JACKSONVILLE UNIVERSITY

FACULTY HANDBOOK

Updated Fall 2019
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SECTION I: HISTORY, MISSION, AND ACADEMIC ORGANIZATION

HISTORY OF THE UNIVERSITY

Jacksonville University is a private, independent institution that began in 1934 as Jacksonville Junior College, becoming Jacksonville University (JU) in 1956 and maintaining continuous SACSCOC accreditation since 1961. JU is composed now of the Brooks Rehabilitation College of Healthcare Sciences, the College of Arts & Sciences, the Linda Berry Stein College of Fine Arts, and the Davis College of Business, and includes the Schools of Aviation, Education, and Orthodontics as well as the Marine Science Research Institute and the Public Policy Institute.

MISSION, VALUES, AND VISION

The Mission of Jacksonville University is to prepare each student for lifelong success in learning, achieving, leading, and serving. JU is the oldest and largest private four-year university in northern Florida and southern Georgia, and seeks to serve an ethnically and geographically diverse student body with cutting-edge baccalaureate, master, doctorate, and professional certification programs.

ACADEMIC ORGANIZATION

DESCRIPTION OF ACADEMIC ADMINISTRATIVE POSITIONS

PROVOST

The Provost is the Chief Academic Officer (CAO) and is responsible to the President of the university for coordination of all academic activities of the University.

VICE PROVOST

The Vice Provost assists the Provost in the academic activities of the University.

COLLEGE AND SCHOOL DEANS

The college and school (academic) deans report to the CAO and are responsible for the operation and administration of the colleges or school under the policies and guidelines established by the University. The selections, appointment, and evaluations of college deans are described in the Faculty Bylaws, Article VI.

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.

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.

**DEPARTMENT CHAIRS/COORDINATORS/DEPARTMENTAL ADMINISTRATORS**

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

**PROVOST, VICE PROVOST, AND EXECUTIVE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS, STRATEGY AND RESEARCH**

The Office of the Provost provides vision, leadership, and oversight for all areas related to Academic Affairs in order to ensure that the quality of student education is a top priority in all decision making. The Provost is the Chief Academic Officer (CAO) of the University and Vice Provost and Executive Director of Institutional Effectiveness, Strategy, and Research Assists the Provost.

The Office of the Provost is also responsible for the recruitment, hiring, and support of faculty members and college administrators. Accomplished through a system of shared and collegial governance, this mission is executed by:

- determining academic priorities for the University
- working collaboratively with Admissions and Enrollment Management
- optimizing support for faculty development
- managing tenure and promotion processes
- interpreting personnel policies equitably, correctly, and consistently
- facilitating experiential learning initiatives and student engagement
- fostering intellectual curiosity
- promoting the importance of inclusion, diversity, and accessibility
- providing budgetary support for faculty members, academic units, and academic programming
- stewarding fiscal responsibility while being attentive to the needs of the University’s academic community
**Brooks Rehabilitation College of Healthcare Sciences**

**Mission Statement:**
The Brooks Rehabilitation College of Healthcare Sciences (BRCHS) is focused on preparing students to join a workforce community of healthcare professionals who provide exemplary service and care to a diverse population. Our faculty and staff are innovative, creative and engaged in advancing the knowledge and skills to improve the delivery of health and human services.

The BRCHS consists of the Keigwin School of Nursing, School of Applied Health Sciences, School of Orthodontics, Simulation Training and Applied Research (STAR) lab, and Quality and Safety Education for Nurses (QSEN) Institute.

**QSEN Institute Regional Center at JU**
The mission of the QSEN Institute Regional Center at Jacksonville University addresses the challenge of building nurses and other healthcare professionals’ knowledge, skills and attitudes necessary to continuously improve the quality and safety of the healthcare systems in which they work.
COLLEGE OF ARTS AND SCIENCES
Mission Statement:
The College of Arts & Sciences will maintain and enhance academic programs that develop and foster knowledge of human cultures and the physical and natural world, intellectual and practical skills, personal and social responsibility, and interconnected learning.

The College of Arts and Sciences is comprised of three divisions (Humanities, Science & Mathematics, and Social Sciences), the School of Education, the Naval Reserve Officer Training Corps (NROTC) unit, Marine Science Research Institute, and Public Policy Institute.

MARINE SCIENCE RESEARCH INSTITUTE
The mission of the Jacksonville University Marine Science Research Institute (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. 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.

