



Clark Atlanta University

Faculty Handbook
And
Shared Governance Document

Approved by the CAU Board of Trustees, May 17, 2013

CLARK ATLANTA UNIVERSITY

Clark Atlanta University (CAU), formed in 1988 as a result of the consolidation of two independent historically black institutions — Atlanta University (1865) and Clark College (1869), is a United Methodist Church-related, private, coeducational, residential, and comprehensive urban research university. The University offers undergraduate, graduate and professional, and non-degree certificate programs.

MISSION

Leveraging its distinctive history, Clark Atlanta University is an urban research university that transforms the lives of students and their communities by preparing citizen leaders to be problem-solvers through innovative learning programs; supportive interactions with faculty, staff, and students; exemplary scholarship; and purposeful service.

Revised, approved by the Board of Trustees, May 22, 2013

VISION

Clark Atlanta University will increasingly become a dynamic 21st century research university of choice for a diverse student body with enhanced student enrollment yields, success and global marketability.

Implementation of Vision

This outcome will be achieved by committing the University's collective intellectual capital, talent, and resources through distinctive and innovative programs; cutting-edge research; meaningful service experiences; and a universally supportive environment.

Revised, approved by the Board of Trustees, May 22, 2013

CORE VALUES

I-SQuARED

Clark Atlanta University community draws motivation and direction through strongly held principles which guide the manner in which we treat one another and those we serve. Our core values serve as the foundation of each step we take toward achieving our vision.

1. Uphold a **student-centered** ethos that is responsive to diverse student backgrounds, learning styles, and career aspirations.
2. Commitment to the pursuit of **quality and excellence** in service to all stakeholders.
3. Promote **innovation and collaboration** to unite and make significant contributions to the knowledge of humankind.
4. Act with personal and professional **accountability and integrity** in all we do.
5. Exhibit **respect** for all individuals, workplace, and natural environment.
6. Embrace and support all forms of human **diversity and inclusiveness** in all of our actions.
7. Practice and nurture **ethical behavior and social responsibility** in all endeavors and toward all constituents.

UNIVERSITY CULTURAL CREED

Clark Atlanta University is committed to academic excellence, building character and service to others. The University achieves this mission by cultivating an environment of honesty, kindness, mutual respect, self-discipline, school loyalty, trust, academic integrity, and communal pride. “As a member of this scholarly community, I make the following pledge:

- I will work to promote academic honesty and integrity;
- I will work to cultivate a learning environment which opposes violence, vulgarity, lewdness and selfishness;
- I will embrace the concept of mutual respect by treating others the way I want them to treat me;
- I will support a campus culture of diversity by respecting the rights of those whose views and experiences differ from my own;
- I will honor and care for the sanctity of my body as the temple of God;
- I will commit myself to service so that I can make a difference in the world and a difference for more than just myself;
- I will celebrate and contribute to the “spirit of greatness” left by those who preceded me, and I will work to leave this a better place for those who follow me.

As a member of this community, I am committed to conducting myself in ways that contribute to a civil campus environment which encourages positive behavior in others. I accept the responsibility to uphold noble ideals as a proud member of the Clark Atlanta University family.”

Table of Contents
Section I
Personnel, Policies, and Procedures

Introduction	1
Shared Governance	1
1.0 Personnel	2
1.1 University Administrators	2
1.1.1 The University President	2
1.1.2 The Provost and Vice President for Academic Affairs	2
1.1.3 Definition of Schools	3
1.1.4 School Deans	4
1.1.5 Associate and Assistant Deans	5
1.1.6 Definition of Academic Departments	5
1.1.7 Department Chairpersons	5
1.1.8 Creation, Consolidation, and Elimination of Academic Units and Programs	6
1.1.9 Dean of the Office of Graduate Studies	7
1.1.10 Executive Director, Center for Academic and Student Success (CASS)	8
1.1.11 Dean for Enrollment Management	8
1.2 Faculty Appointments	9
1.2.1 Full-time Faculty	9
1.2.1.1 Ranked Faculty Appointments	9
1.2.1.2 Lecturers	9
1.2.1.3 Senior Lecturers	9
1.2.1.4 Master Lecturers	9
1.2.1.5 Instructors	10
1.2.1.6 Assistant Professors	10
1.2.1.7 Associate Professors	10
1.2.1.8 Professors	10
1.2.2 Other Faculty Appointments	11
1.2.2.1 Adjunct faculty	11
1.2.2.2 Graduate Teaching Assistants	11
1.2.2.3 Visiting Faculty	11
1.2.2.4 Joint Appointments	11
1.2.2.5 Scholars-in-Residence	11
1.2.2.6 Distinguished Professors	12
1.2.2.7 Emeritus Status	12
1.2.2.8 Eminent Scholars	13
1.2.3 Research Scientists	15
1.3 Eligibility for Graduate Instruction	15
1.4 Faculty Contracts	17
1.4.1 Part-Time Pro Rata Faculty	17
1.4.2 Part-Time per Course Faculty	17
1.4.3 Continuous Contracts	17
1.4.4 Probationary/Notice Faculty	18
1.4.5 Term Contracts	18

