actual SIR’s for the most recent three years for ALL courses taught in an appendix. In the Appendices include other supporting third party (students, colleagues, etc.) objective evidence concerning your ability as a teacher. Include in the summary a schedule of ALL courses taught at JU for the most recent three (3) years that might take this form:

<table>
<thead>
<tr>
<th>Semester Taught</th>
<th>Course Number &amp; Name</th>
<th>SIR included? Yes or No</th>
<th>Other Evidence included? Yes or No</th>
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In your summary you may **briefly** explain any area of teaching that needs elaboration. Examples could be: reduction in teaching load; low SIR's because of special circumstances (new course, research responsibilities, and personal circumstances such as a death in the family or personal illness).

This will also be evaluated by your academic unit supervisor on your Annual Faculty Evaluation. In the Appendices, include at least the most recent three (3) years of signed Annual Faculty Evaluations.

4. Professional Development and Scholarship - Summarize in the body of the portfolio and describe the major highlights. In the Appendices include your most recent three (3) years of signed Annual Faculty Evaluations. In the Appendices you may also include and evidence you feel appropriate: letters from co-authors, Table of Contents from published works, and other third party objective evidence.

5. Service to the University - Summarize in the body of the portfolio and describe the major highlights. In the Appendices include your most recent three (3) years of signed Annual Faculty Evaluations. In the Appendices you may also include any evidence you feel appropriate; letters from chairs of committees on which you served; summaries of work accomplished on committee your chaired; letters from colleagues or administrators familiar with your contributions, other third party objective evidence.

6. For Tenure Applicants only - Evidence that you have interacted in a cooperative and collaborative manner in fulfilling your professional obligations. This must come from sources other than you. Examples could be administrators, colleagues, committee chairs, fellow committee members, professors with whom you have co-taught or co-developed a course or research, anyone who has direct evidence of you fulfilling this criterion.

**Additional Information**

1. Generally, your Annual Faculty Activities reports are not helpful to the committee unless you believe your Annual Faculty Evaluations are not available (explain why), they were done poorly, or they do not reflect your true performance in your opinion.
2. If there is a time gap in documentation, (SIR's or annual evaluations) please include an explanation in your summary.

3. Generally, the most recent three years documentation are most relevant in evaluating your CURRENT level of performance.

4. Your goal and objective are to present your best case for promotion and/or tenure. You may “go up” for both promotion and tenure at the same time.

5. You might consider submitting your proposed portfolio to colleagues in your academic unit for suggestions the semester before it is officially submitted for consideration. The Committee on Tenure and Promotion does not fulfill this function nor can it advise you other than in a general way at any Workshops it conducts.
APPENDIX E – ACADEMIC FREEDOM AND TENURE
The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to ensure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

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

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

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

After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation of this principle it is understood that the following represents acceptable academic practice:

The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

Beginning with appointment to the rank of full-time instructor or a higher rank,[5] the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution, it may be agreed in writing that the new appointment is for a probationary period of not more than four years, even though thereby the person’s total probationary period in the academic profession is extended beyond the normal maximum of seven years.[6] Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.[7]

During the probationary period a teacher should have the academic freedom that all other members of the faculty have.[8]

Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before the hearing in writing of the charges and should have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon the case. The teacher should be permitted to be accompanied by an advisor of his or her own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from the teacher’s own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.[9]

Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.
1940 Interpretations

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7–8, 1940, the following interpretations of the 1940 *Statement of Principles on Academic Freedom and Tenure* were agreed upon:

That its operation should not be retroactive.

That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 *Conference Statement on Academic Freedom and Tenure*.

If the administration of a college or university feels that a teacher has not observed the admonitions of paragraph 3 of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning the teacher’s fitness for his or her position, it may proceed to file charges under paragraph 4 of the section on Academic Tenure. In pressing such charges, the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility, and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

1970 Interpretive Comments

*Following extensive discussions on the 1940 Statement of Principles on Academic Freedom and Tenure with leading educational associations and with individual faculty members and administrators, a joint committee of the AAUP and the Association of American Colleges met during 1969 to reevaluate this key policy statement. On the basis of the comments received, and the discussions that ensued, the joint committee felt the preferable approach was to formulate interpretations of the Statement in terms of the experience gained in implementing and applying the Statement for over thirty years and of adapting it to current needs.*

The committee submitted to the two associations for their consideration the following “Interpretive Comments” These interpretations were adopted by the Council of the American Association of University Professors in April 1970 and endorsed by the Fifty-sixth Annual Meeting as Association policy.

In the thirty years since their promulgation, the principles of the 1940 *Statement of Principle on Academic Freedom and Tenure* have undergone a substantial amount of refinement. This has evolved through a variety of processes, including customary acceptance, understandings mutually arrived at between institutions and professors or their representatives, investigations and reports by the American Association of University Professors, and formulations of statements by that association either alone or in conjunction with the Association of American Colleges. These comments represent the attempt of the two associations, as the original sponsors of the 1940 *Statement*, to formulate the most important of these refinements. Their incorporation here as
Interpretive Comments is based upon the premise that the 1940 Statement is not a static code but a fundamental document designed to set a framework of norms to guide adaptations to changing times and circumstances.

Also, there have been relevant developments in the law itself reflecting a growing insistence by the courts on due process within the academic community which parallels the essential concepts of the 1940 Statement; particularly relevant is the identification by the Supreme Court of academic freedom as a right protected by the First Amendment. As the Supreme Court said in Keyishian v. Board of Regents, 385 U.S. 589 (1967), “Our Nation is deeply committed to safeguarding academic freedom, which is of transcendent value to all of us and not merely to the teachers concerned. That freedom is therefore a special concern of the First Amendment, which does not tolerate laws that cast a pall of orthodoxy over the classroom.”

The numbers refer to the designated portion of the 1940 Statement on which interpretive comment is made.

The Association of American Colleges and the American Association of University Professors have long recognized that membership in the academic profession carries with it special responsibilities. Both associations either separately or jointly have consistently affirmed these responsibilities in major policy statements, providing guidance to professors in their utterances as citizens, in the exercise of their responsibilities to the institution and to students, and in their conduct when resigning from their institution or when undertaking government-sponsored research. Of particular relevance is the Statement on Professional Ethics adopted in 1966 as Association policy. (A revision, adopted in 1987, may be found in AAUP, Policy Documents and Reports, 10th ed. [Washington, D.C., 2006], 171–72.)

The intent of this statement is not to discourage what is “controversial.” Controversy is at the heart of the free academic inquiry which the entire statement is designed to foster. The passage serves to underscore the need for teachers to avoid persistently intruding material which has no relation to their subject.

Most church-related institutions no longer need or desire the departure from the principle of academic freedom implied in the 1940 Statement, and we do not now endorse such a departure.

This paragraph is the subject of an interpretation adopted by the sponsors of the 1940 Statement immediately following its endorsement which reads as follows:

If the administration of a college or university feels that a teacher has not observed the admonitions of paragraph 3 of the section on Academic Freedom and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning the teacher’s fitness for his or her position, it may proceed to file charges under paragraph 4 of the section on Academic Tenure. In pressing such charges, the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases the administration must assume full responsibility, and the American Association of University Professors and the Association of American Colleges are free to make an investigation.
Paragraph 3 of the section on Academic Freedom in the 1940 *Statement* should also be interpreted in keeping with the 1964 *Committee A Statement on Extramural Utterances*, which states inter alia: “The controlling principle is that a faculty member’s expression of opinion as a citizen cannot constitute grounds for dismissal unless it clearly demonstrates the faculty member’s unfitness for his or her position. Extramural utterances rarely bear upon the faculty member’s fitness for the position. Moreover, a final decision should take into account the faculty member’s entire record as a teacher and scholar.”

Paragraph 5 of the *Statement on Professional Ethics* also deals with the nature of the “special obligations” of the teacher. The paragraph reads as follows:

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

Both the protection of academic freedom and the requirements of academic responsibility apply not only to the full-time probationary and the tenured teacher, but also to all others, such as part-time faculty and teaching assistants, who exercise teaching responsibilities.

The concept of “rank of full-time instructor or a higher rank” is intended to include any person who teaches a full-time load regardless of the teacher’s specific title. 3

In calling for an agreement “in writing” on the amount of credit given for a faculty member’s prior service at other institutions, the *Statement* furthers the general policy of full understanding by the professor of the terms and conditions of the appointment. It does not necessarily follow that a professor’s tenure rights have been violated because of the absence of a written agreement on this matter. Nonetheless, especially because of the variation in permissible institutional practices, a written understanding concerning these matters at the time of appointment is particularly appropriate and advantageous to both the individual and the institution. 4

The effect of this subparagraph is that a decision on tenure, favorable or unfavorable, must be made at least twelve months prior to the completion of the probationary period. If the decision is negative, the appointment for the following year becomes a terminal one. If the decision is affirmative, the provisions in the 1940 *Statement* with respect to the termination of service of teachers or investigators after the expiration of a probationary period should apply from the date when the favorable decision is made.

The general principle of notice contained in this paragraph is developed with greater specificity in the *Standards for Notice of Non-reappointment*, endorsed by the Fiftieth Annual Meeting of the American Association of University Professors (1964). These standards are:
Notice of non-reappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

1. **Not later than March 1 of the first academic year of service**, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

2. **Not later than December 15 of the second academic year of service**, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

3. At least twelve months before the expiration of an appointment after two or more years in the institution.

Other obligations, both of institutions and of individuals, are described in the *Statement on Recruitment and Resignation of Faculty Members*, as endorsed by the Association of American Colleges and the American Association of University Professors in 1961.

The freedom of probationary teachers is enhanced by the establishment of a regular procedure for the periodic evaluation and assessment of the teacher's academic performance during probationary status. Provision should be made for regularized procedures for the consideration of complaints by probationary teachers that their academic freedom has been violated. One suggested procedure to serve these purposes is contained in the *Recommended Institutional Regulations on Academic Freedom and Tenure*, prepared by the American Association of University Professors.

A further specification of the academic due process to which the teacher is entitled under this paragraph is contained in the *Statement on Procedural Standards in Faculty Dismissal Proceedings*, jointly approved by the American Association of University Professors and the Association of American Colleges in 1958. This interpretive document deals with the issue of suspension, about which the 1940 *Statement* is silent.

