

# JACKSONVILLE UNIVERSITY

## FACULTY HANDBOOK

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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 (Southern Association of Colleges and Schools, Commission on Colleges) accreditation since 1961. JU is composed now of the Brooks Rehabilitation College of Healthcare Sciences, the Linda Berry Stein College of Arts & Sciences, the College of Law, and the Davis College of Business & Technology. The University also includes the Marine Science Research Institute, the Public Policy Institute, and the STEAM Institute.

### MISSION, VALUES, AND VISION

#### MISSION

Jacksonville University empowers students for life-long growth as global citizens through a transformative, innovative educational experience, built on excellence in community-centered service.

#### VALUES

The Jacksonville University learning and living community values:

- leadership
- community
- wellness
- integrity
- respect
- curiosity

#### VISION

Affirming the importance of scholarship, leadership, creativity, and service, Jacksonville University prepares students to build better communities and make meaningful contributions to an increasingly connected society. As a community, we aspire to:

- provide a distinctive campus experience for students, faculty, staff and visitors
- deliver undergraduate and graduate programs that are nationally recognized for quality and innovation
- be a center for intellectual and creative excellence and respectful discourse
- produce high quality research through undergraduate and graduate programs
- serve as an engine to economic vitality in northeast Florida

## ACADEMIC ORGANIZATION

### DESCRIPTION OF ACADEMIC ADMINISTRATIVE POSITIONS

#### *PROVOST*

Reporting directly to the President, the Provost serves as the Chief Academic Officer (CAO) and is responsible for coordination of all academic activities of the University.

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 Vice Provost and the Executive Director of Institutional Effectiveness, Strategy, and Research both assist the Provost in his/her academic responsibilities.

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

#### *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*.

#### *UNIT ADMINISTRATORS*

Within each college, organizational units are under the direction of the academic dean, who reports to the CAO. A college may have more than one level of administrative organization; these levels may differ among college. In colleges that employ a school structure, with a unit administrator (e.g. director) selected pursuant to the *Faculty Bylaws Part Two, Article V, Sections 1-4* (Selection of Unit Administrators) the academic dean of the college may, in consultation with the CAO and faculty in the college, appoint an assistant or associate dean. Unit administrators may be designated at the departmental level. In colleges without a school structure, an assistant or associate dean is considered a unit administrator comparable to directors and shall be selected pursuant to the *Faculty Bylaws Part Two, Article V, Sections 1-4* (Selection of Unit Administrators). The role of the elected administrator is to, among other duties, evaluate the faculty.

#### *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.

#### *DIRECTORS AND ACADEMIC DISCIPLINE COORDINATORS*

Directors report to the college deans and are responsible for the operation and administration of their respective schools, including but not limited to: class schedules, budgets, inventories, adjunct faculty, long-range planning, faculty evaluations, and other duties as assigned by the college dean. In some areas, unit administrators serve as liaisons with Admissions for recruiting purposes.

#### *SUB-UNIT (DEPARTMENT) CHAIRS*

The selection, appointment, function, evaluations, remuneration, and removal of department chairs are described in the *Faculty Bylaws, Part Two, Article V (Sub-unit Chairs (Department Chairs))*. If the Department Chair is functioning as the unit administrator, they have the duties of a unit administrator and shall be selected pursuant to the *Faculty Bylaws Part Two, Article V, Sections 1-4 (Selection of Unit Administrators)*.

## COLLEGES

### BROOKS REHABILITATION COLLEGE OF HEALTHCARE SCIENCES

**Mission Statement:**

The Jacksonville University, Brooks Rehabilitation College of Healthcare Sciences aspires to be the region's premier provider of health science education. We are committed to preparing healthcare professionals for careers defined by excellence in practice, community service, and lifelong professional development. Teaching, research, and community engagement serve as our core values. The Brooks College consists of the Keigwin School of Nursing, School of Applied Health Sciences, School of Orthodontics, and Simulation (STAR) lab.

Our College offers several graduate degree programs that target critically-needed areas such as speech-language pathology, the occupational therapy doctorate, psychiatric mental health, clinical mental health counseling, and the Masters of Science degree in Dentistry.

## LINDA BERRY STEIN COLLEGE OF ARTS AND SCIENCES

### **Mission Statement:**

The Linda Berry Stein College of Arts & Sciences will maintain and enhance academic programs that develop and foster knowledge across the natural sciences, social sciences, education, mathematics, fine arts, and humanities. Our programs prepare students to confront complex global challenges with analytical skill, cultural understanding, and purpose-driven leadership.