Table of Contents
Section I
Personnel, Policies, and Procedures

1.5 Faculty Recruiting and Appointments	18
1.5.1 Notice and Tenure-Track Appointments	18
1.5.2 Term Appointments	19
1.5.3 Adjunct Appointments	19
1.5.4 New Faculty Orientation	20
1.6 Security for Faculty Records	20
1.6.1 Office of the Provost	21
1.6.2 Office of the School Dean	21
1.6.3 Academic Departments	22
1.7 Faculty Performance Evaluations	22
1.8 Faculty Responsibilities and Obligations	22
1.8.1 Teaching	23
1.8.2 Research, Scholarship, and Creative Works	24
1.8.3 Service	24
1.8.4 Professional Development	24
1.9 Faculty Promotion, Tenure, Third-Year, and Post-Tenure Reviews	25
1.9.1 Eligibility for Promotion Review	25
1.9.2 Eligibility for Tenure Review	26
1.9.3 Eligibility for Third-Year Review	27
1.9.4 Portfolios for Promotion, Tenure, and Third-Year Review Candidates	27
1.9.5 Procedures for Faculty Promotion, Granting of Tenure, and Third-Year Reviews	28
1.9.6 Post-Tenure Review	31
1.10 Faculty Separations, Action Short of Dismissal, and Progressive Discipline	34
1.10.1 Resignations	34
1.10.2 Non-Reappointments	34
1.10.3 Notice of Non-Reappointment	34
1.10.4 Prolonged Physical or Mental Illness	35
1.10.5 Faculty Layoffs before Expiration of Current Contracts	35
1.10.5.1 Elimination of Curriculum Requirements, Academic Programs, and Academic Departments	36
1.10.5.2 Enrollment Emergencies	36
1.10.5.3 Financial Exigency	36
1.10.5.4 Procedures for Layoff of Ranked Faculty	36
1.10.5.5 Dismissals for Cause	37
1.10.5.5.1 Procedures for Dismissal	37
1.10.6 Action Short of Dismissal	38
1.10.7 Progressive Discipline	38
2.0 Policies and Procedures	39
2.1 Academic Freedom	39
2.2 Faculty Code of Professional Ethics	39
2.3 Plagiarism	40

Table of Contents
Section I
Personnel, Policies, and Procedures

2.4	Conflicts of Interest, General Policy	41
2.5	Conflicts of Interest related to Government Sponsored Research	41
2.6	Outside Employment by Full-Time Faculty	43
2.7	Sabbatical Leaves	43
2.8	Faculty Compensation from “Restricted” Funds	45
2.9	Faculty Compensation during Summer Sessions	45
2.10	Faculty Compensation for Continuing Education	46
2.11	Faculty Grievances	46
2.11.1	The University Review Committee (URC)	46
2.11.2	Procedures for Arbitrating Faculty Grievances	47
2.11.3	Procedures for Conducting Formal Grievance Hearings	49
2.12	Class Meetings	50
2.13	Academic Program Reviews	50
2.14	Centers of Excellence	51
2.15	Clark Atlanta University Equal Opportunity and Affirmative Action Policy	53
2.16	Sexual Harassment Policy	54
2.16.1	Procedure for Complaint	54
2.16.2	Appeals on Disciplinary Actions under the Sexual Harassment Procedures and Policy	55
2.16.3	Civil Rights, Harassment, and Complaints	55
2.16.4	Investigation Procedure	55
2.16.5	Violations of Faculty Rights, Academic Freedom, and Professional Ethics	56
2.17	Drug-Free Environment Policy	56
2.17.1	Clark Atlanta University Drug Prevention Program	56
2.17.2	Counseling Services	61
2.17.3	Employee Assistance Program (EAP) Services for Clark Atlanta University Employees.....	62
2.17.4	Education and Prevention	62
2.18	Intellectual Property Policy and Procedures	63
2.18.1	Copyright Policy	63
2.18.1.1	Compliance with Copyrights Laws	63
2.18.1.2	Use of Copyright Material in Teaching	63
2.18.2	Patent Policy	64
2.18.3	Policy Revisions	67
2.18.4	Creative Works Committee.....	68
2.18.5	Sale of Employee Created Materials to College Students	68
2.18.6	Fundraising Policy	68
2.18.7	Research Policies and Procedures	68
	Appendix A-1: Sabbatical Leave Application Process	71
	Appendix B-1: Promotion and Tenure Application Review Schedule	72
	Appendix C-1: Promotion and Tenure Review Coversheet	73
	Appendix D-1: Post-Tenure Review Schedule	74
	Appendix E-1: Procedures for Revising the Faculty Handbook	75