The 1958 *Statement* provides: “Suspension of the faculty member during the proceedings is justified only if immediate harm to the faculty member or others is threatened by the faculty member’s continuance. Unless legal considerations forbid, any such suspension should be with pay.” A suspension which is not followed by either reinstatement or the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

The concept of “moral turpitude” identifies the exceptional case in which the professor may be denied a year’s teaching or pay in whole or in part. The statement applies to that kind of behavior which goes beyond simply warranting discharge and is so utterly blameworthy as to make it inappropriate to require the offering of a year’s teaching or pay. The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally.
APPENDIX F – CODE OF FACULTY ETHICS AND PROFESSIONAL CONDUCT
Code of Faculty Ethics and Professional Conduct

Introduction

By virtue of their position and leadership, University faculty members are traditionally held to a high moral standard in the community. In the interest of achieving the highest possible standard of ethical conduct, the members of The Faculty adopt the following code of ethics to inform and guide their professional conduct.

The spirit of this document is one of self-regulation. Although the Committee on Academic Freedom and Grievance will be responsible for investigating reported violations and resolving conflicts, the hope is that this document will incite thoughtful awareness and consideration of ethical behavior. It is written to offer specific examples to work as prescriptive guideline and yet be flexible enough to handle unforeseen events.

Communication

Faculty are expected to communicate openly and honestly to give accurate representations of pertinent information about personal and institutional issues.

Accordingly it is unethical to:

- Fail to disclose a material fact that could affect one’s application for employment, tenure, promotion, merit pay, or awards.
- Make fraudulent, malicious, or undocumented charges about a student, colleague, or member of the staff.
- Withhold information regarding a position from an applicant or misrepresent an assignment for conditions of employment.
- Divulge information which gives unfair advantage to students or friends.
- Misrepresent anyone’s (including one’s own) professional qualifications or achievements.

Exploitation

Faculty are expected to use their power and influence as faculty members judiciously and fairly in influencing others and to avoid influencing others in inappropriate ways for inappropriate purposes.

Accordingly it is unethical to:

- Take advantage of a relationship with or the work of a colleague, student, or member of the staff for the sole purpose of personal gain.
• Subcontract signed duties compensated by Jacksonville University to another person or persons.

• Recommend a friend for employment, tenure, promotion or merit pay without disclosing the nature of your relationship to the person making the decision.

• Use coercive means or promise special treatment to influence the professional judgment of students, colleagues, or members of the staff.

• Misuse institutional privileges granted to faculty for personal gain, advantage or any other reason.

• Engage in sexual relations, even if consensual, with students presently enrolled in one’s classes or a member of the staff with whom one has a supervisory relationship. [(Prior relationships are exempt.) See Appendix G on Sexual Harassment.]

• Offer to or accept from a student, colleague, or member of the staff any gratuity, gift, favor, or "ghost position," positions invented primarily to offer unjustified raises to faculty or staff that might influence or appear to influence one’s professional judgment.

Discrimination

Faculty are expected to base their judgments and decisions on fair acceptable criteria and to avoid making decisions regarding others based on inappropriate standards.

Accordingly it is unethical to:

• Write or adopt a position description in a search for the explicit purpose of including or excluding a particular individual from consideration for employment, specifically faculty already employed on visiting lines.

• Deny a colleague, student, or staff member profession access to advantages or participation in University activities on the basis of race, religion, sex, age, national or ethnic origin, political beliefs, approach to their academic discipline, marital status, physical disadvantage, social or family background, or sexual orientation.

Harassment

Faculty are expected to influence other and to achieve their personal and institutional objectives by using positive constructive means rather than using negative coercive methods.

Accordingly, it is unethical to:

• Encourage students to enroll in the classes of colleague for the purpose of collecting negative personal information about the colleague or engaging in disruptive conduct.
• Circulate solely for the purpose of harming (malicious intent), material concerning the race, color, religion, sex, age, national or ethnic origin, political beliefs, disciplinary approach, marital status, physical disability, social or family background, or sexual orientation of any individual or group.

• Punish or conspire to punish colleagues for working with peers to carry out their assigned duties under the auspices of your position of power as a faculty member.

• By attempting to intimidate or verbally or physically threatening a colleague, student, or member of the staff.

• Award grades to students, or utilize other coercive means such as requests or threats, explicit or implicit, for the purpose of gaining favorable ratings on Student Instructional Reports.

Miscellaneous  (Theft, Proselytizing)

It is unethical to:

• Enter another faculty member's office without permission or remove a colleagues personal possessions (books, personal papers, confidential records and effects) from a member's office without permission.

• Engage in unsolicited or unwanted religious proselytizing to students, other faculty, or members of the staff.

• Ignore violations of this code.
APPENDIX G – INTELLECTUAL PROPERTY POLICY
Jacksonville University
Intellectual Property Policy

Scope of the Policy:

- This policy applies to all faculty, staff, and students (hereafter noted as “author/inventor” unless specifically designated) at Jacksonville University whether associated with the University in a full- or part-time capacity.
- This policy also covers non-employees (consultants, subcontractors, etc.) of Jacksonville University who participate in research, teaching, scholarship, or supportive activities provided for by the University on or off campus.
- This policy applies uniformly across Jacksonville University without regard to the individual’s rank, status, or department.

Intellectual Property Subject to this Policy

- Copyright – An original work of expression by an author, artist, composer, or programmer. Education-related examples include but are not limited to:
  - Journal articles, books, course syllabi, lectures, printed instructional materials, manuals, examinations;
  - Novels, short stories, poems, theses
  - Artwork, graphic designs, sculptural works, photographs;
  - Dramatic compositions, choreographic works, musical arrangements;
  - Audiovisual works, motion pictures, videotapes;
  - Computer programs, computer controlled multimedia, websites
- Patent – A unique invention, process, design, or plant. Examples include but are not limited to: devices, electrical circuits, computer software, manufacturing processes, new bacteria, newly discovered genes, methods of doing business, and uniquely shaped or ornamented articles or objects.
- Trademark – Distinctive words and graphic symbols used to identify and distinguish a product from others in the marketplace.

Ownership and Rights

A. Individual Efforts

1. All rights and ownership reside exclusively with the author or inventor of the Intellectual Property if:

   a. The Intellectual Property was generated as a result of individual effort and initiative.

   b. The Intellectual Property is a pedagogical, scholarly, artistic, or aesthetic work that is not part of a directed assignment from the University. Unless otherwise specified in a contract or another policy (see Section “C”), the author or inventor retains the copyright in pedagogical, scholarly, artistic, or aesthetic works produced through the normal usage of sabbaticals, release time, and professional development grants through University programs.
c. Only incidental use of University facilities and resources was involved in producing the Intellectual Property. This includes instructional technologies that might be associated with online courses where the technology simply supplies a delivery mechanism and does not contribute to the authorship or creative process.

d. The Intellectual Property is course material, such as syllabi, websites, recordings of classroom activities, assignments, and tests, that is developed at the University by the author or inventor, unless grant or other outside funding sources indicate otherwise. The university shall be permitted to use such Intellectual Property for internal instructional, educational, and administrative purposes, including satisfying requests of accreditation agencies for faculty-authored syllabi and course descriptions.

e. The Intellectual Property was created by a student, not employed by the University, solely for the purpose of satisfying a course or degree requirement, including papers, theses, articles, music, or art. This does not apply if the student was employed, specifically assigned, and/or funded by the University (see Section “C”). Intellectual Property created by students in connection with course assignments or in response to surveys administered by the University shall be available for the University to use for internal instructional, educational, and administrative purposes, including the assessment of student learning outcomes.

2. In the case that the Intellectual Property is an “Individual Effort”, a written disclosure to the Office of the Senior Vice President of Academic Affairs is not necessary.

3. Jacksonville University will be granted royalty-free license to use the Intellectual Property for internal instructional, educational, and administrative purposes as long as the individual is employed by the University.

B. University Assisted Effort

1. When the University provides the significant use of University resources to assist in developing the Intellectual Property, the University is entitled to certain rights and privileges.

2. “Significant Use of University Resources” is defined as the use of University resources that is over and above the normal level of funding, release time, sabbatical, library resources, research assistance from librarians, students, and/or graduate assistants, secretarial or clerical assistance, word processing equipment, databases and equipment already owned or licensed by the University, specialized facilities, or other support services for the production of Intellectual Property typically provided by the University. The normal usage of sabbaticals, release time, and professional development grants by the University shall not constitute the “Significant Use of University Resources” unless specified by the University in the terms of the sabbatical, leave, or grant.

3. As early as possible in the creation of the Intellectual Property, preferably before the author or inventor meets the criteria regarding the “Significant Use of University Resources,” the author or inventor shall disclose in writing the facts surrounding the creation of the Intellectual Property to the Senior Vice President for Academic Affairs (hereafter SVPAA).
4. The written disclosure will include: (1) the names of the author(s)/inventor(s), (2) a description of the Intellectual Property, (3) a discussion of the circumstances that led to the development of the Intellectual Property and the University’s involvement, (4) an explanation of what needs to be done to secure protection for the Intellectual Property, and (5) a discussion of what is to be done with the Intellectual Property and its possible benefit to the University.

5. If the SVPAA determines that the significant use of University resources will be required to develop Intellectual Property, the University and the author or inventor will negotiate a contract outlining rights and responsibilities. The contract should, at a minimum, describe the work; set any deadlines and reporting requirements; allocate the rights of each to publish, promote, revise, or otherwise use the work; delineate what rights, if any, the author/inventor retains for attribution, future use, or revision rights; and articulate the division of royalties or revenues, if any, from the sale of resulting products of Intellectual Property.

6. If an agreement between the author/inventor and the SVPAA is not reached within (60) sixty days of receipt of the written disclosure, the SVPAA will convene an Intellectual Property Committee that will recommend what action should be taken by the University. The committee will consist of two faculty members or staff of the SVPAA’s choosing, two faculty members or staff of the author/inventor’s choosing, and a fifth faculty member or staff agreed upon by the other four members. After receiving the committee’s recommendation, the SVPAA will forward his/her final decision in writing to the author/inventor, all within the sixty-day period. The decision may include one of the following:

   a. The University will release all ownership rights for the Intellectual Property to the author/inventors. The University will not require repayment of any expenditure made by the University in developing the Intellectual Property.

   b. The University will release all ownership rights for the Intellectual Property to the authors/inventors. However, the University will require repayment of all expenditures made by the University in developing the Intellectual Property. Repayment will come out of any royalty income that might be received by the authors/inventors.

   c. The University will retain partial ownership of the Intellectual Property with royalty income to be distributed as given below. University funds will be used to further develop, publish/patent, market, and protect the Intellectual Property from infringement.

   d. The University will require an additional sixty days to have the Intellectual Property evaluated by technical development consultants to ascertain whether there would be sufficient interest and financial return to justify continuing the development of the Intellectual Property and its protection. By the end of the sixty-day period, the University will inform the author/inventor in writing which of the above three options was the final decision. If the University decides to retain partial ownership, the work will commence immediately and continue at a reasonable pace. Steps will be taken to maintain and limit the disclosure of patentable materials. Royalties derived from the marketing or licensing of the Intellectual Property will be distributed as follows:

   i. All of the revenue generated by the Intellectual Property will first be used to recover the documentable costs associated with developing the Intellectual Property, seeking its protection, and marketing.
ii. Remaining income will be distributed as follows:

a. Inventor(s) or their heirs 50% of gross royalties
b. Inventor(s)’ Department 20% of gross royalties
c. University 30% of gross royalties

C. University Initiated, Assigned, and Supported Efforts (“Work for Hire”)

1. All rights and ownership of Intellectual Property reside with the University if:

   a. The Intellectual Property was generated as a result of a “work for hire,” which is specifically assigned or commissioned to the individual by the University or arising out of duties for which the individual was specifically employed.

   b. The Intellectual Property resulted from the simultaneous or sequential contribution of numerous faculty, staff, and/or students over an extended period of time without a prearranged understanding of ownership.

   c. The Intellectual Property was created by a student acting as an employee of the University and working on a project as part of responsibilities as an employee.