PUBLIC POLICY INSTITUTE
The mission of the Jacksonville University Public Policy Institute (PPI) seeks to shape the future through preparing a new generation of leaders, public policy expertise, and providing a neutral gathering place for public policy discussion, education, and debate.
**LINDA BERRY STEIN COLLEGE OF FINE ARTS**

**Mission Statement:**
The Linda Berry Stein College of Fine Arts (LBSCFA) ensures that every student receives the instruction and guidance needed to realize his or her full artistic and intellectual potential. Our faculty is composed of professionals who are dedicated to their individual artistic disciplines, but are dedicated primarily to great teaching and the nurturing of each individual student.

The LBSCFA includes three divisions: Division of Theatre and Dance, Division of Visual Arts, and Division of Music.
DAVIS COLLEGE OF BUSINESS

Mission Statement:
The Davis College of Business delivers high-quality educational programs that develop leaders who:

1. Exhibit business acumen
2. Demonstrate leadership abilities and ethical behavior
3. Use critical thinking and communication skills
4. Leverage technical and analytical skills
5. Cultivate global awareness

The JU Davis College of Business (DCOB) is the only AACSB accredited private business school in all of North Florida and South Georgia. This region encompasses the most dynamic and economically diverse industries in the Southeast United States. Major international ports, logistics and transportation companies, global financial services companies, consumer goods and services organizations, information technology, and world-class healthcare organizations operate within this area and provide rich opportunities for internships and careers.

The college consists of four departments:

- Accounting, Economics, General Business, and Finance
- Marketing and International Business
- Management and Decision Sciences and Information Management
- School of Aviation
SECTION II: SHARED GOVERNANCE

The Faculty Bylaws describe the relationship, actions, and responsibilities of the Faculty and Administration as they work together to achieve the mission of the University. This section expands some of the items in the bylaws with administrative and procedural information.

GOVERNANCE

FACULTY

According to the Faculty Bylaws, Part One, Article I, Section 1 (Definition of Faculty), a full-time faculty member is one whose major employment is with the institution, whose primary assignment is in teaching and/or research, and/or whose employment is based upon a full-time faculty contract. Officers assigned to the Naval Reserve Officers Training Corps (NROTC) program who have faculty rank will be considered members of the Faculty Assembly.

FACULTY GOVERNANCE

All duties and responsibilities for faculty governance are delineated in the Faculty Bylaws, Part One, Article II (Faculty Governance).

COMMITTEE STRUCTURE

Serving on a faculty committee is one way of providing service to the University and the opportunity to voice matters that concern the faculty. Faculty are elected to the Academic Freedom and Grievance, Tenure and Promotion, and the Appointments Committees. The Appointments Committee makes
appointments to the following standing committees: 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, Part One, Articles III through VI*. Faculty are also evaluated on University service as this is an expectation of all full-time faculty.

**FACULTY ASSEMBLY**

**DEFINITION**
The Faculty Assembly shall be the name given to the official body consisting of all full-time faculty members at Jacksonville University, *Faculty Bylaws, Part One, Article I, Section 2* (Faculty Assembly).

**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 faculty must satisfy the requirements of *Section 4.4.2* of the SACS criteria.

Faculty are appointed as Adjunct (Part-time), Visiting Assistant, Visiting Associate or Visiting Professor, Assistant Professor, Associate Professor, or Full Professor. See *Faculty Bylaws, Part Two, Article IV, Section 3* (Category and Rank- General Description). All faculty are also employees of the University and all *Human Resources (HR) policies and practices apply*.

**ADJUNCT (PART_TIME) FACULTY**
This position is appropriate for part-time faculty members who are assigned class-related responsibilities only. Adjuncts typically teach no more than half time and on course-by-course contracts. This is a non-tenure-track position. All University policies and procedures apply to adjunct faculty during the terms in which they are employed. Adjunct faculty rights and expectations are described below (ADJUNCT FACULTY).

**VISITING FACULTY**
These positions are appropriate as full-time teaching positions on a temporary basis. The individual may hold rank. Visiting Faculty are normally awarded one-year contracts. Visiting appointments cannot be extended beyond an individual’s third year of employment at Jacksonville University. This is a non-tenure-track position. Visiting faculty positions can be converted to a tenure-track faculty position with the express approval of the faculty within the appropriate academic unit, the division chair or administrative chair, the dean, and the CAO.