Table of Contents
Section II
Shared Governance at Clark Atlanta University

Introduction	77
1.0 The University Senate	77
1.2 Standing Committees of the University Senate	79
1.2.1 Executive Committee of the University Senate	79
1.2.2 Committee on Governance, Rights, and Rules of the University Senate	80
1.2.3 Committee for Budget and Planning of the University Senate	81
1.2.4 Committee on Community Relations of the University Senate	82
1.2.5 University Effectiveness Committee of the University Senate	82
1.2.6 Committee on Athletics of the University Senate	84
1.2.7 University Blue Ribbon Honorary Degree Committee of the University Senate	85
1.2.8 Enrollment Management Committee of the University Senate	86
2.0 The Academic Council	87
2.1 Standing Committees of the Academic Council	88
2.1.1 Executive Committee of the Academic Council	89
2.1.2 University Curriculum Committee of the Academic Council	89
2.1.3 Committee on External Programs and Continuing Education of the Academic Council.....	91
2.1.4 Committee on Research and Sponsored Programs of the Academic Council	91
2.1.5 Library Advisory Committee of the Academic Council	92
2.1.6 Undergraduate Council of the Academic Council	93
2.1.7 Graduate Council of the Academic Council	94
2.1.8 Committee on Student Life of the Academic Council	95
3.0 Shared Governance for Information Technology	96
3.1 Information Technology Steering Committee (ITSC)	96
3.2 Administrative Systems Operating Committee (ASOC)	97
3.3 Educational Technology Advisory Committee	98
Appendix A-2: The Faculty Assembly	100
Appendix B-2: Constitution of the Clark Atlanta University Faculty Assembly	102
Appendix C-2: By-Laws of the Clark Atlanta University Academic Council	106
Appendix D-2: Procedures for Submission of Proposals to the CAU Academic Council	109
Appendix E-2: By-Laws of the Clark Atlanta University Staff Assembly	113
Appendix F-2: The Clark Atlanta University Student Government Association	121
Appendix G-2: Constitution and By-Laws of the CAU Student Government Association	122
Appendix H-2: By-Laws of Clark Atlanta University Board of Trustees	130
Appendix I-2: CAU Policy on SACSCOC Substantive Change Policy and Procedures.....	142
Appendix J-2: CAU Policy on Determining Credit Hours Awarded for Courses and Programs.....	147
Appendix K-2: CAU Policy on Definition of Semester Credit Hour and Length of Semester Term.....	150
Appendix L-2: Academic Advisement Policy	159
Appendix M-2: Student Attendance Policy	162

Section I

Personnel, Policies, and Procedures

INTRODUCTION

The *Clark Atlanta University Faculty Handbook* includes University policies and procedures related to the responsibilities and rights of faculty members and administrators. These policies and procedures are subject to modification initiated by the University President, the Provost and Vice President for Academic Affairs, University Senate, Academic Council, Faculty Assembly, and Board of Trustees. The Board of Trustees must approve all proposed modifications to the *Clark Atlanta University Faculty Handbook*.

Faculty and administrators shall be subject to and will abide by the policies and procedures as presented in the *Clark Atlanta University Faculty Handbook*. The *Faculty Handbook*, however, is **not** a legally binding contract. Where the terms and provisions of a faculty member's contract are inconsistent with the general policies contained herein, the terms and conditions of the faculty member's contract shall govern.

SHARED GOVERNANCE

In an era of significant educational change, the success of the University and the positive morale of the faculty and administration are dependent upon continued use of the collective intelligence of the University community in planning and decision-making. Shared governance requires mutual participation in policy decisions by both faculty and administrators along with shared confidence. Therefore, faculty and administrators must share valid, relevant, and reliable information and an understanding that faculty representatives and administrators strive for informed mutual support through the dialogue of shared governance. Depending on the issues, faculty consultation by the administration must take many forms and involve a multitude of faculty members. The administration must weigh the counsel of various faculty members or faculty groups differently, depending on the circumstances. The administration must consult with students and staff members and their organizations as well as faculty and weigh their concerns. However, the administration must consult with the primary bodies including the Faculty Assembly, Staff Assembly, Student Government Association, University Senate, and Academic Council. These bodies include a majority of faculty representatives. The *Shared Governance Structure of Clark Atlanta University*, the *By-Laws of the Clark Atlanta University Faculty Assembly*, *Staff Assembly*, *Student Government Association*, *University Senate*, and *Academic Council* memorialize the respective jurisdictions of each of these bodies.

1.0 Personnel

1.1 The University Administrators

1.1.1 The University President

The University President is the Chief Executive Officer of the University. In this capacity, the University President has the responsibility and authority for carrying out and enforcing all policies and regulations adopted by the Board of Trustees for the operation of the University. The University President is an *ex officio* member of the Board of Trustees.

The major responsibilities of the University President include:

1. Attending meetings of the Board of Trustees
2. Submitting to the Board of Trustees recommendations for implementation and modification of University policies or administration as may seem to be the best interests of the University
3. Appointing and directing those members of the University staff who report to the University President
4. Convening and presiding over meetings of the University Senate
5. Overseeing the development, implementation, and updating of the University's Strategic Plan
6. Appointing and charging University committees as required
7. Approving hiring, retention, dismissal, promotion, and tenure of University faculty
8. Acting as the official line of communication between the Board of Trustees and University administrators and staff
9. Recommending students for graduation to the Board of Trustees
10. Summarizing and coordinating annual budgets submitted by divisions, schools, and departments of the University, and in consultation with the Provost and Vice President for Academic Affairs and other University administrators, authorizing budget adjustments to meet the resource needs of the University
11. Presenting the annual budget to the Board of Trustees for approval prior to the beginning of each fiscal year
12. Providing leadership in external relations and institutional advancement including fundraising
13. Preparing reports required by the Board of Trustees, regulatory agencies, and other external stakeholders of the University
14. Coordinating organizational changes in the University administrative structure
15. Consulting with the senior officers of the University and such other members of the administration as he/she may convene, on matters of University policy and procedures

1.1.2 The Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs serves as the University's chief academic officer and has broad responsibilities for advancing the instructional quality, research, scholarship and creativity, and service of Clark Atlanta University. The Provost is the senior member of the University President's Executive Cabinet and represents the University President during his or her absence from the University. The Provost and Vice President for Academic Affairs supervise the following administrators:

1. Associate Vice President for Academic Affairs
2. Vice President for Research and Sponsored Programs
3. Vice President for Student Affairs
4. Assistant Vice President for the Office of Planning, Assessment, and Institutional Research