2. Under special circumstances, the University may share royalty income with the author or inventor of the protected Intellectual Property. Such an arrangement would require approval by the President in consultation with the SVPAA and other officers.

3. An individual who gains professional expertise through such Intellectual Property may engage in professional activities (consulting, presenting at conferences, publishing, etc.) that may result in additional compensation.

4. Any “Work for Hire” will be designated as such by the University and will require a written contract signed both by the employee or student and the University prior to beginning the work on Intellectual Property. In the absence of a written contract, any Intellectual Property developed by the individual remains the copyright of that individual.

D. Sponsor Supported Efforts from Outside the University

1. Where the terms and conditions provided in the sponsorship contract give total or partial ownership to the University, the following additional considerations will apply:

   a. If the funding proposal to develop Intellectual Property was initiated and written by an individual or group of faculty or staff for the purpose of conducting research or developing instructional materials, the University’s portion of the ownership of any Intellectual Property and resulting royalties shall be shared between the University and the involved individuals using the formula delineated above under “University Assisted Individual Effort.” The individuals provide the creativity associated with the development of the protected Intellectual Property.
b. If the funding proposal was initiated by the University and written by faculty or staff expressly for that purpose, the University shall retain all rights and ownership. This can be considered a “work for hire.”

2. Intellectual Property purchased with funds provided by the outside funding agency or foundation shall remain the property of the University unless stipulated differently in the sponsorship contract.

E. Any provision in this policy may be changed by written agreement among all parties prior to the granting of Intellectual Property rights. The author or inventor voluntarily may transfer the Intellectual Property, in whole or in part, to the University. Such transfer shall be in the form of a written document signed by the author or inventor.

F. This policy will not be applied retroactively from the date that it is passed by the Faculty Assembly.

APPROVED BY FACULTY ASSEMBLY APRIL 11, 2012
APPENDIX H – POLICY ON SEXUAL HARASSMENT
Sexual Harassment Policy

I. POLICY STATEMENT

JU strives to establish and maintain a work environment in which the dignity and worth of all employees are respected; an environment characterized by equal employment and the absence of harassment and intimidation. Sexual harassment of staff, administrators and faculty at JU is inconsistent with these objectives and is unacceptable conduct which will not be tolerated. This policy is intended to prohibit sexual harassment; to establish procedures providing due process for both complainants and those accused of sexual harassment. It is the responsibility of each employee to foster and maintain an environment free from sexual harassment.

II. DEFINITION

For purposes of this policy, sexual harassment may involve the action of a person of either sex against a person of the opposite or same sex. Sexual harassment of staff, administrators and faculty at JU is defined, in accordance with the Equal Employment Opportunity Commission’s (EEOC) definition, as any unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature, when:

Submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment;

Submission to or rejection of such conduct is used as the basis for employment, or

Such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance, or creates an intimidating, hostile, or offensive work environment.

III. PROHIBITED CONDUCT

It is a violation of this policy for any employee to engage in sexual harassment or to retaliate against any employee for raising an allegation of sexual harassment, filing a complaint alleging sexual harassment, or for participating in any proceeding to determine if sexual harassment has occurred. Sexual harassment may take many forms. Prohibited behaviors include, but are not limited, to the behaviors described in this section.

A. Sexual Favors as a basis for actions affecting an individual’s welfare as an employee.

No member of the university community shall behave toward another employee in any of the following ways:
Make, or threaten to make, submission to or rejection of requests for sexual favors a basis for decisions or assessment affecting an individual’s employment

Agree or offer to trade sexual favors for favorable decisions or assessments affecting an individual’s employment.

**B. Flagrant or repeated sexual advances, requests for sexual favors, and physical contacts harmful to another’s work or to the work environment.**

No employee shall behave toward another employee in any of the following ways:

Make sexual advances, request sexual favors, or make physical contact commonly understood to be of a sexual nature,

(a) if the conduct is unwelcome by the person(s) to whom it is directed, and

(b) if, because of its flagrant or repeated nature, the conduct either

1. seriously interferes with work or academic performance of the person(s) to whom the conduct was directed, or

2. makes the institution’s work environment hostile, intimidating, demeaning or abusive to a person of average sensibilities.

**C. Flagrant or repeated verbal and other expressive behavior of a sexual nature which is harmful to another’s work or to the work environment.**

No employee shall behave toward another employee in any of the following ways:

Make sexual gestures, inquire about or discuss sexual activities, make sexual comments, statements, jokes, slurs or gender-related epithets concerning a specific person if such gestures, inquiries and remarks are commonly considered by people of a specific sex to be demeaning to that sex, and

(a) if, because of its flagrant or repeated nature, the conduct either

1. seriously interferes with the work performance of the person, to whom the conduct is addressed or directed, or

2. makes the work environment hostile, intimidating, demeaning, or abusive to persons of average sensibilities of that sex.
Display visual materials, alter visual materials displayed by others

(a) if such displays, or alterations are commonly considered by persons of a particular sex of average sensibilities to be demeaning to members of that group, and

(b) if, because of its flagrant or repeated nature, the display or alteration or statement either

(1) seriously interferes with work performance of an employee, or

(2) makes the environment hostile, intimidating, demeaning or abusive to persons of average sensibilities of a particular sex.

D. Consenting Relationships

Consenting sexual and romantic relationships between an employee and someone for whom he or she has professional responsibility (e.g., administrator/faculty relationship, supervisor/employee relationship) are strongly discouraged by JU for the reasons described below.

An employee may feel coerced into an unwanted relationship because he or she feels that refusal to enter the relationship will adversely affect his or her employment.

Conflicts of interest may arise when a supervisor is required to evaluate the work performance of an individual with whom he or she has a romantic relationship. It is difficult at best to be unbiased in such a situation, and other co-workers of the individual involved in the relationship may perceive that individual as having an unfair advantage.

If such a romantic relationship ends negatively, the ongoing work relationship can become difficult. There is a possibility that the individuals involved may seek to harm one another or perceive that they are or were being harmed, and charges of sexual harassment may be raised.

E. Complaint.

Any member of the JU faculty, staff or administration who believes he or she has been subjected to unlawful discrimination as defined in the university’s sexual harassment policy may initiate informal and formal actions for complaint resolution. It is the responsibility of persons receiving complaints about the behavior of an employee which is or may be construed to be a violation of this policy against sexual harassment to promptly
proceed to report the alleged violation in the manner required by this policy. Failure to do so also constitutes a violation of University policy.

F. **Confidentiality.**

All complaints of sexual harassment will be handled promptly, treated with discretion, and fully and fairly investigated. Access to information provided by the complainant will be available only to those persons on a reasonable need-to-know basis. The University will make every effort to maintain confidentiality of the charges and proceedings, subject to the disclosure it deems necessary to conduct a full and fair investigation.

G. **Informal Procedure.**

The purpose of the informal procedure is to provide an opportunity for the parties to reach a mutually acceptable resolution. A complainant is encouraged to use the informal procedure prior to a formal complaint process. A complainant may initiate an informal procedure for resolution of a sexual harassment complaint by contacting a Receiving Officer ("RO"). For faculty the RO may be any academic dean or member of the Sexual Harassment Committee described in Section IV D 3; and for administrators and staff the RO may be the Director of the Human Resource Department, or any member of the Sexual Harassment Committee described in Section IV D 3. The RO shall provide counseling and assistance as soon as possible. Informal complaints should be made as soon as possible, but in no event later than thirty days (30) after the alleged incident.

The RO will counsel the complainant concerning the options available under the sexual harassment policy. If the complainant chooses to proceed with an informal complaint, the complainant may choose one or more steps described below.

The complainant may choose to attempt to resolve the matter by confronting the harasser directly or indirectly (e.g. in person with a witness present, or by letter).

The complainant may request that the RO intervene and help the complainant mediate the complaint with the accused;

The complainant may request that the RO discuss the accusation with the accused, out of the presence of the complainant, and attempt to get resolution.

The RO shall attempt to assist the complainant in reaching a resolution within thirty days (30) of the filing of the informal complaint and shall make a written summary of the informal proceedings which will be retained by the Sexual Harassment Officer ("SHO") who shall be appointed by the President.
If the complainant chooses not to proceed with an informal or formal complaint, the University reserves the right to take appropriate action.

H. Formal Procedure.

If a complaint cannot be resolved informally or if the complainant chooses to take the complaint through the formal procedure, the complainant may elect to initiate the following formal complaint procedure.

A sexual harassment complaint must be made, in writing, and should be delivered or sent to the SHO, or any member of the Sexual Harassment Committee (see 3(b) below) in an envelope marked Personal and Confidential within one hundred and eighty (180) days of the alleged sexual harassment incident; or, if an informal complaint has been filed, within one hundred and twenty (120) days of the final action on the informal complaint.

The written complaint must include the following information:
(a). name, address and telephone number of the complainant,
(b). nature of the complaint,
(c). date(s) and location of the occurrence,
(d). facts upon which the complaint is based and supporting evidence, and
(e). redress sought by the complainant.

The SHO shall notify the accused of the nature of the complaint, the identity of the complainant and the procedures to be followed. The SHO, shall then convene an Sexual Harassment Panel ("SHP") which shall commence an investigation of the complaint as soon as possible but by no means longer than five (5) working days from the receipt of the complaint.

The SHP will consist of five (5) members, including the SHO, chosen from the Sexual Harassment Committee.

The Sexual Harassment Committee shall consist of twelve (12) persons, excluding the SHO, who shall be appointed by the President for a two-year term, and consist of persons of both genders, representing the faculty, administrators and staff. Members of the Academic Freedom and Grievance Committee or University Discipline Committee may not serve a simultaneous term on the Sexual Harassment Committee.