The Linda Berry Stein College of Arts and Sciences is comprised of three schools (the School of Social Sciences and Education, the School of Fine Arts & Humanities, and the School of Sciences and Mathematics). Three institutes, the Marine Science Research institute (MSRI), the Haskell Public Policy Institute (PPI), and the STEAM Institute.

### **MARINE SCIENCE RESEARCH INSTITUTE (MSRI)**

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.

### **HASKELL PUBLIC POLICY INSTITUTE (PPI)**

The mission of the Jacksonville University Haskell 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.

### **STEAM INSTITUTE**

STEAM is an interdisciplinary approach to education, applying various disciplines to examine a theme, question, or world issue. The skills acquired through combining technology, arts, and sciences with business and health studies empower our generation of learners—leaders—in their mission to engineer an improved tomorrow.

## COLLEGE OF LAW

### **Mission Statement:**

The mission of the Jacksonville University College of Law is to provide quality legal education, focused on experiential learning and community partnerships, especially in the service of Jacksonville, Florida, and beyond.

The Jacksonville University College of Law is located in the heart of downtown Jacksonville, Florida. With state-of-the-art classrooms just a short walk from county and federal courthouses, legal offices, and government centers, students are immersed in the vibrant legal community. Against this backdrop, students will not only work closely with faculty who are committed to student success, but also establish meaningful relationships with professionals already in the industry. The College of Law offers a Juris Doctor degree, which is a full-time postbaccalaureate program designed to be completed in three years. The first year of the J.D. curriculum provides a student with a grounding in fundamental legal practice and doctrines of the law that they will need throughout their career. Second and third-year students have the ability to put these skills to practice in residency-based learning. Students will also be able to leverage interdisciplinary experiences alongside their degree. The J.D. program at Jacksonville University will prepare students for a successful career in the legal industry.

## DAVIS COLLEGE OF BUSINESS AND TECHNOLOGY

### **Mission Statement:**

Our mission is to empower students to achieve sustainable career success with a high quality, relevant, and applied educational experience that is delivered by faculty committed to advancing the individual development of each student. The college consists of three schools: the School of Business, the School of Engineering and Technology, and the School of Aviation and Military Sciences.

We sustain and enact our mission through:

- Our commitment to students
- Relevant faculty intellectual contributions
- Engagement with the business community
- Innovative curriculum

## 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 [Office of People & Culture](#) 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 unit administrator 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 the *Faculty Bylaws, Part Two, Article VIII* (Termination of a Non-tenured Full-time Appointment).

#### *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 the *Faculty Bylaws, Part Two, Article IV* (Rank and Promotion). 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, [scholarship and 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, [scholarship and 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, [scholarship and 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 with an explanation are made to the CAO.

## TENURE

### TRANSITION FROM NON-TENURE TO TENURE TRACK

A full time non-tenured faculty member may be eligible to earn tenure based on educational qualifications (refer to the Southern Association of Colleges and Schools Council on Colleges or SACSCOC). The faculty member is recommended by the college dean to transition to a tenure track status pursuant to *Faculty Bylaws, Part Two, Article II, Section 1b* (Eligibility). A non-tenured faculty member who is eligible to transition to tenure status shall be informed by the CAO in a revised annual contract which shall state both the year of service during which tenure consideration shall occur and the duration of service for pre-tenure review.

### TENURE PROCESS

After completing five years of service and completion of a pre-tenure review by the academic unit, 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 within the academic unit 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, capstone, or dissertation projects and publication.

#### TEACHING

All faculty are expected to demonstrate excellence in teaching their assigned loads. Load for full-time 9-month faculty is 24 credit hours per academic year, and load for 12-month faculty are at 30 credit hours per year and include the summer months. Teaching loads are assigned by the faculty member's supervisor and may vary depending on the faculty member's other commitments to administrative duties, research, and service. However, teaching loads for 9-month faculty are 24 hours, whereas teaching loads for 12-month faculty are less than 30 hours annually to allow for increased research, service, or administrative duties. Academic units will establish unit-specific teaching load formulas in consultation with the faculty of the unit, college dean, and CAO. 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 Phinsight 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.