Clark Atlanta University Faculty Handbook and Shared Governance Document

5. Director of the University Center for Cancer Research and Therapeutic Development
6. Dean of the School of Arts and Sciences
7. Dean of the School of Business Administration
8. Dean of the School of Education
9. Dean of the Whitney M. Young, Jr. School of Social Work
10. Dean of the Office of Graduate Studies
11. Dean of Enrollment Management
12. Executive Director of the Center for Academic and Student Success (CASS)
13. General Manager of WCLK Radio
14. Station Manager of CAU-TV

The major responsibilities of the Provost and Vice President for Academic Affairs include:

1. Providing academic leadership for the institution
2. Encouraging sound relationships that allow for the collegial sharing of views among the President, Vice Presidents, Deans, Directors, Department Chairs, Faculty, Staff, Students, Alumni and external stakeholders
3. Promoting coordination and cooperation among all units of the University
4. Providing leadership to the faculty and managing the processes through which teaching is conducted and administered at Clark Atlanta University (Responsible for the academic curriculum of the institution)
5. Insuring that the curriculum appropriately reflects the mission of the campus and that it is as current as possible in terms of disciplines and delivery
6. Promoting research activity in coordination with the Vice President for Research and Sponsored Programs, providing for resources, release time, and other incentives to promote an environment conducive to effective faculty research
7. Ensuring compliance with accreditation and regulatory agencies
8. Maintaining the quality of teaching, research, and service to University community
9. Supporting faculty and staff development
10. Providing recommendations to the University President on all academic issues including faculty appointments, promotion and tenure and termination and ensures that such processes comply with the policies and procedures specified in the *Clark Atlanta University Faculty Handbook*
11. Ensuring that the University's budget process enables stable planning and effective resource allocations in support of the University's academic programs
12. Providing leadership in strategic planning, budget formulation and execution
13. Providing oversight for planning and executing the University's enrollment management plan
14. Coordinating periodic reviews of academic and administrative support unit programs
15. Serving as Chair of the Academic Council

1.1.3 Definition of Schools

Schools are academic units, which carry out instruction, research, scholarship, and service within diverse academic disciplines and professional specializations. School faculty are authorized to grant undergraduate and graduate degrees in accordance with requirements of the University. Schools of the University shall be reasonably autonomous consistent with their missions and degree programs.

1.1.4 School Deans

School Deans are the leaders and administrative officers of their Schools and are responsible for the effective and efficient operation of the School within the policies and procedures of the University. The School Dean will establish and maintain a collegial work environment, cooperatively leading the academic units of the School in the pursuit of excellence, ensuring the academic integrity and quality of all curricula and supporting programs.

The major responsibilities of School Deans include:

1. Leading the development, implementation, and updating of the School's Strategic Plan, enrollment management plan, and program curricula
2. Appointing and directing those members of the University staff who report to the School Dean
3. Convening and presiding over meetings of the Department Chairs and School faculty;
4. Appointing and charging School committees as required
5. Recommending hiring, retention, dismissal, promotion, and tenure of University faculty and Department Chairs
6. Acting as a line of communication between the Provost and Vice President for Academic Affairs and the School
7. Overseeing clearance of students for graduation
8. Summarizing and coordinating annual budgets proposed by the School's Academic Department Chair's and Center Director, and authorizing budget adjustments to meet the resource needs of the School
9. Presenting the School's annual budget to the Subcommittee of the University Senate for Budgeting for recommendation to the University Senate
10. Providing leadership in student recruitment and retention
11. Developing, leading, and encouraging fundraising in support of the college's goals and the goals of its departments and programs, as well as outreach and public service efforts
12. Preparing reports required by the Provost and Vice President for Academic Affairs
13. Managing the fiscal affairs of the School
14. Supervising, evaluating, and supporting Academic Departments in a manner that promotes excellence in instruction, scholarly and creative productivity, and service to the University
15. Leading and coordinating the governance of the School
16. Coordinating the professional development of Department Chairpersons, faculty, and staff
17. Evaluating Department Chairs and staff in consultation with School faculty and staff
18. Evaluating overall Departmental/School productivity in instruction, research, and service responsibilities
19. Providing recommendations to the Provost and Vice President for Academic Affairs regarding sabbaticals and other leaves of absence for School faculty and staff
20. Providing recommendations to the Provost and Vice President for Academic Affairs on University policies and procedures
21. Consulting with the students, faculty, and alumni of the University and such other members of the administration as he/she may convene on matters of University policy and procedures
22. Demonstrating sensitivity to the needs of faculty, staff, and students from diverse backgrounds
23. Conducting an objective, participatory decision-making process

1.1.5 Associate and Assistant Deans

Associate and Assistant Deans may be assigned to Divisions within their respective Schools and provide administrative support to their School Deans in activities such as but not limited to academic instruction, research and scholarship, personnel management, planning, budgeting, and student engagement. School Divisions may include multiple Academic Departments with closely related disciplines, missions, degree programs, and research and scholarship agendas.

1.1.6 Definition of Academic Departments

Academic Departments are the units within Schools that carry on and develop the instruction, research, scholarship, and service to the University community. They offer courses leading to academic degrees. Academic Departments include specific disciplines and missions. The University President appoints each University faculty member to one or more Academic Departments. Within their respective School, Academic Departments shall be reasonably autonomous consistent with their missions and degree programs.

1.1.7 Department Chairpersons

Department Chairpersons are the chief administrators of their academic departments and the primary representatives of their departments' academic disciplines. Chairpersons carry out administrative responsibilities assigned by their School Deans and the Provost and Vice President for Academic Affairs, maintaining the standards of the discipline and meeting the professional expectations of departmental faculty and staff as well as students majoring in the discipline as well as those to whom the department offers elective and cognate courses.