**NON-TENURE TRACK FACULTY**
This position is appropriate when an individual is selected to fulfill particular institutional needs and with the express approval of the faculty within the appropriate academic unit. This is a full-time faculty position. The individual may hold rank, is eligible for promotion, and may serve in such capacities as instructor, clinical assistant, associate or full professor, artist in residence, lecturer or senior lecturer, librarian, or
endowed chairs. This is a non-tenure-track position with variable terms and contracts are typically renewed annually. If the contract is not to be renewed, then the timeline must be followed as indicated in Article VIII. A combination of administrative feedback, mentoring, and time for the faculty member to refocus teaching and research efforts seems in order.

**TENURE TRACK FACULTY**

This position is a full-time faculty position. The individual will hold rank and is eligible for promotion. This is a tenure-track position and contracts are issued typically annually.

Rank shall be determined at the time of hire. To advance from one rank to another, faculty members shall go through the proper application process outlined in Part Two, Article IV. Full-time faculty at Jacksonville University may hold the following ranks:

**ASSISTANT PROFESSOR**

An individual holding this rank should demonstrate high potential to excel in the three areas of evaluation which include teaching, professional development, and service. Generally, a terminal degree in the area in which the individual teaches is required.

**ASSOCIATE PROFESSOR**

An individual holding this rank typically holds a terminal degree in the area in which the individual teaches. The individual must have demonstrated the ability to excel in the three areas of evaluation which include teaching, professional development, and service. The individual must have completed a minimum of five years of full time college-level teaching at the time of application. Two of the five years must be completed at Jacksonville University. These requirements apply in the case of promotion. However, the University administration can bring in a faculty member at any rank.

**PROFESSOR**

An individual holding this rank must have demonstrated excellence in the three areas of evaluation which include teaching, professional development, and service. 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 completed at Jacksonville University. These requirements apply in the case of promotion. The University administration can, at the time of hire bring in a faculty member at any rank.

**EMERITUS**

Emeritus faculty are retired Jacksonville University faculty who have previously held tenure at Jacksonville University. “Emeritus faculty” is an honorary title which does not carry teaching or other duties, but which may entitle the holder access to certain college resources and facilities, if available. Faculty can be nominated or apply for this status. Nominations and applications are made to the CAO.
TENURE

TENURE PROCESS

After completing five years of service and completion of a pre-tenure review, an eligible full-time faculty member will apply for tenure. See Faculty Bylaws, Part Two, Article II (Tenure). The candidate prepares a portfolio to document all pertinent information, following the Suggestions for Tenure and Promotion Portfolios (https://www.ju.edu/provost/info/documents-and-forms.php).

PRE-TENURE REVIEW

A formal pre-tenure review is held during the third year or midpoint of service. See Faculty Bylaws, Part Two, Article II, Section 3 (Pre-Tenure Evaluations).

POST-TENURE REVIEW

To assist full-time faculty to maintain high standards of teaching and scholarship, a formal post-tenure review is held every fifth year after the granting of tenure. See Faculty Bylaws, Part Two, Article II, Section 7 (Post-Tenure Review).

PROMOTION

The full-time faculty member who wishes to be considered for promotion will verify that he/she satisfies the criteria by rank set forth in the Faculty Bylaws, Part Two, Article IV, Section 3 (Category and Rank-General Description). The candidate prepares a promotion portfolio to document all pertinent information, following the Suggestions for Tenure and Promotion Portfolios.

SECTION III: RIGHTS AND RESPONSIBILITIES

FULL-TIME FACULTY

ADVISING

Full-time faculty may be assigned advisees within their academic area at both the undergraduate and graduate level. Advising and mentoring students is part of the expectation of full-time faculty. This includes but is not limited to discussions about academic planning, leadership opportunities, and making use of resources on campus. Graduate advising may also include close mentoring and supervision of thesis or dissertation projects and publication.

TEACHING

All faculty are expected to demonstrate excellence in teaching their assigned loads. A typical teaching load for full-time 9-month faculty is 24 credit hours per academic year. Loads for 12-month faculty are higher at 30 credit hours per year and include the summer months. Teaching load per course is calculated as: (# credit hours + # contact hours)/2. A three-credit course that meets for three hours per week counts for three
hours. A four-credit course that meets for a total of six hours per week (including laboratory for example) would count as five teaching hours. Full-time faculty may be given reassigned time to take care of administrative or other duties as determined by their college dean and the CAO.

GRADING

Official grades are submitted by a deadline established by the Registrar for each academic term. Mid-term (not reflected on transcript) and final grades are submitted through the Myju.edu faculty portal.