#### Letter Grade Definition Numerical Equivalent (Grade Points)

A	Exceptional Work	4.00
A-	Excellent Work	3.67
B+	Good Work	3.33
B	Good Work	3.00
B-	Good Work	2.67
C+	Satisfactory Work	2.33
C	Satisfactory Work	2.00
C-	Passing Work	1.67
D+	Passing	1.33
D	Passing work	1.00
D-	Passing Work	0.67
F	Unsatisfactory Work; Failure	0.00
I*	Incomplete	Not included in GPA
P	Passed	Not included in GPA
W	Withdrew	Not included in GPA
AU	Audit	Not included in GPA
CR	Credit	Not included in GPA

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.

Note: “S/U are used in the event of a state of emergency and significant disruption to a semester. The use of S/U will be determined by the CAO and the Faculty Executive Committee.”

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

#### USING BLACKBOARD (Bb)

Posting grades on the electronic learning (LMS) platform 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.

#### OFFICE HOURS

Staying in contact with students is crucial. This helps build a learning partnership, fosters 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. The syllabus template is available on the Center for Teaching and Learning website <https://www.ju.edu/ctl/new-faculty/index.php> .

#### 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, school, and college meetings allows faculty of all ranks to have input into important organizational, curricula, and administrative decisions at the level which most directly affects their work environment. Regular attendance and

participation 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 the *Faculty Bylaws, Part One, Article II* (Faculty Governance)) 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, school 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 *Faculty Bylaws, Part Two, Article IV* (Rank and Promotion)). 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. Because grant and contract awards are made to the institution, faculty are not authorized to submit proposals on their own without a minimum five-day prior review and approval by the ORSP. For awards, only the President and CFO are authorized to execute documents on behalf the institution; faculty are not authorized to accept/sign any award document from an external funding source.

## FACULTY DEVELOPMENT AND INTERNAL GRANTS

ORSP also administers several internal funding opportunities. These opportunities include Faculty Travel Support, Faculty Research, Creative Activity & Scholarship (Faculty RCAS), and Student Research, Creative Activity & Scholarship, (Student RCAS),

### *FACULTY TRAVEL SUPPORT*

A variety of professional development funds are available from the Office of Academic Affairs 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.

### *EPIC FUNDING*

Funds may also be available through the Florida Entrepreneurism, Policy, Innovation, and Commerce (EPIC) Program at Jacksonville University, which is 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 (*Faculty Bylaws, Part Two, Article I (Academic Freedom 640-643)*).”

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 (*Faculty Bylaws, Part Two, Article I (Academic Freedom 648-655)*).”

## GRIEVANCES

The Committee on Academic Freedom and Grievance hears serious faculty and academic grievances, see the *Faculty Bylaws, Part One, Article III* (Committee on Academic Freedom and Grievance). The committee may hear or refuse to hear a grievance, based on the merits of the case. The committee may conduct an 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.

The process for submitting the Annual FAAR is facilitated through Interfolio. Each faculty member can find a link to Interfolio in the Applications section of their PhinSight faculty portal.

Academic unit administrators are responsible for evaluation of the faculty. The evaluations are in three areas: teaching effectiveness, Scholarship and 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 unit administrator 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 unit administrator's evaluation or changes the evaluation. If the evaluation is changed, the college dean must notify the unit administrator 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 unit administrator 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 unit administrator.

## 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. 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, 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 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 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.

### SCHOLARSHIP AND 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 professional development. Faculty members are encouraged to review their professional activities proactively at the beginning of each academic year with their 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 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. 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 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, and
- 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 unit administrator or dean about how to improve the evaluation.

## SECTION IV: FACULTY RECOGNITION

#### FACULTY EXCELLENCE AWARDS

Awards are made on a yearly basis for full-time 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.

Committees for the excellence awards are chaired by the winner of the award the previous year and include four faculty members each for Teaching, University Service, and Scholarship & Professional Activities. The committee for the excellence award in Community Service is chaired by the previous winner and includes three faculty members.

### ADJUNCT FACULTY EXCELLENCE AWARD

Adjunct faculty who have been employed at Jacksonville University for at least \*two terms prior to the year of the award are eligible for this annual award. Individuals receiving the award will be recognized for their commitment to their students and for exceptional performance in teaching. The composition of the selection committee is described above.

\*For example, an adjuncts faculty member applying for the award in 2022-2023 academic year would be eligible if they were employed for the 2022 fall and spring terms.

### PROFESSOR OF THE YEAR

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 and have not previously been Professor of the Year. The Office of the Provost will provide a list of all qualified faculty to the Executive Committee of Faculty Assembly.