Specific administrative responsibilities of Chairpersons include the following:

1. Communicating departmental needs and recommendations to the School Dean and Provost and Vice President for Academic Affairs
2. Communicating School and University issues to the faculty
3. Maintaining open lines of communication among the Department's faculty and staff;
4. Encouraging the development of departmental curricula
5. Insuring the preparation of catalog information and schedules of class offerings in accordance with established deadlines
6. Supervising the departmental budget, record keeping, and the requisition of supplies, equipment, instructional materials, and other needs as required
7. Developing departmental policies and procedures in accordance with University and School policies to assign faculty to classes, laboratories, studios, and other responsibilities
8. Reporting undesirable or potentially hazardous conditions with respect to the physical plant
9. Coordinating and supervising academic program reviews, accreditation, departmental evaluations, and other reviews as required
10. Maintaining liaison with other academic departments, schools, and support units in order to promote interdepartmental and interdisciplinary cooperation among academic programs
11. Demonstrating leadership in recruiting, developing, and retaining qualified faculty and staff
12. Evaluating faculty and staff performance
13. Encouraging improvement of faculty performance by fostering good teaching and stimulating research, scholarly writing, and creative activity
14. Promoting professional development of faculty and staff
15. Facilitating the development of proposals to seek grants, contracts, and cooperative agreements from external funding agencies, both public and private
16. Encouraging service to the University and the community by faculty and staff

Clark Atlanta University Faculty Handbook and Shared Governance Document

17. Making recommendations to the School Dean regarding promotion, tenure, reappointment, salary adjustments, and leaves of absence
18. Promoting collegiality among department faculty and staff from diverse backgrounds
19. Maintaining faculty and staff morale by preventing and resolving conflicts and by arranging for the equitable distribution of workloads
20. Enhancing their departments' reputation both on and off campus

Recruiting and retaining qualified students depends on how effectively Departmental Chairpersons respond to students' needs. The Chairperson is responsible for the following:

1. Coordinating academic advisement and monitoring the process to ensure that it is responsive to student goals
2. Encouraging student organizations, which promote achievement, professional development, and community service
3. Adhering to University and School policies and procedures for resolving student complaints and appeals
4. Informing students regarding registration procedures and financial enrollment requirements
5. Ensuring that students have courses offerings that facilitate timely progress toward completing their University degrees and certificates

Notwithstanding differences in leadership styles, the following are key attributes of effective Department Chairpersons:

1. Demonstrating integrity and professionalism as an administrator of Clark Atlanta University;
2. Being available to faculty, staff and students;
3. Encouraging department personnel to achieve clearly defined departmental goals;
4. Consistently demonstrating a personal commitment to excellence in teaching, research, scholarship, and service;
5. Being sensitive to the needs of faculty, staff, and students from diverse backgrounds; and
6. Demonstrating objective, participatory decision-making

The University President appoints Department Chairs following a search process, which must include representatives from the department faculty and staff and faculty from related Academic Departments. Department Chairs will remain in their positions as long as they are effective but are free to resign their positions. The University President appoints Department Chairs under a twelve (12)-month contract unless otherwise specified. School Deans will evaluate Department Chairs annually with review by the Provost and Vice President for Academic Affairs. Department Chairs will undergo a Comprehensive Review and Evaluation every three (3) years. The comprehensive review process must include comments and recommendations from the department faculty, the School Dean, the Dean of the Office of Graduate Studies, the Executive Director for the Center for Academic and Student Success, and the Provost and Vice President for Academic Affairs.

1.1.8 Creation, Consolidation, and Elimination of Academic Units and Programs

Proposals to create, modify, or eliminate academic units and programs may originate with any member of the University community. Originators shall submit proposals to the Department Chair and the respective School Dean (in turn). For those proposals involving more than one School, Academic Department, or program, all parties involved shall consolidate and summarize their recommendations. School Deans will forward recommendations to the Provost and Vice President for Academic Affairs, who in consultation with the Academic Council will submit his/her

recommendations to the University President. Following consultation with the University Senate, the University President will recommend approval/disapproval of the proposal to the Clark Atlanta University Board of Trustees for final approval.

1.1.9 Dean of the Office of Graduate Studies

The Dean of the Office of Graduate Studies provides administrative oversight regarding all policies and procedures related to the University's graduate degree programs. In alignment with strategic objectives of the University, the Dean aligns, grows, advises, promotes and supports the University's graduate education programs within the University. The Dean will assist the Dean for Enrollment Management, School Deans, Academic Department Chairs, and Graduate Program Coordinators in maintaining existing graduate programs and in the development of new programs, new programmatic thrusts, and shifts in program delivery modalities with an emphasis on increasing enrollment in graduate programs and developing new programs that meet workforce needs.