Grades and Grading System

The final letter grade a student receives in a course is converted to a numerical equivalent, or grade points, to indicate the quality of work for each credit hour of college work completed. The following table defines the letter grades and reflects the conversion to grade points. JU operates on a 4.0 system (Academic Catalog 2019-2020, page 116, (https://www.ju.edu/academics/docs/2019-20_Academic_Catalog.pdf).

<table>
<thead>
<tr>
<th>Letter Grade Definition Numerical Equivalent (Grade Points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Exceptional Work 4.00</td>
</tr>
<tr>
<td>A- Excellent Work 3.67</td>
</tr>
<tr>
<td>B+ Good Work 3.33</td>
</tr>
<tr>
<td>B Good Work 3.00</td>
</tr>
<tr>
<td>B- Good Work 2.67</td>
</tr>
<tr>
<td>C+ Satisfactory Work 2.33</td>
</tr>
<tr>
<td>C Satisfactory Work 2.00</td>
</tr>
<tr>
<td>C- Passing Work 1.67</td>
</tr>
<tr>
<td>D+ Passing 1.33</td>
</tr>
<tr>
<td>D Passing Work 1.00</td>
</tr>
<tr>
<td>D- Passing Work 0.67</td>
</tr>
<tr>
<td>F Unsatisfactory Work; Failure 0.00</td>
</tr>
<tr>
<td>I* Incomplete Not included in GPA</td>
</tr>
<tr>
<td>P Passed Not included in GPA</td>
</tr>
<tr>
<td>W Withdrawn Not included in GPA</td>
</tr>
<tr>
<td>AU Audit Not included in GPA</td>
</tr>
<tr>
<td>CR Credit Not included in GPA</td>
</tr>
</tbody>
</table>

The grades "A," "A-," "B+," "B," "B-," "C+," "C," "C-," "D+," "D," "D-," and "F" are used to compute grade point averages (GPAs). An “I” indicates that a student did not complete a course for a reason acceptable to the professor and requested and received permission to complete the course within the first four (4) weeks of the next Fall or Spring semester. The student must be passing and have completed all but a particular segment of a course to qualify for a grade of “I.” The “I” will be converted to the appropriate letter grade if the course work is completed by the end of the fourth week of the next Fall or Spring semester. Faculty may grant an extension of the time to complete the “I” grade to the last day of classes of the next semester by submitting a written request to
the Registrar’s Office. If the “I” course work is not completed on schedule, the “I” will convert to an “F.” The “I” converted to grades “A” through “F” will then be used in computing the GPA and may result in a change of academic status if the resulting GPA so indicates. Grades of “P,” “I,” “AU,” and “W” are not considered in computing GPAs.

Individual departments and programs may have standards for acceptable grades for continuation in the program. Faculty are not required to utilize the +/- grades.

**USING Bb/CANVAS**

Posting grades on the electronic learning (LMS) platform (Bb or Canvas) is also encouraged to keep students informed of their progress. This also assists should students have a question about their grades at the end of the term, or wish to appeal a grade.

**MID-TERM GRADES**

Faculty are highly encouraged to submit mid-term grades as a means of officially informing students about their progress in each course. Submitting mid-term grades allows professional and faculty advisors to identify at-risk students.

**FINAL GRADES**

All faculty are expected to adhere to the university grading policies as delineated in the Academic Catalog (with link?).

**OFFICE HOURS**

Staying in contact with students is crucial. This helps build a learning partnership, good mentoring and enhances retention and ultimately student completion and success. Traditional face-to-face office hours are useful for traditional students, but as many students take on-line courses or have other commitments outside of class, other modes of communication and ‘meeting’ are recommended as well. All faculty should be available via face-to-face meeting, email, text, or other electronic means for several hours per week. A good rule-of-thumb is one-two hours per day (depending upon the class). Traditional office hours are posted on syllabi, and faculty should also publish their appropriate contact information on the syllabus for each class. Sample syllabi templates are available on the Center for Teaching and Learning website.

**PARTICIPATION IN UNIVERSITY EVENTS**

Faculty are part of the University community and are expected to support student activities and University events as much as possible.

Attendance at department, division, and college meetings allows faculty of all ranks to have input into important organizational, curricular and administrative decisions at the level, which most directly affects their work environment. Regular attendance and participation (often electronic) at Faculty Assembly also ensures that each full-time faculty voice is heard.