The SHO will select the four (4) members for each SHP from the members of the Sexual Harassment Committee with the following parameters in mind:
(a). fairly apportion the opportunities to serve on an SHP;

(b). provide for representation from the accused’s branch of the university; and

(c). insure that participants on the SHP have no direct association with the persons involved in the complaint and/or a conflict of interest

The SHO will coordinate the investigation and deliberations of the SHP. It will be the responsibility of the SHP to investigate the complaint and report its findings to:

(a). President when faculty or administrators are accused; and

(b). to the Vice President for Finance when the accused is staff. To maintain the confidentiality required by this policy, members of the SHP are prohibited from discussing matters related to the complaint outside meetings of the SHP unless such discussions are part of the assigned investigatory process.

The investigation will provide an opportunity for both the complainant(s) and the accused person(s) to submit facts and to identify witnesses to be interviewed. The SHP shall review the facts and circumstances and interview witnesses identified by the parties. Within seven (7) working days of the completion of the investigation, the Officer will provide a written report of the formal investigation which details the findings, determines whether there is cause to believe the policy was violated, and includes any actions recommended to the President or Vice President of Finance, as appropriate. The SHO shall also provide a report to the complainant, unless prohibited by law, and to the accused. In addition, the SHO shall also provide a quarterly report to the President’s office on the nature and action of each complaint related to sexual harassment without identifying details of the complaint or the names of the parties involved.

If the report finds that the policy has been violated by an administrator or a staff person, the accused person has five (5) days to request a hearing in accordance with the Employee Handbook, including the right of appeal.

If the report finds no probable cause to believe that the policy has been violated, the complainant may appeal, in writing, to the President of the university within five (5) days of the no probable cause finding. The complainant’s appeal must demonstrate that the findings are erroneous, the procedure required by this policy has been violated or that new evidence is available. The complainant and the accused will be notified in writing, of the President’s final decision within ten (10) working days.
I. Other Procedures. The University reserves the right to continue or suspend all proceedings if the complainant or defendant files a charge with the EEOC, through the courts, or with a state agency.

V. SANCTIONS

Because of the private nature of sexual harassment incidents, and the emotional and moral complexities surrounding such issues, every effort will be made to resolve problems on an informal basis. If formal charges are pursued and verified, the sanctions applied will vary depending on the nature and severity of the violation and can include termination of employment.

Examples of possible sanctions for employees of the University include, but are not limited to, participation in developmental educational programs related to sexual harassment; warning letters; poor job performance ratings impacting upon salary, work reassignment, demotion, non-renewal of contract; and suspension or termination.

VI. IMPLEMENTATION

To assure that all faculty, staff and administrators of the University are aware of this policy and the University's commitment to the establishment and maintenance of a working environment free from sexual harassment, copies of this policy will be distributed to employees and placed permanently on designated bulletin boards.
APPENDIX I – SUGGESTED SYLLABUS CHECKLIST
Suggested Syllabus Checklist

INTRODUCTION

A well-designed syllabus lays the foundation for a successful course experience for you and your students. A comprehensive syllabus helps your students prepare to learn by:

Explaining the importance of the course to the student;

Communicating your expectations for student learning and participation;

Organizing and prioritizing the key course components;

Making explicit the rules, regulations, and operating procedures of the class.

Following is a checklist of syllabus components that will help foster open communication and make expectations explicit.

SYLLABUS COMPONENTS:

Course Information:

Course name, number & section

Class meeting time & location

Course Description:

Goal/Rationale of the course:

How the course will benefit the student; how the course relates to the content, primary concepts, and principles of the discipline (i.e. where it fits into the overall intellectual area);

Type of knowledge and abilities that will be emphasized;

How and why the course is organized in a particular sequence.

Statement of learning outcomes:

Written as statements that explain what the students will gain from your course.

Why you chose these objectives as the most important skills/knowledge.
Instructor Information:

Your name & title

Information about Who you are

Office number/Building

Your office hours

Office phone

Email address

How/When to contact you:

Timeframe for returning emails and phone calls.

Philosophy of Teaching and Learning:

An explanation of how you believe people learn, either in general or in your discipline.

An explanation of how your approach to teaching this course will support the students’ learning efforts.

Guidance on the best strategies for learning in your course. What does the student need to do to be successful (should tie directly into your philosophy of teaching and learning).

Course Materials:

Required readings: Textbook (complete citation with ISBN), course reading packets (availability, i.e. library, bookstore), etc.

Suggested readings: Recommended reading list/course bibliography.

Other materials (e.g. Lab or art materials, Web-based resources such as a Blackboard course website or other instructional technologies)

Student Responsibilities:

Attendance:

The University expects all students to attend regularly and punctually all classes. The instructor in each course has authority to set specific attendance policies consistent with the nature of the course and with the methods of teaching and grading.

Faculty members will inform students of class attendance policies at the beginning of each term. Although the student is responsible for complying with the attendance policy, a faculty member may warn a student about poor attendance. If the student fails to return to class, to complete the course
requirements and to properly withdraw from the class, a grade of “F” will be awarded at the end of the term.

Class participation: The explanation should be tied to your philosophy of learning (i.e. if you believe that learning is an active process, therefore some part of each class will require learners to be active participants through question and answer or group work) and your grading policy for class participation.

Assignments: Detailed explanation of what is expected for each assignment, including due dates.

Exams and quizzes: Description of the types of exams and quizzes, including due dates.

Policy for late work
Policy for missed tests
Policy for extra credit

**Grading Method & Scale:**

Grading scale and computation of final grade (points, percentages, and letter grades).

A list of assignments with the weight of each.

A clear explanation of evaluation, including a statement on assessment processes and measurements.

Rubrics for assessing non-objective assignments (e.g. papers, participation, on-line discussions).

**Jacksonville University Policies:**

Withdrawal policy

Policy regarding plagiarism: This section should be used to educate the students about what plagiarism is in your course. If you use the web-based software “Turn-it-in” you may also want to discuss its use as both a tool for education and detection.

Jacksonville University Honor Code (standard, approved statement):

JU students are expected to adhere to the highest standard of academic honesty. Academic misconduct is defined as follows:

*Any form of cheating, including concealed notes during exams, copying or allowing others to copy from an exam, students substituting for one another in exams, submission of another person’s work for evaluation, preparing work for another person’s submission, unauthorized collaboration on an assignment, submission of the same or substantially similar work for two courses without the permission of the professors. Plagiarism is a form of Academic Misconduct that involves taking either direct quotes or slightly altered, paraphrased material from a source without proper citations and thereby failing to
credit the original author. Cutting and pasting from any source including the Internet, as well as purchasing papers, are forms of plagiarism. (Warshauer, M., 2002.)*

*Matthew Warshauer, History Department, Central Connecticut State University, Academic Misconduct/Plagiarism; Questionnaire; http://www.history.ccsu.edu/

The faculty regards all incidents of academic misconduct as major offenses, which merit disciplinary action; faculty members will handle each case of academic misconduct in accordance with their own course policy. Following action, it is recommended that faculty members report all incidents of academic misconduct to the Senior Vice President for Academic Affairs, via division chair and appropriate college dean, in order to identify multiple incidents.

ADA Policy (see: http://www.ju.edu/departments/studentlife/handbook/policies.aspx)

JU provides reasonable accommodations to students with disabilities who need such assistance under the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973. Disability categories can include, but are not limited to, visual, physical, hearing, speech impairments, learning disabilities, and other impairments such as cardiovascular and circulatory conditions, psychological disorders, blood serum illnesses, diabetes, and epilepsy.

A student with a visible or non-visible disability who requests “reasonable accommodation” to his or her condition should provide medical and/or psychological documentation of the disability to the Student Life Office. It is preferable and recommended that documentation be provided immediately after acceptance to the University. Notice of a disability, but not the medical documentation, may be provided by the Student Life Office to any administrator, dean, and/or professor on a need-to-know basis, but only after consultation with the student.

Specialized services are provided through the Student Life Office. Students must request “reasonable accommodations” in a timely manner so that faculty can plan for those accommodations. Students with disabilities are also responsible for maintaining the same academic levels as other students attending class, maintaining appropriate behavior, and providing timely notification of any special needs.

Services provided may include: special arrangements when needed (change of rooms, referrals to tutors), letters of classroom accommodation based on medical recommendations and student suggestions and experience, and individual counseling or referral for counseling. Recommendations for “reasonable accommodations” in the classroom may include priority seating, change of classroom, tape recording of lectures, extra time for tests/quizzes/assignments, alternative test formats, etc. Students who wish to be tested or reevaluated may arrange for testing through the Student Life Office at the student’s expense. Faculty who wish to refer students for testing also should contact the Student Life Office.

Course Calendar:

Class meeting dates, by week/month
Holidays/Other non-meeting dates

Required readings for each class period

Major topics and/or special events by class period

Assignment due dates

Exam and quiz dates

**Additional Resources***


*Most resources available in the JU Center for Teaching and Learning (CTL). All CTL books are available to check-out through the JU Library databases.*
APPENDIX J – COMMITTEE ON ACADEMIC FREEDOM AND GRIEVANCE
Committee on Academic Freedom and Grievance

Duties:

It shall be the responsibility of the Committee on Academic Freedom and Grievance (Faculty Bylaws and Statutes: Statute I) to track and study developments and possible problems in the area of academic freedom at Jacksonville University. Additionally, the committee shall hear faculty grievances regarding pay issues, teaching assignments, leaves, academic freedom, tenure and promotions, terminations and other academic issues.

a. Grievances must be made in writing to the chair of the committee, citing the grievance and the basis for the request. The committee may hear or refuse to hear a grievance, based on the merits of the case.

b. The committee's hearings and records will be confidential. The chair of the committee shall submit a report of the findings and recommendations to the SVPAA, the President and the complainant/grievant. In cases where the university is not the respondent, the same report shall also be sent to the respondent.

Membership:

The committee shall be composed of four tenured members of the faculty who are not division chairs or members of the Committee on Tenure and Promotion. In addition to the four regular members, two alternate members shall be elected to serve as committee members, as required, if a regular committee member cannot participate in a hearing. The committee shall have full discretion in choosing alternates, from those elected, to participate in a particular case.

Elections:

a. The committee shall be elected for terms of four (4) years on a rotating basis, so that the Faculty Assembly shall annually elect at least one member to fill a vacancy caused by the expiration of a term of office. Nominations shall be made in February with the election in March. The new member(s) shall take office at the beginning of the following fall semester.
b. Should a member of the committee resign, a faculty member who meets the requirements of Faculty Bylaws and Statutes, Article III, Section 2 shall be nominated and elected as replacement at the next meeting of the Faculty Assembly.

c. Within three (3) weeks of the March election of the new members, the committee shall convene to elect a chair for the following academic year. The existing committee shall remain as constituted through the summer.
APPENDIX K – GUIDELINES AND CRITERIA FOR CONDUCTING A POST-TENURE REVIEW
The standards used for post-tenure evaluation:

- shall be clear, objective, valid and uniform but flexible enough to acknowledge differences between disciplines;

- shall ensure the protection of academic freedom as defined in the AAUP 1940 Statements of Principles and revisions, including those for post-tenure review (see Bylaws Statute 1 and Statute II, section 2).