Specific responsibilities of the Dean of the Office of Graduate Studies include the following:

1. Establishing and implementing policies and operating procedures for graduate programs
2. Developing and implementing University and faculty policies for graduate education and areas affecting postgraduate students
3. Work with School Deans in the development of faculty policies on graduate education
4. Work collaboratively to develop short and long term goals for the graduate programs that are linked to the University and Academic Affairs strategic and enrollment plans
5. Work with enrollment management services, academic program and department chairs to develop strategic enrollment management plans
6. Coordinating with the Office of Admissions to provide assistance to students applying for admission to graduate programs
7. Providing leadership in the development of new programs of graduate study
8. Addressing faculty and graduate student related problems and issues as they arise
9. Ensuring that all graduate programs comply with governance and policy requirements of the University and all accrediting bodies
10. Guiding decisions relating to graduate student progress and taking a leading role in monitoring graduate student progress
11. Leading the Academic Program Review process for graduate programs to ensure maintenance of the highest standards of excellence
12. Serves on University-level committees and working groups

The Dean of the Office of Graduate Studies supervises the following functions:

1. First-year graduate transition services
2. Transfer student assistance
3. Graduate program curriculum development
4. Graduate Student Resource Center
5. Academic advisement, mentoring, and counseling
6. Assessment of the Office of Graduate Studies
7. Program oversight for Graduate Fellowships and Teaching Assistants
8. Approval of theses and dissertations for publication

1.1.10 Executive Director of the Center for Academic and Student Success (CASS)

The Executive Director of the Center for Academic and Student Success provides administrative oversight regarding all policies and procedures related to the University's undergraduate degree programs. In alignment with strategic objectives of the University, he/she is responsible for planning, developing, recommending, implementing, and evaluating the effectiveness of policies and procedures for recruiting and retaining academically qualified undergraduate students as they matriculate to graduation. He/she is responsible for administering policies related to developing and assessing the general education curriculum, academic advisement, transfer credit, and articulation agreements with other accredited colleges and universities. The Executive Director of the Center for Academic and Student Success is also responsible for developing, coordinating, and executing operational and capital budgets for those activities associated with undergraduate degree programs.

1.1.11 Dean for Enrollment Management

The Dean for Enrollment Management administrative provides oversight regarding all policies and procedures related to the University's Enrollment Management Plan.

Specific responsibilities of the Dean for Enrollment Management include the following:

1. Promotes the mission, vision, and brand of the University in alignment with the policies and procedures and the goals of the University's strategic plan
2. Serves as the University's authority on policies and procedures for marketing academic programs, and recruiting, admitting, and retaining highly qualified students
3. Recommends feasible, measurable goals for student recruitment, enrollment, retention, persistence, graduation, and placement
4. Anticipates market trends in higher education and adjusts enrollment management strategies accordingly
5. Plans and executes a comprehensive marketing and communication plan that promotes long-term stability for student enrollments
6. Assesses progress toward meeting enrollment management goals
7. Develops and administrates operating budgets for enrollment management activities
8. Collaborates with University administrators to create and implement comprehensive student financial planning strategies that minimize student debt and maximize revenues for the University
9. Supervises enrollment management staff and promotes an environment of **excellent customer service** and continuous improvement for enrollment management activities
10. Creates professional growth and development opportunities for enrollment management staff
11. In coordination with the Assistant Vice President for Planning, Assessment, and Research, gathers relevant and reliable data for preparing and distributing enrollment management reports
12. Represents the University to stakeholders such as alumni, high school and college counselors, and prospective students and their families in activities related to enrollment management
13. Performs other duties as assigned by the Provost and Vice President for Academic Affairs

1.2 Faculty Appointments

With recommendations from Department Chairs, School Deans, and the Provost and Vice President for Academic Affairs, the University President appoints candidates to the University faculty. The University faculty includes: (1) ranked full-time faculty; (2) ranked part-time pro rata faculty; (3) part-time per course faculty; (4) those with special appointments; and (5) those assigned to research units.

Ranked faculty may be full-time or part-time employees of Clark Atlanta University, who have been appointed by the President to one of the following academic ranks: Lecturer, Senior Lecturer, Master Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor.

1.2.1 Full-time Faculty

Full-time faculty hold ranked appointments and engage in undergraduate and graduate teaching, student engagement beyond the classroom, individual student mentoring, grantsmanship, research and scholarship and creative activities, professional development, and service in accordance with the strategic initiatives of the University.

1.2.1.1 Ranked Faculty Appointments

At the time of initial appointment of a full-time faculty member, the School Dean in consultation with the Department Chair recommends to the Provost and Vice President for Academic Affairs an appropriate academic rank for the candidate using criteria presented below. The Provost and Vice President for Academic Affairs recommend candidates to the University President for approval. The University President approves subsequent changes in academic rank in accordance with the University's faculty promotion process.

1.2.1.2 Lecturers

Lecturers can provide important instructional services to the University. Lecturer appointments may be either full-time or part-time. The primary responsibility of Lecturers is instruction. Lecturer appointments are for one (1) year. Per satisfactory performance evaluations, the President appoints Lecturers annually for a maximum of five (5) years.

1.2.1.3 Senior Lecturers

Senior Lecturers have held the academic rank of Lecturer for a minimum of five (5) consecutive years or have comparable experience in higher education. Candidates must demonstrate outstanding teaching skills in their academic disciplines and have continuous agendas of professional development. Per satisfactory performance evaluations, the President appoints Senior Lecturers annually for a maximum of five (5) years.

1.2.1.4 Master Lecturers

Master Lecturers have held the academic rank of Senior Lecturer for a minimum of five (5) consecutive years or have comparable experience in higher education. Candidates must demonstrate exceptional teaching skills in their academic disciplines; have continuous agendas of professional development; and have made significant professional contributions to their disciplines. Per satisfactory performance evaluations, the President appoints Master Lecturers

Clark Atlanta University Faculty Handbook and Shared Governance Document

annually for a maximum of five (5) years. After five (5) years and based on satisfactory performance, the University President may continue to offer annual reappointments to Master Lecturers.