Faculty members will vote on their preference. The faculty member who receives the largest number of votes will be the winner. The Professor of the Year will be announced in the spring at the Faculty Recognition Event and will present a scholarly discourse at a faculty function. The recipient of this award will receive an award at the next Faculty Recognition Event of \$500 after taxes. A faculty member can only be designated Professor of the Year once.

## SECTION V: 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 Technology](#)
- [Admissions](#)
- [Athletics](#)
- [Career Design & Exploration](#)
- [Center for Teaching and Learning](#)
- [Compliance](#)
- [Employee Handbook](#)
- [Experiential Learning](#)
- [Cost Honors College](#)
- [Information Technology \(Helpdesk\)](#)

- [Library](#)
- [Office of Research & Sponsored Programs](#)
- [Recreation Facilities](#)
- [Registrar](#)
- [Service Learning](#)
- [Study Abroad and Away](#)
- [Undergraduate Research](#)
- [University Policies and Procedures](#)
- [Varsity Sports and Clubs](#)
- [Writing Center](#)

## SECTION VI: HIRING POLICIES AND PROCEDURES

Policies and documents for all University employees can be found at the [Office of People & Culture](#) webpage.

All faculty must adhere to the policies and procedures of Jacksonville University as described in the [Employee Handbook](#).

### 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 school 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 Office of Academic Affairs using guidelines detailed in the Payroll Rates on the Office of the Provost webpage determine adjunct pay rates per credit hour.

Adjuncts and university employees, typically administrators who are teaching a course in addition to their normal duties, are compensated at \$1000/credit hour.

Faculty with 9 or 12 month contracts are paid throughout the full 12 months of the year without interruption.

#### OVERLOAD AND STIPENDS

Full-time faculty who have administrative duties may be given an additional stipend during the time of the duties. Stipends and releases are typically reflected in the Faculty Administrative Work Agreement.

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 \$3,000 for a three-credit hour course or \$1,000/credit hour, however, this rate may vary based on the particular program and number of enrolled students.

Rates for Labs, Clinics, and Studio courses are calculated as

$(\text{number of credits} + \text{number of contact hours})/2$ .

In the case of applied music, the contact to credit hour conversion is multiplied by \$50 per week taught.

#### 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 → Associate Professor      \$3,000

Associate Professor → Full Professor      \$6,000

#### MERIT

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

#### JOINT APPOINTMENTS

Given the interdisciplinary nature of modern research and teaching, it is important that units within Colleges can appoint tenured/tenure-track faculty members jointly with other departments within a School, or jointly with Schools/Colleges of the University.

#### *DEFINITION*

A “joint appointment” is defined as a percentage appointment of a tenured/tenure-track faculty member, hereafter “the appointee,” among two or more units. The sum of such percentages (total appointment) shall not be less than 50% nor more than 100%. The percentage appointment in at least one of the participating departments, designated the “primary department,” shall be 51% or greater.

It is expected that the participating departments will provide a percentage of the salary for the appointee at their respective appointment percentage. For example, a faculty member wants to hold a joint appointment in political science and public policy. The faculty member would be assigned a minimum percentage of 51% in either the political science or public policy department. The department with the highest percentage of the appointment, also known as primary department, would be responsible for the tenure, tenure and promotion and/or the promotion of the faculty member.

The total salary of the faculty member (base, fringe, + other) will be split based on the percentage allocated in the joint appointment. There will be no effect on prospective salary increases. If a merit rubric is used, the merit rubric of the primary department would be used to determine the faculty member’s merit. The secondary department will be asked to provide input on the faculty member’s performance in the secondary department.

#### *PROCEDURE FOR NEW HIRES*

An applicant that is considered for a tenured/tenure-track appointment by more than one department within or across Schools or Colleges may be offered a joint appointment as defined above. The faculty of both participating departments should be included in the hiring process as early as possible. A joint appointment of a tenured/tenure-track faculty member shall require the feedback of the faculty in each participating department and best practices would suggest both areas are represented on the search committee.

Prior to the proffering of an offer of employment, the participating departments should prepare a single Memorandum of Understanding (MOU), which should be signed by the respective Unit Administrators and Deans. The MOU should clearly describe, at a minimum, the following:

1. The justification for a joint appointment. The MOU should clearly articulate the interdisciplinary nature of the joint appointment based on the teaching, research or service interests and needs of the appointee.