- shall maintain the prevailing standards for dismissal and the efficacy of those procedures that assure that sanctions are not imposed for reasons violative of academic freedom or because the administration does not like the faculty member;

- shall recognize positive evidence of teaching, including as acceptable techniques used which are well established, not necessarily the latest methods being advocated, and experimenting with new methods. Student evaluations should have some positive results, although the finest instructors can be rated very low by some students. (To minimize low student evaluations, faculty may avoid curricular experimentation, eliminate the use of more demanding course materials and rigorous standards). This shall not be an occasion for a wide-ranging attempt to uncover negative evidence to be used against the faculty member;

- shall recognize that teaching or research that is regarded by some to be misguided, ill-informed or out-of-step with current trends, when done with professional responsibility and conscientiously is consistent with academic freedom;

- shall admit evaluation records but recognize that negative evaluations or opinions do not constitute proof of deficiencies in overall performance and do not lessen the burden of showing adequate cause for levying sanctions, not do external critics or tendentiously critical attitudes of the faculty member’s colleagues;

- shall offer sufficient protection of faculty autonomy and self-direction and not become a coercive mechanism (to control faculty, individually, or as a group).
The written standards and criteria by which faculty are evaluated should be periodically reviewed by the faculty and adjusted as appropriate. The faculty should consider whether the post-tenure review process adds considerable benefits to the already existing evaluation methods and whether the negative results are minor.

The dean and division chair may find that the faculty member’s performance is acceptable while making suggestions to the faculty member for some possible changes or alternate methods to consider the goal of improving performance. This does not result in the sanction of a probationary period. The dean and the division chair may find the faculty member deserves special recognition for demonstrated high performance.

The faculty member does not bear the burden to justify retention not to avoid the sanction of a new probationary period; the dean and the division chair must both agree and demonstrative that there are serious deficiencies in the overall performance of the faculty member to warrant the sanction of a new probationary period.

The criteria used:

- shall not exceed the original criteria used in awarding the faculty member tenure;
- shall preserve the academic freedom of faculty members to exercise professional judgment in such matters as diversity of teaching styles, methods and philosophies, research projects, course curricula, professional self-direction, student evaluations and the choice of colleagues;
- shall be flexible enough to allow for subsequent alteration, including removal of criteria;
- shall not be set to lessen the burden of the administration to dismiss a faculty member. The administration shall meet the existing standards for dismissal for a faculty member;

The standard should be that of good faith on both sides—a commitment to improvement by the faculty member and adequate support of that improvement by the university.
The outcome of evaluations should be confidential and released only at the discretion of or with the consent of the faculty member.
STANDARDS OF TREATMENT OF HUMAN SUBJECTS

The decision to undertake research rests upon a considered judgment by the individual researcher about how best to contribute to science and human welfare. Having made the decision to conduct research, the researcher considers alternative directions in which energies and resources might be invested. On the basis of this consideration, the researcher carries out the investigation with respect and concern for the dignity and welfare of the people who participate and with cognizance of federal and state regulations and professional standards governing the conduct of research with human participants.

In planning a study, the investigator has the responsibility to make a careful evaluation of its ethical acceptability. To the extent that the weighing of scientific and human values suggests a compromise of any principle, the investigator incurs a correspondingly serious obligation to seek ethical advice and to observe stringent safeguards to protect the rights of human participants.

Considering whether a participant in a planned study will be a “subject at risk” or a “subject at minimal risk,” according to recognized standards, is of primary ethical concern to the investigator.

The investigator always retains the responsibility for ensuring ethical practice in research. The investigator is also responsible for the ethical treatment of research participants by collaborators, assistants, students, and employees, all of whom, however, incur similar obligations.

Except in minimal-risk research (i.e. having subjects fill out forms), the investigator establishes a clear and fair agreement with research participants, prior to their participation, that clarifies the obligations and responsibilities of each. The investigator has the obligation to honor all promises and commitments included in that agreement. The investigator informs the participants of all aspects of the research that might reasonably be expected to influence willingness to participate and explains all other aspects of the research about which the participants inquire. Failure to make full disclosure prior to obtaining informed consent requires additional safeguards to protect the welfare and dignity of the research participants. Research with children or with participants who have impairments that would limit understanding and/or communication requires special safeguarding procedures.
Methodological requirements of a study may make the use of concealment or deception necessary. Before conducting such a study, the investigator has a special responsibility to (i) determine whether the use of such techniques is justified by the study’s prospective scientific, educational, or applied value; (ii) determine whether alternative procedures are available that do not use concealment or deception; and (iii) ensure that the participants are provided with sufficient explanation as soon as possible.

The investigator respects the individual’s freedom to decline to participate in or to withdraw from the research at any time. The obligation to protect this freedom requires careful thought and consideration when the investigator is in a position of authority or influence over the participant. Such positions of authority include, but are not limited to, situations in which research participation is required as part of employment or in which the participant is a student, client, or employee of the investigator.

The investigator protects the participant from physical and mental discomfort, harm, and danger that may arise from research procedures. If risks of such consequences exists, the investigator informs the participant of that fact. Research procedures likely to cause serious or lasting harm to a participant are not used unless the failure to use these procedures might expose the participant to risk of greater harm, or unless the research has great potential benefit and fully informed and voluntary consent is obtained from each participant. The participant should be informed of procedures for contacting the investigator within a reasonable time period following participation should stress potential harm, or related questions or concerns arise.

After the data are collected, the investigator provides the participant with the information about the nature of the study and attempts to remove any misconceptions that may have arisen. Where scientific or humane values justify delaying or withholding this information, the investigator incurs a special responsibility to monitor the research and to ensure that there are no damaging consequences for the participant.

Where research procedures result in undesirable consequences for the individual participant, the investigator has the responsibility to detect and remove or correct these consequences, including long-term effects.
Information obtained about a research participant during the course of an investigation is confidential unless otherwise agreed upon in advance. When the possibility exists that others may obtain access to such information, this possibility, together with the plans for protecting confidentiality, is explained to the participant as part of the procedure for obtaining informed consent.

INSTITUTIONAL REVIEW BOARD

OVERVIEW

Jacksonville University recognizes that an Institutional Review Board (IRB) is an indispensable body regarding oversight of research activities undertaken by its faculty, staff and students. As research activities often involve the potential for abuse of a subject’s autonomy and/or privacy rights, JU has developed this board to ensure that the rights of all research subjects are protected. All research that involves human subjects, tissues/specimens, data/records, or surveys requires review and approval from the IRB. Researchers may not collect data from human subjects until after IRB approval has been obtained.

STANDARD OPERATING PROCEDURES

Membership

The IRB shall have at least six (6) members, with varying backgrounds to promote complete and adequate review of research activities commonly conducted by JU. The IRS shall be sufficiently qualified through the experience and expertise of its members, and the diversity of the members, including consideration of race, gender, cultural backgrounds, and sensitivity to such issues as community attitudes, to promote respect for its advice and counsel in safeguarding the rights and welfare of human subjects. In addition to possessing the professional competence necessary to review the specific research activities, the IRB shall be able to ascertain the acceptability of proposed research in terms of institutional commitments and regulation, applicable law, and standards or professional conduct and practice. The IRB shall therefore include persons knowledgeable in these areas. If the IRB reviews research that includes a vulnerable category of subjects, such as children, prisoners, pregnant women, or handicapped or mentally disabled persons,

3 Adapted from Code of Federal Regulations Title 45, Part 46
consideration shall be given to the inclusion of one or more individuals who are knowledgeable about and experienced in working with those subjects.

Every nondiscriminatory effort will be made to ensure that the IRB does not consist entirely of men or entirely of women. The IRB shall not consist entirely of members of one profession.

The IRB shall include at least one member whose primary concerns are in the scientific area and at least one member whose primary concerns are in nonscientific areas.

The IRB shall include at least one member who is not otherwise affiliated with JU and who is not part of the immediate family of a person who is affiliated with the University.

The IRB shall not have a member participate in the IRB’s initial or continuing review of any project in which the member has a conflicting interest, except to provide information requested by the IRB.

The IRB may, in its discretion, invite individuals with competence in special areas to assist in the review of complex issues which require beyond or in addition to that available on the IRB. These individuals may not vote with the IRB.

**Review of Research**

The IRB shall review and have authority to approve, require modifications in (to secure approval), or disapprove all human subjects research activities at JU.

The IRB shall require that information given to subjects as part of the informed consent is in accordance with CFR Title 45. The IRB may require that information, in addition to that specifically mentioned in CFR Title 45 be given to the subjects when in the IRB’s judgment the information would meaningfully add to the protection of the rights and welfare of subjects.

The IRB shall require documentation of informed consent in accordance with CFR Title 45, expect the IRB may, for some or all subjects, waive the requirement that the subject, or the subject’s legally authorized representative, sign a written consent form if it finds that the research presents no more than minimal risk or harm to subjects and involves no procedures for which written consent is normally required outside the research context.
In cases where the documentation requirement is waived under paragraph (c), the IRB may require the investigator to provide subjects with a written statement regarding the research.

The IRB shall notify investigators of its decision to approve or disapprove the proposed research activity, or of modifications required to secure IRB approval of the research activity. If the IRB decides to disapprove a research activity, it shall include in its written notification a statement of the reasons for its decision and give the investigator an opportunity to respond in person or in writing.

The IRB shall conduct continuing review of research at intervals appropriate to the degree of risk, but not less than once per year, and shall have authority to observe or have a third party observe the consent process and the research.

**Records**

The JU IRB shall prepare and maintain adequate documentation of IRB activities, including the following:

(1) Copies of all research proposals reviewed, scientific evaluations, if any, that accompany the proposals, approved sample consent documents, progress reports submitted by investigators, and reports of injuries to subjects.

(2) Minutes of IRB meetings which shall be in sufficient detail to show attendance at the meetings; actions taken by the IRB; the vote on these actions including the number of members voting for, against and abstaining; the basis for requiring changes in or disapproving research; and a written summary of the discussion of controversial issues and their resolution.

(3) Records of continuing review activities.

(4) Copies of all correspondence between the IRB and the investigators.

(5) A list of IRB members identified by name; earned degrees; representative capacity; indications of experience such as board certifications, licenses, etc. sufficient to describe each member's chief anticipated contributions to IRB deliberations; and any employment of other relationship between each member and the institution; for example: full-time employee, part-time employee, a member of governing panel or board, stockholder, paid or unpaid consultant.
(6) Written procedures for the IRB.