1.2.1.5 Instructors

Instructors hold master's degrees, commensurate professional experience and have potential to become excellent teachers, researchers, and scholars to the academic rank of Instructor. Per satisfactory performance evaluations, the University President appoints Instructors annually for a maximum of three (3) years. Following their third (3rd) year of continuous service to the University, the President will extend a fourth (4th) year terminal contract to Instructors whom the President has not appointed to the rank of Assistant Professor.

1.2.1.6 Assistant Professors

Assistant Professors shall have demonstrated high ability and promise as a college teacher. Normally, the earned doctorate or an appropriate terminal professional or academic degree and a demonstrated professional competence in the discipline are required for appointment to this rank. There must be evidence of (1) excellence in teaching; (2) a developing agenda for scholarship and creativity; and (3) student engagement and service to the academic community.

The University President initially appoints Assistant Professors for one (1)-year notice/contracts. Subsequent to receipt of recommendations by the Department Chair, School Dean, and the Provost and Vice President for Academic Affairs, the President may reappoint an Assistant Professor to three (3), one (1) year notice/contracts. No later than March 15 of the third (3rd) year of an Assistant Professor's second appointment, the President will notify the Assistant Professor whether or not he/she will receive an additional three (3), one (1) year notice/contract. If not renewed, the faculty member will receive a one (1) year terminal contract. The University President will not appoint Assistant Professors in that rank for more than seven (7) years.

1.2.1.7 Associate Professors

Associate Professors hold earned doctorate degrees or appropriate terminal degrees for their academic disciplines. They have demonstrated professional competence in teaching, research, scholarship, and creative activities, and service to the academic community. For initial appointment to this academic rank, the candidate shall have had seven (7) years of professional experience in teaching, research, or other professionally related activities. For promotion to this rank, the applicant will have served at the rank of Assistant Professor for not less than four (4) years. Associate Professors must clearly demonstrate fulfillment of the various criteria established as a measure of the excellence of a teacher. In addition, Associate Professors demonstrate willingness to engage their students beyond the classroom and participate in the life of the University.

1.2.1.8 Professors

Professors hold earned doctorate degrees or appropriate terminal degrees for their academic disciplines. They have demonstrated exceptional professional competence in teaching, research, scholarship, and creative activities, and service to the academic community. Promotion to Professor normally requires that the candidate has not less than five (5) years of experience in rank as an Associate Professor and a minimum of ten (10) years of academic experience. Candidates shall have a record of distinction in teaching, scholarly research and/or creative activity, in public life,

education, or administration. Candidates for promotion to Professor shall have produced peer-reviewed publications (or recognition by other indices appropriate to the discipline) and/or creative works as evidence of significant scholarship at national and international levels. Finally, a Professor must participate significantly in the life of the University engaging students in ongoing research, creative activities, and scholarship.

1.2.2 Other Faculty Appointments

The University President may appoint part-time and full-time, academically qualified faculty, who meet special criteria such as excellence in teaching, scholarship, and/or service.

1.2.2.1 Adjunct Faculty

Adjunct Faculty hold term appointments with primary responsibilities for teaching. The University may assign adjunct faculty to the academic rank of Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor, depending on their qualifications. Adjunct faculty will always receive term contracts and are not eligible for fringe benefits, tuition remission, tenure, promotion, and sabbatical leaves.

1.2.2.2 Graduate Teaching Assistants

Graduate Teaching Assistants (GTAs) are graduate students employed on a temporary contract (usually a semester or an academic year) by a school or academic department to perform duties that are teaching-related and instructional in nature or deliver direct services to students. The GTAs serve in a position for which a faculty member has ultimate responsibility for the design and implementation of educational programs and services. GTA responsibilities may include tutoring; holding office hours; invigilating tests or exams; and assisting a professor with a large lecture class by teaching students in recitation, laboratory, or discussion sessions. Professors may also use their TAs to help lead discussions during regular classes or serve as the sole instructor for one or more classes each semester.

1.2.2.3 Visiting Faculty

The University President appoints Visiting Faculty for limited periods with no intent of ongoing employment. Visiting faculty may hold faculty appointments at other institutions and will hold comparable rank at Clark Atlanta University. Visiting faculty may also include Professors Emeriti and others distinguished in their academic disciplines.

1.2.2.4 Joint Appointments

Joint faculty appointments are among different academic units of the University. Faculty other than full-time ranked faculty may also hold joint appointments but are not eligible for tenure or continuous contracts.

1.2.2.5 Scholars-in-Residence

Scholars-in-Residence are non-tenure-track, non-tenured faculty whose academic backgrounds and career expertise in areas such as business, law, education, the arts, government, and social work make them valuable contributors to the University's mission. Normally, Scholars-in-Residence hold

Clark Atlanta University Faculty Handbook and Shared Governance Document

terminal degrees appropriate for their disciplines but have spent much of their careers outside of academia. Scholars-in-Residence are under contract primarily to provide classroom instruction in their area of expertise. In addition to instructional activities, they also may have additional responsibilities that require the talents and experiences developed in their careers outside of academia. Scholars-in-Residence may hold full-time or part-time appointments.

1.2.2.6 Distinguished Professors

Distinguished Professors shall be eligible for appointment as *Full Professors* and have attained the highest degree of scholarship and creativity as evidenced by national or international recognition of his/her peers. In consultation with the School Dean and the Provost and Vice President for Academic Affairs, the University President appoints Distinguished Professors. Distinguished Professor is not a tenurable appointment, has no prescribed time limit, and is subject to annual renewal by the President. The President will notify Distinguished Professors in writing of nonrenewal not less than one (1) year in advance of the termination date of their appointments.