Students, Alumni, staff, and local community members appreciate when faculty are present at events such as major speakers, matriculation, commencement, Charter Day
and Homecoming activities. Our presence is a way to demonstrate that the faculty care about the people who make up our JU community, and about the institution.

ACADEMIC REGALIA
Full Academic Regalia (gown, hood, mortar board/tam) is worn at official, formal University occasions: Matriculation, and Commencement most notably. A limited number of gowns may be available from Purchasing for loan to faculty who do not own their own regalia. These should be requested well in advance.

GOVERNANCE/UNIVERSITY SERVICE
Full-time faculty are expected to participate in faculty governance (see Bylaws, Part One, Article II) by attending Faculty Assembly, exercising their right to vote during Assembly action items (motions that arise from committees, positions within the governance structure that require vote), and participating in committees. University service may also include participation in University-level committees and task forces that fall outside of governance (for example Academic integrity Council, Academic Assessment Committee), search committees; departmental, divisional and college committees; and working groups. All University service, whether through the governance structure or at another level, should be documented as part of the annual evaluation process.

RESEARCH, SCHOLARSHIP, CREATIVE, AND PROFESSIONAL ACTIVITY
Full-time faculty on tenure track or wishing to pursue promotion need to demonstrate continued research, scholarship, creative, or professional activity (see Bylaws, Part II, Article IV). This continual growth as a professional is typically documented through presentations at local, state, regional, or national conferences; publications; case studies; performances; art shows or openings as appropriate to the discipline. Faculty must include evidence of this activity in their annual faculty activities report.

ETHICAL STANDARDS
All faculty are expected to adhere to the highest ethical standards of the profession. Faculty are the models for the behavior and ethical practices of our students. Faculty are expected to be honest, courteous, and respectful in their dealings with their colleagues and their students. Academic integrity and respect of intellectual property is expected in all aspects of teaching, research, scholarship, creative and professional activity.

In addition, the University will not tolerate discrimination based on sex, race, ethnic origin, gender, gender orientation, marital status, religious beliefs, or mental and physical characteristics.

EXTERNAL GRANTS & CONTRACTS
Pursuing external funding is often part of the research and scholarship life of faculty and helps support the infrastructure and materials needed to engage in these activities. Full-time faculty, and under special circumstances part-time faculty, may be eligible to submit proposals to outside organizations for grant or contract funding through the Office of Research and Sponsored Programs (ORSP). Grants and contracts submitted through the University (ORSP) are subject to the compliance policies of the University.
(Institutional Review Board (IRB) and/or Institutional Animal Care and Use Committee (IACUC)) as well as budget control and oversight of spending compliant with the terms of any award. ORSP is the only administrative unit authorized to review and submit a proposal for external funding.

FACULTY DEVELOPMENT AND INTERNAL GRANTS

ORSP also administers several internal funding opportunities. These opportunities include Faculty Travel Support, Faculty Research, Creative Activity & Scholarship, Student Research, Creative Activity & Scholarship, and Faculty Collaborations in Interdisciplinary Research.

FACULTY TRAVEL SUPPORT

A variety of professional development funds are available to assist with travel expenses related to professional development, research and proposal development.

FACULTY RESEARCH, CREATIVE ACTIVITY & SCHOLARSHIP

Internal grants are designed to support full-time faculty efforts to advance Jacksonville University's engagement with faculty Research, Creative Activity, and Scholarship (RCAS) opportunities.

FACULTY COLLABORATIONS IN INTERDISCIPLINARY RESEARCH (COLLABORATE JU)

Collaborate JU (C-JU) is a component of the Florida Entrepreneurism, Policy, Innovation, and Commerce (EPIC) Program at Jacksonville University. Supported by the Florida Department of Education, the EPIC program at JU supports projects designed to equip graduates with the skills needed to begin careers in the high-demand fields so vital to Florida’s economic prosperity and global competitiveness. This will be accomplished through the following objectives:

- Ensuring JU’s academic programs closely align with Florida’s future workforce needs;
- Bridging the gap between higher education and industry by engaging employers in the learning process;
- Delivering high quality training that is responsive to and reflective of the high-demand skills and competencies expected by Florida’s employers.