Records shall be retained for at least 3 years after completion of the research.

Criteria for IRB Approval of Research

In order to approve human subjects research the IRB shall determine that all of the following requirements are satisfied:

(1) Risks to subjects are minimized: (i) By using procedures which are consistent with sound research design and which do not unnecessarily expose subjects to risk, and (ii) whenever appropriate, by using procedures already being performed on subjects for diagnostic or treatment purposes.

(2) Risks to subjects are reasonable in relation to anticipated benefits, if any, to subjects, and the importance of the knowledge that may be expected to result. In evaluating risks and benefits, the IRB should consider only those risks and benefits that may result from the research (as distinguished from risks and benefits of therapies that subjects would receive even if not participating in the research). The IRB should not consider possible long-range effects of the research on public policy as among those research risks that fall within the purview of its responsibility.

(3) Selection of subjects is equitable. In making this assessment the IRB should take into account the purposes of the research and the setting in which the research will be conducted and should be particularly cognizant of the special problems of research involving vulnerable populations, such as children, prisoners, pregnant women, handicapped, or mentally disabled persons, or economically or educationally disadvantaged persons.

(4) Informed consent will be sought from each prospective subject or the subject’s legally authorized representative, in accordance with and to the extent required by CFR Title 45.

(5) Informed consent will be appropriately documented, in accordance with and to the extent required by CFR Title 45.

(6) Where appropriate, the research plan makes adequate provision for monitoring the data collected to ensure the safety of subjects.
(7) Where appropriate, there are adequate provisions to protect the privacy of subjects and to maintain the confidentiality of data.

When some or all of the subjects, such as children, prisoners, pregnant women, handicapped, or mentally disabled persons, or economically or educationally disadvantaged persons, are likely to be vulnerable to coercion or undue influence additional safeguards have been included in the study to protect the rights and welfare of these subjects.
APPENDIX M – GRANTS AND CONTRACTS POLICIES AND PROCEDURES
EXECUTIVE SUMMARY

Grants are complicated. Inter-departmental communication is vital if a grant is to be successfully completed. Grant seekers should receive approval from the officers of the university before they apply for an outside grant. They will review the proposal to determine whether it furthers the mission and vision of the university. Any grant involving academics requires approval from the SVPAA after approval is given by the division chair and the college dean. Grants involving university funds must receive approval from the Vice President of Finance and Administration after both the chair and dean sign off on the idea. The grants accountant has to be informed from the beginning of a grant application, so that he can formulate a plan for creating the appropriate accounts to handle funds if the grant is awarded. The Director of Grants holds a copy of the grant application and awaits notice from the primary investigator as to whether the application was successful or not. In order to ensure that these many steps are followed, all grant seekers are asked to write a summary of their planned application and complete the grant routing sheet and budget. The list of required signatures at the bottom of the routing sheet is your guide to who needs to know about your plan. The order of signatures is not necessarily significant, but if the key officers do not approve your plan, you may have to rethink and revise.
External Grants and Contracts Policies and Procedures

I. Statement of Purpose

The university, recognizing the importance of outside funding for curriculum and faculty development, research, capital enhancement and programming, encourages the submission of grant proposals.

The grants policy is in place to:

- Assist the grant proposal author(s) and administrators in expediting the process of writing and submitting proposals
- Ensure the feasibility and high quality of projects
- Check proposals for consistency with the university’s mission
- Enable collaboration to determine the appropriate amount of funding to request
- Facilitate the procurement and administration of awards

II. Publicity and Information Sharing

Annual summary reports of grant submission activity prepared by the institutional advancement office will be prepared for faculty, administration and staff. Proposals submitted to external agencies may be shared within the university with others who wish to submit a funding request to a similar agency or program.

All external releases to the campus, public or press will be submitted through the Office of Communications and Marketing.

III. External Grants and University Contracts

POLICY

This policy governs the preparation, submission, and administration of grants and contracts, submitted through the university, requesting funding from government agencies or private funding sources.

The author(s) of grant proposals must be full-time faculty/staff members. Proposals by adjunct professors and part-time staff members must be submitted in conjunction with a full-time faculty and/or staff member.

All projects funded externally should be compatible with the mission of the university and show direct or indirect institutional benefits. The university will support projects which promote excellence in teaching, professional scholarship, community outreach and university enhancement. The university will have the option, through a chain of reviewers to postpone, negotiate or deny a prospective proposal. These options will be communicated to the author(s) in writing. The reviewers must ensure that the faculty member is qualified to complete the project and that the grant will not interfere with obligations to the university.

Great care will be exercised at all levels of the review to avoid any abridgement of or interference with academic freedom. It is the responsibility of the author(s) to justify the need for funding by stating institutional and personal benefits. Collaborations among faculty and with outside institutions are strongly encouraged.
External Grants and Contracts Policies and Procedures

**PRIORITYATION**
The SVPAA with consultation from the Vice President of Institutional Advancement and the President’s Council shall prioritize the grants and make decisions in the event that only one submission can/should be made to a given funding agency. The President's Council will review annually the university's commitment to provide matching funds to meet institutional needs and keep proposals focused on the university’s mission.

**INDIRECT COSTS**
Until such time that an overhead rate is federally negotiated, all proposals, if allowed by the funding agency, must include a minimum of 10% indirect costs in their budgets. Funding received for indirect costs may be tapped by the Financial Affairs Office to support new grant applications. The Financial Affairs Office in conjunction with Academic Affairs and Institutional Advancement must be involved in negotiating an indirect cost rate.

**BUDGET**
The Grants Accountant and Office of Financial Affairs will review the proposal budget for accuracy. The Office of Financial Affairs will ensure that all financial and accounting issues are addressed in the budget and the grant proposal. It is not the responsibility of the Office of Financial Affairs to pass judgment on the substance of the proposal. The role of the office is to make suggestions as to the feasibility of the budget.

**STIPENDS**
Requested faculty stipends should be calculated at a monthly prorated amount of annual salaries or fair market value of services required.

**FRINGE BENEFITS**
The cost of fringe benefits associated with all salaries, stipends, and student work awards must be included in the proposed budget. An average estimate is 25% of the salary amount devoted to the project. If a more exact number is needed you may call the Director of Human Resources.

**TEACHING RELEASE TIME**
Teaching release time may be provided as matching funds by the university or reimbursed to the university at the institution’s accepted rate. The requester may apply for one of the following:

- Continue to teach class and apply for a stipend from the grantor
- Release time from the university and reimbursement from the grantor to the university
- Release time as a matching fund from the university
- Release time from the university, release time reimbursement from the grantor to the university or as a matching fund from the university and a stipend.

Any application for release time may be considered as a matching fund by the university. All costs associated with release time will be accounted for in the budget. The division chairs and the deans are responsible for ensuring that the number of credit hours taught by adjuncts in any division does not compromise the academic integrity of the unit.
External Grants and Contracts Policies and Procedures

**COMPUTER OR TECHNICAL EQUIPMENT**
The Chief Information Officer (CIO) must be informed by the grant administrator about any computer equipment requested in any proposal. This communication must take place in the prospectus review stage. While the CIO will not evaluate the merit of the proposal, he/she has the obligation to study how the equipment requested fits the university's inventory and whether technical support is available, advising the grant administrator, author(s) and reviewers accordingly. In addition to meeting government grant requirements, the IT department must be able to document the method of procuring any technological equipment.

**SPACE ALLOCATION**
Proposals requiring additional space, renovations, and/or furnishings for existing space must be indicated in the prospectus. Such requests must be reviewed by the appropriate division chair, college dean, and the Vice President for Financial Affairs and any other affected university committees.

**DOCUMENTATION**
Copies of all documents pertaining to submission, awarding and reporting of a grant or contract shall be retained in the appropriate division, college, grants office, and the controller's office.

**GRANT ADMINISTRATION**
Grants or contracts will be monitored by the director of grant administration in Institutional Advancement and the grant accountant in the controller's office. The grants office will provide the following services for the preparation of grant proposals submitted to government, private and corporate funding sources:

- Review of the funding source, to assure the project fits the mission of the grantor and the priorities of the university and to avoid multiple requests to the same grantor and other potential conflicts of interest.
- Input to and review of the prospectus, proposal and subsequent reports.
- The grants accountant will record grant expenditures and review them with the primary investigator should there be any concerns. They are responsible for ensuring that funds are spent according to the terms set by the funding agency and within the approved budget.

**CONFLICTS OF INTEREST**
The university expects its faculty to conduct their professional activity ethically and objectively. An author(s) should never be placed in a position where his or her objectivity appears to be compromised by competing interests or involvements. Conflicts of interest occur when it is reasonably determined that significant financial interests could directly and significantly affect the design, conduct and reporting of grant-supported research or educational activities.

The university's primary responsibility when conflict of interest questions arise is to protect its stated mission. Such conflicts involve inappropriate financial gain (conflict of interest) or inappropriate use of time (conflict of commitment). The appearance of such conflicts should be avoided and warrants review by the university. The university requires all faculty or staff applying for grants to disclose all significant financial interests that would reasonably appear to be affected by the research or educational activities funded by the grant.

The division chair and college dean will be responsible for approval of the Faculty Declaration of Conflict of Interest (See Appendix D). If there is a conflict see Procedures for conflicts of interest or commitment. The SVPAA is responsible for recommendations and final approval in the case of a conflict of interest.
External Grants and Contracts Policies and Procedures

EXTERNAL UNIVERSITY CONTRACTS

University contracts are any agreement between a faculty member and/or the university and an independent third party. It may be a private or a federal, state or local government agency. A contract is different from a grant in that it is a procurement instrument used by a private or government agency to acquire supplies or services for its direct benefit from the university. Contracts must follow the same policies and procedures as grants and are negotiated in coordination with the Vice President of Financial Affairs.

PROCEDURES

After discussion of concept and estimated costs with the respective division and college deans or administrative supervisor, contact the grants office. The proposal author(s) must submit a prospectus and other forms for pre-approval before submission of the final proposal as outlined below. Exceptions to the stated policies shall be allowed only in unusual situations. Such exceptions are at the discretion of the Senior Vice President of Academic Affairs and the Vice President of Institutional Advancement.

SUBMISSION

During the grant approval process, the author(s) should be in communication with the JU reviewers and individuals in the chain of review. Individuals may request access to relevant information and previous proposals by the author(s) or current drafts of the proposal in question. No proposal may be submitted without having first submitted a prospectus through the chain of review. It is recommended that the grant author(s) meet with both the director of grant administration and the grant accountant to review and discuss the proposal. A preliminary budget and the forms listed in the Appendix must be submitted with the prospectus and proposal.