2. The percentage appointment in each department as well as the department that will serve as the “primary department” as discussed below.
3. Voting privileges of the appointee in the departments will be determined by the individual departments. In all cases, the appointee shall have full voting privileges in the primary department.
4. A joint appointment shall not affect committee membership qualifications.
5. The procedures for annual evaluations, evaluations for promotion, pre-tenure, tenure, and salary raises will be done by the primary department and shall be responsible for conducting all such evaluations. The participation of the non-primary department(s) in the above shall be clearly articulated in the MOU.
5. Teaching and service loads of the appointee cannot be greater than those of a non-jointly appointed faculty member in each of the participating departments.
6. The MOU should specify a fixed term of the joint appointment and the procedure that will be followed either to renew or terminate the joint appointment. The percentage breakdown of the joint appointment may be adjusted at the time of renewal based on mutual agreement of the appointee and the respective departments.
7. If a joint appointment is terminated for any reason other than denial of tenure, the appointee will be appointed 100% in the primary department.
8. If an appointee is denied tenure their joint appointment will extend only to the duration of the terminal appointment in the university.

#### *JOINT APPOINTMENTS OF EXISTING FACULTY MEMBERS*

From time to time a current faculty member in a College may wish to request a joint appointment in another department, to change the percentage breakdown of an existing joint appointment, or to switch their appointment entirely to another department.

#### *ESTABLISHING A JOINT APPOINTMENT*

A faculty member who wishes to request a joint appointment at a non-zero percentage in a department separate from their primary department should send a request in writing to the heads of the department (and/or colleges if the joint appointment is in another college) in which they seek to establish the joint appointment.

If the request is approved, subject to a positive vote of the faculty in said department, then the head of said department shall initiate discussion and preparation of an MOU with all other departments in which the faculty member has a non-zero percent appointment. The MOU should include the identical items as described for a new hire.

#### CHANGING THE PERCENTAGE OF AN EXISTING JOINT APPOINTMENT

The percentage breakdown of a joint appointment may be requested at the time of renewal of the appointment to the Deans of the Colleges and the department head and only at the time of renewal of the appointment and is subject to approval of all signatories of the MOU.

Example: As an example, envision a faculty member hired into the Political Science department. They will be teaching 75% of their load in political science and an additional 25% in the Public Policy program. Either prior to the position being approved or once a joint appointment is sought, an MOU between the political science and public policy units would be put in place to document the necessary information recognized above. In this example, the faculty member's primary department would be political science, and this is where tenure would be accrued. Further, political science would be responsible for 75% of the salary and public policy for 25%. As necessary, the two programs—working with the faculty member—could adjust percentages, etc., based on need by amending the MOU or drafting a new one if the existing one is to expire.

In this example if Professor X were a 9-month appointment the professor would be assigned 4 courses in the fall and 4 courses in the spring, barring any other releases from the typical 24 teaching load. Since 75% of the faculty member's appointment is in political science, they would be assigned 18 credit hours of teaching in political science and 6 credit hours in public policy.

#### 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

Faculty accepting full-time employment at Jacksonville University acknowledge that their primary professional responsibility is to the University. Outside employment must not interfere with University duties and must comply with the University's conflict-of-interest and employment policies. Faculty may engage in limited outside employment that does not conflict or interfere with their teaching, research, service, or other University responsibilities. Such activities may not exceed five (5) business days per month and require prior written approval from the Dean and Provost. Outside employment must be disclosed annually and when new activities begin. Use of the University's name, affiliation, or resources requires prior written University approval.

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>.

## FACULTY SEARCHES

When the 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](#).

- [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](#), current and updated curriculum vitae, a record of prior teaching, and official transcripts from all attended institutions of their academic work. The 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 CAO 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](#) 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 results of grievances will be kept in the personnel file.
- Other pertinent information; awards, publication lists, etc.
- Payroll information is in the Office of People & Culture 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 VII: GENERAL INFORMATION & UNIVERSITY POLICIES

Hyperlinks for general information and resources are listed below. These are also found on PhinSight with your faculty log in.

- [Academic Calendar](#)
- [Academic Catalog](#)
- [Academic Integrity](#)
- [Alcohol policy \(see Policies and Procedures\)](#)
- [Athletic events](#)
- [Bookstore](#)
- [Campus Security](#)
- [Catering Services](#)
- [Dining Services](#)
- [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 benefits](#)
- [Wilma's Little People's School \(part-time early childhood education\)](#)