PARTICIPATION IN PROFESSIONAL SOCIETIES AND COMMUNITY ORGANIZATIONS

Full-time faculty are encouraged to participate in professional societies as part of their professional activity and development, and community organizations as part of University service. Both types of activities bring benefits to the broader community, the faculty member, and to the University.
ADJUNCT FACULTY

Note: All sections of this handbook apply to Adjunct faculty with the exception of those areas that specifically refer to full-time faculty. Adjunct faculty are not eligible for benefits, tenure or promotion, and are evaluated only on teaching. There is no expectation for University service, scholarship, or creative activity associated with an adjunct appointment. Adjunct faculty may attend Faculty Assembly, but do not have voice or vote in the Assembly.

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, Part Two, Article I (Academic Freedom). The University accepts as its policy on academic freedom and tenure the principles of the 1940 Statement of the American Association of University Professors, a restatement of principles first set forth in 1925.

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, Part Two, Article I (Academic Freedom).

Any faculty member 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 abridgment in detail, providing corroborating documentation, and requesting corrective action as identified in the Faculty Bylaws, Part Two, Article I (Academic Freedom).

All faculty members are “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.”

All 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 speaking for the institution.”

GRIEVANCES

The Committee on Academic Freedom and Grievance hears serious faculty and academic grievances, see Faculty Bylaws, Part One, Article III. The committee may hear or refuse to hear a grievance, based on the merits of the case. The committee may conduct and investigation, in which case all relevant parties will be consulted. In academic matters, students may also file grievances if they think other approaches have not been satisfactory. Student grievances follow the procedures found in the Green Pages Student Handbook.
EVALUATION

Full time faculty are evaluated annually to facilitate professional development; and for merit pay increases, promotion to the next academic rank, and the granting of tenure, see Faculty Bylaws, Part Two, Article IV (Rank and Promotion). Faculty submit their Annual Faculty Activities and Assessment Report (FAAR) which summarizes their activities in relation to their objectives as indicated in their prior year’s FAAR or as altered via meeting with unit head.

Division Chairs, or equivalent academic unit administrators, are responsible for evaluation of the faculty. The evaluations are in three areas: teaching effectiveness, professional development, and university service. Information for this evaluation comes from yearly faculty activities reports and other sources of information faculty may choose to provide. Faculty indicate in their FAAR their commitment in terms of a percentage for each area, totaling to one hundred percent. Evaluation scores as a function of weighting in each of the areas are combined to provide a total rating. Administrators use the ratings 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 CAO who may approve or change the evaluation. If the evaluation is changed, the CAO must notify the college dean, the division chair and the faculty member and provide reasons for the change. The evaluation from the CAO 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, see Suggestions for Tenure and Promotion Portfolios.

Adjunct Faculty are evaluated each term based on their teaching effectiveness (see below) by the departmental coordinator/chair. Decisions to reappoint adjunct faculty to teach are based on instructional need and quality of the adjunct teaching as reviewed by the departmental coordinator/chair and division chair or comparable unit administrator.

- Annual Faculty Activities Reports
- Faculty Evaluation Form

CRITERIA

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) that are recorded on the FAAR and based on the objectives indicated on the prior year’s annual activities report or as altered via meeting with unit head. New faculty are evaluated for teaching through descriptions of their teaching activity in the FAAR but without a prior year’s set of goals. Pre-tenured faculty typically have classroom observations by appropriate supervisors or academic unit administrators. The IDEA Student Ratings of Instruction, which measures student perception of faculty teaching, is administered in
the classes of all faculty each term. Division chairs or comparable unit administrators are expected to use the information provided by the ratings and comments, 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. The division chair, or comparable unit administrator, may discuss areas for improvement with the faculty member as part of the annual evaluation process. If the provisional evaluation is not satisfactory to the faculty member, he/she may request that the division chair or comparable unit administrator provide suggestions of additional activities or accomplishments that would raise the ratings to an acceptable level. It is recommended that faculty request observations from peer faculty.

**PROFESSIONAL DEVELOPMENT**

Although the primary activity required of the faculty is teaching, the university expects a full-time faculty member to continue to develop professionally beyond the award of the terminal degree. Information recorded on the FAAR is used to evaluate a faculty member's professional development and is based on the objectives indicated on the prior year's annual activities report or as altered via meeting with unit head. Activities, which contribute to a positive rating in this area include research and scholarly projects, application for 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 organizations 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 or comparable unit administrator 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 or comparable unit administrator provide suggestions of additional activities or accomplishments that would raise the ratings to an acceptable level.