It is the responsibility of the author(s) with assistance from the director of grant administration to monitor the progress of this process to ensure timely completion.

If there is a peer review, comments should be attached to the prospectus at the time of submission. Each reviewer should add written comments where applicable and attach to the prospectus. In the event that the prospectus is sent back for additional information or improvement the author will address the comments of the reviewers. After the necessary changes are made the author may resubmit the prospectus through the outlined routing process. If the prospectus is approved by all reviewers, then the investigator/author may complete and rout the grant application and then submit the application to the funding agency.

One copy should be routed. Each of the reviewers should receive the copy of the proposal and either pass it on sequentially or return to the grant administrator. If there is a peer review, comments should be attached to the proposal at the time of submission. Each reviewer should add written comments where applicable and attach to the proposal. In the event that the proposal is sent back for additional information or improvement the author will address the comments of the reviewers. After the necessary changes are made the author may resubmit the proposal. If the proposal is approved by all reviewers, then the investigator/author may submit the final proposal to the grantor. All grant proposals should include how the grant will be evaluated and how the results will be measured.

Upon completion of the above procedures, the grants office is available to organize the proposal packet, duplicate it and mail it in a timely manner. The grants office will cover the cost of duplication and postage. The grants office will ensure that copies of the approved final proposal are delivered to the appropriate on-campus offices.

In the case of electronic submittal the grants office will obtain permission codes for the author(s) when the proposal has been approved by JU. The director of grant administration will monitor the electronically submitted
External Grants and Contracts Policies and Procedures

proposal by entering the grantor website as necessary. After the contract for the proposal has been approved and signed, a project director and primary investigator will be named. The project director will usually be the principal author. The project director will manage the project and the primary investigator will execute and direct the actual work of the project.

**Fiscal Management**
Grant applicants will notify the grants office when the grant has either been approved or denied by the grantor. After a sponsored project award has been negotiated and accepted, the project director will notify the director of grant administration who will in turn contact the grant accountant to establish a separate unit or project number. As soon as a unit or project number is issued and the award is received, the primary investigator may make expenditures and financial commitments in accordance with the terms and conditions of the grantor award agreement. The project director oversees the financial aspects of the externally funded grant. Any budget revisions, adjustments, or time extensions need to be approved by the granting agency, with advance notification given to the director of grant administration and the grants accountant. In addition, the project director serves as the fiscal officer for the grant.

The director of grant administration will act as a liaison between the granting agency, the primary investigator, and the grants accountant. They will act as a coordinator between various university offices.

**Grant Documentation**
The grant accountant will maintain files on all active and proposed grants to Jacksonville University. The information will include copies of grant contracts and grant budgets.

The grant accountant will meet with the director of grant administration and the project director of each grant which is in prospectus or proposal status.

The grant accountant will meet with the director of grant administration to review all current and pending grant activity.

Files on inactive grants will be maintained for a minimum of three years or the period designated by the granting agency, whichever is longer.

The grant accountant will maintain a grants folder on the controller's shared drive. This folder will include copies of all grant billings and other documentation deemed necessary. The grant accountant is responsible for the following:

**Communications and Marketing**
Upon notification of the receipt of an award the director of grant administration and the primary investigator will notify the Vice President of University Relations and External Affairs who will create a plan for release of information to the campus and public.

**Reporting**

**Program Monitoring**
The grant office and the grant accountant are tasked with housing documentation demonstrating that good financial, inventory, and procurement practices are followed:

This includes systems to care for financial reporting, accounting records, internal control, budget control, allowable cost, source documentation, and cash management.
External Grants and Contracts Policies and Procedures

The university must account for every grant dollar.

Physical control over assets must be demonstrated.

Source documents such as cancelled checks, paid bills, payrolls, time and attendance records and contract documents must be retained.

Inventory control will include the notes on location, custody and security of equipment.

Procurement documents will include a price analysis and selection process from written competing bids or invoices.

Fiscal Reporting
The director of grant administration monitors the financial accounting of the grant award routinely with the grant accountant. The grant accountant is responsible for submitting any fiscal reports required by the funding agency.

Technical Reporting
The primary investigator is responsible for preparing and submitting all reports and any invention disclosures as required by the funding agency.

Evaluation and Measurement Reporting
The primary investigator must include an evaluation with any measurements or benchmarking of results in all interim and final reports.

The above reporting is an important obligation; failing to turn in reports on time can result in the agency delaying or suspending the final payment on the grant or contract. Additionally, such negligence can jeopardize possible future funding, not just for the primary investigator but for other researchers at the university.

Conflicts of Interest or Commitment
The appropriate college dean will certify that the statements contained in the Faculty Declaration of Conflict of Interest (Appendix C) are true and complete (to the best of their knowledge) and that the university agrees to accept the obligations to comply with award terms and conditions. They will have indicated this by signing the Approval for External Grant/Contract Prospectus form which will be sent to the Senior Vice President for Academic Affairs (Appendix A).

If a conflict exists, corrective action will be taken through the following review and appeal procedures and the proposal may be delayed.

Review
When a conflict is identified the College Dean will refer the matter to the author’s Division Chair. The Division Chair will meet with the Primary Investigator to obtain additional information and render an opinion as to whether any conflict exists. The College Dean along with the Senior Vice President of Academic Affairs will review the Division Chair’s recommendations and may change any aspect of the review. A copy of approval or rejection of the Faculty Disclosure Review Form will be sent to the primary investigator and the Division Chair.

Appeal
If the primary investigator wishes to appeal the decision a request must be made to the Senior Vice President for Academic Affairs. Listed below are the procedures for appeal:

- The primary investigator notifies his/her Division Chair and College Dean that an appeal is being made to the Senior Vice President for Academic Affairs. The Senior Vice President for Academic Affairs will request
External Grants and Contracts Policies and Procedures

a review and recommendations from other faculty and staff as appropriate. A recommendation will be sent to the primary investigator by the Senior Vice President for Academic Affairs.

- The primary investigator will revise the prospectus and/or proposal and resubmit it with changes based on the above recommendations.

Examples of Conflicts of Interest

- Purchasing equipment or services for a grant from a vendor when the primary investigator has a private financial interest in the company.
- Pursuing funding for a grant from a source in which there is a financial interest
- Initiating or pursuing financial business or consulting work from the source funding a grant.
- Soliciting consulting work based on knowledge derived from a funded grant before dissemination to the public.
- Permitting the funding source to affect the objectivity with which the grant-supported research project is pursued.
- Permitting the funding source to restrict the release of information or the application of discoveries collected by the grant in the absence of a written agreement.
- Transmitting information collected by the grant to outside sources for personal gain in the absence of a written agreement.
- Using any privileged information acquired in connection with a grant for personal gain.
- Using the university's name and facilities or granting university academic credit for a private financial venture in the absence of a formal written agreement with the university.
- Hiring the family members of a primary investigator to work on a funded grant unless approved in writing by the granting agency, division chair, dean, and the Vice Presidents for Academic Affairs and Financial Affairs.

Examples of Conflicts of Commitment

- Working outside of the university for a greater number of hours than specified in the faculty bylaws.
- Knowingly overestimating or underestimating the amount of time a grant activity is expected to consume.
- Engaging in a research project funded by an external funding agency without having requested and been granted the appropriate release time from university responsibilities.
### Appendix A - Approval for External Grant/Contract Prospectus

Attach application or narrative

<table>
<thead>
<tr>
<th>Date Routed:</th>
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<tbody>
<tr>
<td>Project Title:</td>
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<td>Project Primary Investigator:</td>
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<td>Dept/College:</td>
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<td>Proposed Project Start (mm/dd/yy):</td>
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<td>Proposed Project End (mm/dd/yy):</td>
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<td>Application Deadline for Mailing Proposal:</td>
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<td>Submitted By:</td>
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<td>Agency:</td>
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<td>Grant type: (check) Federal State Local Private</td>
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<td>Award type: (check) Grant Contract</td>
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I verify that I have read the attached and find it consistent with the mission, policies, and capabilities of the university.

____________________________  ___________
Signature Date

1. Division Chair:  
2. College Dean or Administrative Department Head  
3. Director of Grant Administration:  
4. Senior Vice President Academic Affairs:  
5. Grant Accountant  
6. Vice President of Financial Affairs:  
7. Vice President of Institutional Advancement:  
8. President:
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<tr>
<th>Budget Category</th>
<th>Directions</th>
<th>JU Cost</th>
<th>Agency</th>
<th>Other</th>
<th>Total Cost</th>
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<tbody>
<tr>
<td>1a. Personnel</td>
<td>List each job category</td>
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<td>1b. Personnel Fringe</td>
<td>Use 25% or call HR</td>
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<td>Total Personnel</td>
<td>Subtotal (1 - a &amp; b)</td>
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<td>2 Faculty Release Time</td>
<td>List salary dollar &amp; fringe amount</td>
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<td>3 Construction/Renovation</td>
<td>Include any necessary changes</td>
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<td>4 Materials</td>
<td>Consumables with a longer lifespan</td>
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<td>e.g. books, software, etc.</td>
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<td>5 Supplies</td>
<td>Consumables</td>
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<td>6 Equipment</td>
<td>e.g. Hardware,</td>
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<td>7 Travel</td>
<td>Airfare</td>
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<td>Mileage</td>
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<td>Lodging</td>
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<td>Meals</td>
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<td>8 Contractual Services</td>
<td>e.g. Printing, consulting, etc.</td>
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<td>9 Training</td>
<td>e.g. Registration &amp; Training</td>
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<td>10 Other</td>
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<td>INDIRECT 10%</td>
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<td>Financial Affairs Sign</td>
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Appendix C – Faculty Declaration of Conflict of Interest

Name: ___________________________  Title & Rank: ___________________________

Please respond to each section by writing “yes” or “no”. If the response is “yes” please explain in COMMENTS section below. Please submit to Division Chair.

YES/NO  CONFLICT OR RELATIONSHIP

I have activities I am required to report, external income-producing activities or possible conflicts of interest or commitments or salary or payments from a for-profit organization, including no equity interests (stocks, bonds, etc.) exceeding $10,000 in value, or ownership in a relevant business representing more than 5% ownership interest, or intellectual property rights in relevant areas (copyright, patents, etc.).

I have a financial relationship (consulting, management, ownership) with a sponsor of my research.

I have a financial relationship (consulting, management, ownership) with a company that does business with JU or which funds or supplies my research. If yes, please explain here.

I have a non-university professional income producing activity involving JU students, other staff, or university facilities. If yes, please explain here.

COMMENTS
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

List non-university income-producing activities

Please list all activities in the past year during academic appointment.