**UNIVERSITY SERVICE**

In addition to teaching, the university expects the full-time faculty to serve as advisors to students, keep regular office hours, participate in educational outreach, serve on committees, and attend scheduled meetings, functions, and graduation ceremonies. Division chairs or comparable unit administrators evaluate the faculty member's university service based on activities summarized in the FAAR and are in support of objectives indicated on the prior year's annual activities report or as altered via meeting with unit head. Service to the University can include:

- serving as division chair or comparable unit administrator,
- serving as the chair of a committee,
• developing a campus program,
• serving as department chair,
• serving as a faculty advisor for a student organization(s),
• supervising 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 as a member on committees,
• participating in admissions functions and other campus programs.

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.

SECTION IV: RESOURCES AND SUPPORT

The University provides numerous resources to assist faculty and students. Hyperlinks are provided to appropriate documents for each resource.

• Academic Advising
• Academic Integrity
• Academic Support Center
• Academic Technology
• Admissions
• Athletics
• Compliance
• Intramurals
• Recreation Facilities
• Varsity Sports and Clubs
• Career Resource Center
• Center for Teaching and Learning
• Employee Handbook
• Experiential Learning
• Internships
• Service Learning
• Study Abroad and Away
• Undergraduate Research
• Honors
SECTION V: HIRING POLICIES AND PROCEDURES

Policies and documents for all University employees can be found at the Human Resources Website.

BENEFITS

Full-time faculty are entitled to benefits as full time employees. The standard benefits include medical insurance, life insurance, dental, vision, and a retirement plan. Options also exist for expansion of these plans to include family members, or provide additional benefits at additional cost to the employee.

The University also has an Employee Assistance Program to help employees and family members deal with stress and crisis events.

Tuition benefits are available to all employees, although these plans vary depending upon full-time and part-time status.

COMPENSATION

ANNUAL SALARY AND CONTRACTS

Full-time faculty contracts are typically distributed before the end of the spring term. The contract details include (but are not limited to) the annual salary based on contract length (9 or 12 months), standard teaching loads, and compensation for any additional duties (department chair etc.).

Adjunct contracts, written at the division and college level at the beginning of each term, detail pay rates and courses for the term. Adjunct contracts do not imply a commitment for subsequent terms or additional courses. The deans, using guidelines detailed in the Payroll Rate Sheet, determine adjunct pay rates per credit hour. The minimum adjunct rate is $700/credit hour, but may vary with expertise.

University employees, typically administrators who are teaching a course in addition to their normal duties, are compensated at $1,000/credit hour.

Faculty with 9-month contracts are paid throughout the full 12 months of the year without interruption.
OVERLOAD AND STIPENDS

Full-time faculty who take on administrative duties may be given an additional stipend during the time period of the duties. Stipends are typically reflected in the contract unless they are granted within a contract period and after the contract has been signed.

Full-time faculty who elect to teach more than the standard load (as detailed in their contract) are compensated with overload pay for each course. The rate of overload pay for full-time faculty is typically $1,333/credit hour, however, may vary based on the particular program. A Graduate Stipend is also typically paid to faculty teaching graduate level courses in load during the fall and spring semesters. The Graduate Stipend is $333/credit hour or $1,000 per 3 credit hour course.

Full-time faculty on 9-month contract who elect to teach in the summer are paid based on a percentage of their contract salary, class size, and number of credit hours taught. Graduate Stipends are not paid during the summer.

SALARY INCREASES

Salary increases are made based on rank and/or merit and/or available funding.

RANK

When full-time faculty are promoted they will receive increases in their base salary:

Assistant Professor \rightarrow\text{Associate Professor} \quad $3,000

Associate Professor \rightarrow\text{Full Professor} \quad $6,000

MERIT

Merit pay is determined upon annual evaluations and is dependent on budgetary considerations.

PAYROLL PERIOD

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

TERMINATION

Termination of both non-tenured and tenured appointments is conducted according to Faculty Bylaws, Part Two, Article VIII (Termination of a Non-Tenured Full Time Appointment) or Article IX (Termination of a Tenured Appointment).

RETIREMENT

There is no mandatory retirement policy. Full-time faculty are eligible to participate in a defined contribution retirement plan.