<table>
<thead>
<tr>
<th>Nature of Activity</th>
<th>For Whom (Company)</th>
<th>Number of Weeks</th>
<th>Total # of Hours</th>
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I certify that the above information is true to the best of my knowledge

Signature ___________________________  Date ___________________________
ADMINISTRATIVE REVIEW SHEET

___ based on the information received, outside activities and affiliations do not represent conflicts of interest or commitment.

___ based on the information received, outside activities and affiliations do represent a conflict of interest or commitment and warrants the following corrective action:

____________________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________________

________________________

Signature of the Division Chair __________________________________________________________________

Date Received ___/___/___

Date Reviewed ___/___/___

Grant Deadline ___/___/___

Signature of the College Dean __________________________________________________________________

Date Received ___/___/___

Date Reviewed ___/___/___

Signature of the Vice President for Academic Affairs or Designee ________________________________

Date Received ___/___/___

Date Reviewed ___/___/___
# External Grants and Contracts Policies and Procedures

## Appendix D  Faculty Commitments

<table>
<thead>
<tr>
<th>Name:</th>
<th>Title &amp; Rank:</th>
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<th>Courses Taught the Past Year</th>
<th>Proposed for Coming Year</th>
<th>Additional Time Commitment Required</th>
<th>Release Time Requested</th>
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<tr>
<th>Number of Student Advisees:</th>
<th>Current # Future Committee Assignments List:</th>
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<tr>
<th>Research / Internships Supervised Past Year</th>
<th>Proposed for Coming Year</th>
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<tbody>
<tr>
<td>Title of Project:</td>
<td>Title of Project:</td>
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<tr>
<th>Current Grant Supported Research (List Title of Project, Source and Size)</th>
<th>Current Research NOT Supported by Grants (Briefly describe each project)</th>
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External Grants and Contracts Policies and Procedures

Appendix E - Technology Equipment and Support Review

Please list any technical equipment and describe technical support needed to implement proposal. Include budgeted amount for these items.

Hardware: 

Support: 

Chief Technology Officer, Institutional Technology or designee:

Signature: 

Date: 
## Appendix F: Final Approval for External Grant/Contract Proposal

**Attach Final Application**

<table>
<thead>
<tr>
<th>Date Routed:</th>
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<tbody>
<tr>
<td>Project Title:</td>
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<tr>
<td>Project Primary Investigator:</td>
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<td>Dept/College:</td>
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<td>Proposed Project Start (mm/dd/yy):</td>
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<td>Proposed Project End (mm/dd/yy):</td>
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<td>Application Deadline for Mailing Proposal:</td>
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<tr>
<td>Submitted By:</td>
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<td>Agency:</td>
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<td>Award type: (check)</td>
<td>Grant</td>
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<td></td>
<td>Contract</td>
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I verify that I have read the attached and find it consistent with the mission, policies, and capabilities of the university.

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<tr>
<th>Signature</th>
<th>Date</th>
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1. Division Chair:

2. College Dean or Administrative Department Head:

3. Director of Grant Administration:

4. Senior Vice President Academic Affairs:

5. Grant Accountant:

6. Vice President of Financial Affairs:

7. Vice President of Institutional Advancement:

8. President:
Appendix G - Routing Flow Chart

1. Primary Author
2. Division Chair
3. College Dean
4. Institutional Grants Administrator
5. Vice President Financial Affairs
6. Vice President Institutional Advancement
7. Senior Vice President Academic Affairs
8. President
9. Peer Review Optional
10. Institutional Technology
11. Private Foundations Grants Specialist
12. For Budget Review
Appendix H - Resources for Grants

RESOURCES FOR GRANTS – CONTACT THE GRANTS OFFICE FOR SEARCH ASSISTANCE

Grants are usually from private foundations or government agencies. Government grants sometimes operate on short notice. But, in many cases, they are repetitive, so if we miss a deadline, we can start preparing for the next cycle’s application date.

The Institutional Advancement Office has access to the Foundation Center, a subscription service with comprehensive data on private foundations. If you do not have a source identified for your grant project, we can assist you with research. We also try to keep a list of Florida foundations, and Duval County based foundations.

With regard to government grants, the following might be helpful:

- [www.grants.gov](http://www.grants.gov) over 1,000 grant programs offered by all federal grant-making agencies
- [www.nsf.gov](http://www.nsf.gov) National Science Foundation
- [www.nea.gov](http://www.nea.gov) National Endowment for the Arts
- [www.neh.gov](http://www.neh.gov) National Endowment for the Humanities
- [www.hhs.gov](http://www.hhs.gov) National Health & Human Services
- [www.nih.gov](http://www.nih.gov) National Institutes of Health
- [www.ceda.gov](http://www.ceda.gov) National Catalog of Federal Domestic Assistance
- [www.nonprofit.about.com](http://www.nonprofit.about.com) Charitable Resource Info.
- [www.nationalservice.org](http://www.nationalservice.org) Includes programs such as service learning and AmeriCorps
- [www.ed.gov](http://www.ed.gov) Federal Department of Education
- [www.fl DOE.org](http://www.fl DOE.org) Florida Department of Education
- [www.flahum.org](http://www.flahum.org) Florida Humanities Council
- [www.florida-arts.org](http://www.florida-arts.org) Florida Div. of Arts & Cultural Affairs
- [www.dhr.dos.state.fl.us](http://www.dhr.dos.state.fl.us) Florida Div. of Historic Resources
- [www.tgci.com](http://www.tgci.com) The Grantsmanship Center lists federal grant announcements issued each day in the Federal Register ~
- [www.ceda.gov](http://www.ceda.gov) The Catalog of Federal Domestic Assistance (CFDA)–federal grants
Appendix I  Support from Grants Accountant

The grants accountant in the Controller’s Office is to ensure that:

A copy of all grant checks is sent to the Office of Institutional Advancement for their records.

The financial activities of all grants to Jacksonville University are accounted for in the general ledger accurately and on a timely basis.

All grant billings are processed on a timely basis.

All payments for grant receivables are received and posted on a timely basis.

The grant receivable account (13580) is reconciled on a monthly basis.

All grant transactions and balances are reviewed for accuracy and appropriateness on a monthly basis.

All financial and accounting issues are reviewed and addressed in all grant prospectuses and proposals.

All grant financial reports are submitted to the granting agencies on a timely basis.

Copies of supporting documentation, including grant contracts and budgets are maintained in the controller's office.

Grant Financial Reports

Submit all financial reports required by the granting agency.

Maintain copies of all submitted financial reports with the appropriate supporting documentation.

Give copies of the financial reports to the director of grant administration and to the designated director of each grant.

Notify the project director and the director of grant administration of any impending deadlines for grant spending, grant activity and financial reports.

Grant Billings

Submit all invoices and any supporting documentation required by granting agencies.

Process invoices through the MCRG process in Colleague Financials.

Set up any financial arrangements required by the granting agency.

Draw down money to reimburse the university in any grant where this financial arrangement has been made with the granting agency.
**Grant Receivables**

Reconcile grant receivables on a monthly basis.

Follow up any past due receivables and reissue invoices when necessary.

Ensure that all grant monies are received on a timely basis and properly processed through the cash receipts system.

**Grant Activities and Balances**

Review the transactions and ending balances in each grant on a monthly basis.

Report and discuss any issues noted in the review with the controller, project directors and the Director of Grant Administration.

Prepare and post any necessary adjusting journal entries to the grant accounts.

Compare Projects Accounting activity to related grant activity to ensure that all activity is being properly processed through Projects Accounting.

Notify the project director of any discrepancies between projects activity and grant activity so that future transactions will be processed accurately.

Make the necessary adjusting journal entries to reconcile projects transactions with grant transactions.

**Grants Accounting**

Monitor activity on proposed or pending grants to ensure that all financial and accounting issues are addressed.

Review the grant contract and budgets of all proposed or approved grants.

Determine the accounting structure that is needed for the grant, including Projects Accounting.

Ensure that a unit is established for the grant where necessary.

For ongoing grants that have projects assigned to them, create a new project for the grant at least one month before the start of the new grant year.

Notify the project director, the Director of Grant Administration, and Human Resources of the ending and starting dates that expenses can be charged to the outgoing project and to the incoming project at least one month before the beginning of the new grant year. Human Resources will provide the grant accountant with a screen shot for all project account changes for personnel related to the new grant year.
Appendix J-Call for Research Papers

TYPES OF PROJECTS (RESEARCH, INSTITUTIONAL SCHOLARSHIP, CREATIVE COURSE DEVELOPMENT)

DEADLINE FOR SUBMISSION
XXX XX, 201X, 5:00 p.m.
Notification by XXX XX, 201X

SUBMISSION GUIDELINES

Submit 5 copies of single-spaced research prospectus to Chair of Faculty Affairs Committee

Prospectus must include the following order:

- Title of the project
- Abstract (overview) of the project
- Justification for the importance of the project in terms of the principal investigator's own development, contemporary research interests in the discipline, and the impact on the University
- Detailed, but not too technical, description of the project and its planned methodology
- Timetable (beginning and end) of the project
- Expertise in the area (including relevant list of publications/presentations, etc.)
- Itemized budget with detailed rationale
- Plan for dissemination of results
- Relevant bibliography

Selection factors:

- Criteria for selection include: originality, feasibility, impact on researcher, discipline, and University.
- The committee will give special consideration to projects:
  - Submitted by faculty not submitting a proposal in the last academic year.
  - Which require matching funding or which have been funded by external sources (submit documentation).
  - Which involve students.
  - Whose results will be published or presented at professional meetings.
**Funding is limited to $1,000 per project.** Funded items: equipment and travel related to research. Items not funded: student assistance and travel, dissertation research.

**CONDITIONS FOR RESEARCH FUNDING**

All faculty research projects funded by Jacksonville University must fulfill the following conditions:

- Projects must be completed within two years of start-up date.
- Funds must be spent within the first three semesters or two summers of the project.
- Progress reports must be submitted by April 1 for projects starting in May the year before, or by October 1 for projects starting in January of the same year (forms will be issued).
- A detailed final report must be submitted to the Faculty Affairs Committee by the last day of the Spring semester of the project’s last year.
- Major changes in budget items must be preceded by a formal request to the committee.
- All purchase requisition forms and/or reimbursement slips must be submitted to and approved by the Chair of the Faculty Affairs Committee before being sent to the Vice President for Academic Affairs.
- All equipment and/or permanent materials purchased for the project will be the property of Jacksonville University.
- The researcher must agree to present the results of her/his research at a faculty symposium held at the University.
- The researcher must agree to submit the results of her/his findings in a JU research booklet.

I read and understand the terms of this agreement. Failure to abide by it may jeopardize my current and future funding.

Name: ___________________________________________ Date: __________________

Signature: _____________________________________________

Project Title: ___________________________________________

Start-up date: ___________________________________________