OUTSIDE EMPLOYMENT

Individuals accepting full-time faculty employment at Jacksonville University recognize that their primary professional responsibility is to the fulfillment of their obligations to Jacksonville University. Full-time faculty engaged in outside employment shall inform their immediate supervisor of such employment, make certain that this outside employment does not represent a conflict of interest with employment at
the University, and not accept an employment schedule that could or does present a conflict with duties and responsibilities as full-time employees of the University. See Faculty Bylaws, Article X, Section 1 (Outside Employment). The Outside Employment Disclosure Form can be found on the Academic Affairs web page [https://www.ju.edu/provost/docs/combineddisclosure.pdf](https://www.ju.edu/provost/docs/combineddisclosure.pdf).

**FACULTY SEARCHES**

When the division chair or unit administrator, in consultation with the dean and the CAO, determines a vacancy in a department exists, the chair shall, with the dean and CAO’s approval, appoint a search committee. Full-time faculty appointments are made after a national search. Faculty Bylaws, Part Two, Article III (New Faculty Appointments).

Required documentation for new faculty hires can be found on the [Academic Affairs web page](https://www.ju.edu/provost/docs/combineddisclosure.pdf).

- Full-time Faculty Searches
- Faculty Search Manual
- Forms
- Part-time and Adjunct Faculty

When it appears there will be a need for one or more adjunct faculty, the University will advertise locally for candidates for the position or positions. An individual adjunct faculty member will teach no more than 9 credit hours per traditional academic term (fall and spring). In addition, the files of adjunct faculty who have taught for the University will be maintained as a potential source of future adjunct faculty. All applicants will be asked to submit a [Jacksonville University Faculty Employment Application](https://www.ju.edu/provost/docs/combineddisclosure.pdf) current and updated curriculum vitae, a record of prior teaching, and official transcripts from all attended institutions of their academic work. The division chair or comparable unit administrator working with faculty in the area in which the adjunct faculty is sought will select the top applicants and invite them to campus for an interview. Approval from the College Dean and Senior Vice President for Academic Affairs is required prior to hiring the adjunct. Employment is an agreement for one semester or term, executed between the adjunct faculty member and the appropriate dean of the college. If the adjunct has not taught at JU for over 18 months, all new documentation is required.

**QUALIFICATIONS**

To teach in a discipline, all individuals must be academically qualified. Jacksonville University follows the guidelines of the Southern Association of Colleges and Schools Commission on Colleges. To ensure compliance all newly hired adjuncts must have a complete [Faculty Qualification Certification Form](https://www.ju.edu/provost/docs/combineddisclosure.pdf) in their hiring packet.

Standard 6.2.a (Faculty qualifications) of the Principles of Accreditation reads as follows:

For each of its educational programs, the institution justifies and documents the qualifications of its faculty members. When an institution defines faculty qualifications using faculty credentials, institutions should use the following as credential guidelines:

- Faculty teaching general education courses at the undergraduate level: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- Faculty teaching associate degree courses designed for transfer to a baccalaureate degree: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
- Faculty teaching associate degree courses not designed for transfer to the baccalaureate degree: bachelor’s degree in the teaching discipline, or associate’s degree and demonstrated competencies in the teaching discipline.
- Faculty teaching baccalaureate courses: doctorate or master’s degree in the teaching discipline or master’s degree with a concentration in the teaching discipline (minimum of 18 graduate semester hours in the teaching discipline).
- Faculty teaching graduate and post-baccalaureate course work: earned doctorate/terminal degree in the teaching discipline or a related discipline.
- Graduate teaching assistants: master’s in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.

Approved: College Delegate Assembly, December 2006 Updated for Revised Principles: April 2018

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 can inspect their own personnel records. Contact the Office of the Provost with a written or verbal request. Requests to have material copied from the individual’s file will be completed as expeditiously as possible. However, depending on the volume of copies requested, this may not always be done at the same time as the employee views his/her file.

Please contact the Office of the Provost with any further questions concerning this procedure.
SECTION VI: GENERAL INFORMATION & UNIVERSITY POLICIES

Hyperlinks for general information and resources are listed below. These are also be found at my.ju.edu with your faculty log in.

- Academic Calendar
- Academic Catalog
- Alcohol policy (see Policies and Procedures)
- Athletic events
- Bookstore
- Campus Security
- Catering Services
- Dining Services
- Duplicating (Print Shop)
- General Events Calendar
- Requesting/Scheduling and Event
- Identification Card
- Intellectual Property Policy
- JU Alert Communication System (Security)
- Parking (Security)
- Parking Map
- Post Office
- Reimbursement for Work/Travel Expenses
- Sexual Harassment Title IX
- Tuition benefit (part of HR)
- Wilma’s Little People’s School (part-time early childhood education)