Clark Atlanta University has endowments for the following Distinguished Professorships:

1. Distinguished Professor of Mathematics and Mathematical Physics (School of Arts and Sciences)
2. Fuller E. Callaway Chair in Physics (School of Arts and Sciences)
3. Howard Hughes Chair in Biology (School of Arts and Sciences)
4. Garfield D. Merner Professorship of Science (School of Arts and Sciences)
5. Edmund Asa Ware Professorship in Sociology (School of Arts and Sciences)
6. Christine McEachern Smith Professorship in Marketing (School of Business Administration)
7. Robert W. Woodruff Chair in Finance (School of Business Administration)

1.2.2.7 Emeritus Status

The University President may grant emeritus status to faculty retirees upon recommendations by their Academic Department Promotion and Tenure Committee, Department Chair, School Promotion and Tenure Committee, School Dean, and the Provost and Vice President for Academic Affairs. Upon retirement, eligible faculty must have held the rank of Associate or Full Professor, served the University with distinction, and meet one (1) of the following criteria:

1. Attain the minimum age of 62 and have served on the Clark Atlanta University for a minimum of ten years;
2. Have served on the faculty of Clark Atlanta University for a minimum of 20 years; or
3. Have served on the faculty of Clark Atlanta University for a minimum of ten years and retired for other reasons such as physical disability.

The University will extend the following privileges and benefits to Emeritus faculty:

1. Meeting facilities for Emeritus Faculty who wish to meet as a group
2. An Emeritus Employee Identification Card at the Office of Human Resources providing (subject to current policies, restrictions, and fees applicable to full-time faculty) access to University recreational and athletic facilities, library, bookstore, campus parking permits, and cultural, athletic, and educational events
3. Tuition free course registrations at the University (Dependents of Emeritus Faculty will be subject to the conditions of the University's tuition remission plan in effect at the time the Emeritus Faculty member retires)
4. Notification of major campus activities

Clark Atlanta University Faculty Handbook and Shared Governance Document

5. Attendance at meetings and other activities of their former departments as nonvoting members
6. Participation in University commencement exercises
7. Access to departmental administrative services on a space available basis

1.2.2.8 Eminent Scholars

The Eminent Scholar designation recognizes faculty members of outstanding merit and service and national and international acclaim to the Clark Atlanta University.

A. The Clark Atlanta University Eminent Scholars Committee

1. The Clark Atlanta University Eminent Scholars Committee includes one (1) Eminent Scholar from each School, selected by the School Promotion and Tenure Committee, plus one (1) Eminent Scholar chosen by the Faculty Assembly. If a School has only one Eminent Scholar who is ineligible to serve due to a conflict of interest, then the School Dean and Full Professors of that School can select a representative from among the Eminent Scholars from any other School of the University. The Eminent Scholar selected must not already represent his/her School and must have no known conflicts of interest that would impair his/ her objectivity in evaluating the applicants. Each Eminent Scholar will serve on the Eminent Scholars Committee for a three (3) year term as will be eligible for reappointment. University administrators will *not* participate in the deliberations of the Eminent Scholars Committee. The Committee will elect its own chair, and deliberations will remain confidential.
2. In the event that the University has not designated a sufficient number Eminent Scholars to meet the requirement for a five (5) member committee, each School and the Faculty Assembly may nominate Eminent Scholars from among the University's peer or aspirant Universities to serve as members of the Clark Atlanta University Eminent Scholars Committee.
3. Before an Eminent Scholar participates in committee reviews, he/she must be assessed by the School Dean for actual or potential conflicts of interest with any of the applicants based on the following criteria:
 - Is a close relative (e.g., spouse, child, sibling, or parent) or partner;
 - Is a close professional associate or other colleague and/or has a financial interest in the outcome of the applicant being designated as an Eminent Scholar;
 - Acts as an officer, director, member, owner, trustee, expert, advisor, consultant (with or without compensation), or employee of the applicant or other organization that would be affected by his or her decision;
 - Negotiating or has an arrangement for prospective employment with an applicant or other organization that would be affected by his or her decision; and
 - Conducting research or other professional activities with an applicant or has done so within three (3) years of the review date.
4. The Provost and Vice President for Academic Affairs will convene and charge the Eminent Scholars Committee regarding its responsibilities by November 1.
 - a. The Provost and Vice President for Academic Affairs ensures that each application packet is complete and forwards the packets electronically to the Eminent Scholars Committee for its review and recommendation by November 15.

Clark Atlanta University Faculty Handbook and Shared Governance Document

- b. By an affirmative vote of at least five (5) members, the Eminent Scholars Committee may *nominate* applicants as Eminent Scholars to the Provost and Vice President for Academic Affairs by March 1.
- c. The Provost and Vice President for Academic Affairs will recommend nominees for Eminent Scholars to the University President for approval by April 1.
- d. If Eminent Scholars announce their retirements after the annual process has begun, vacancies will remain unfilled until the next year's nomination cycle.
- e. Tenured faculty, who have been designated Eminent Scholars must apply for re-designation at the end of each five (5) year period in accordance with the aforementioned application process. Post-Tenure Review will not substitute for the requirement for Eminent Scholars to apply for re-designation. Those tenured faculty, who the University President does not approve for re-designation may reapply after three (3) years have elapsed.

B. Criteria for Nomination as Eminent Scholar

Applicants for the designation of Eminent Scholar must meet the following criteria:

1. Hold the rank of Full Professor at Clark Atlanta University for a minimum of three (3) years to be eligible for consideration. The University President may waive this requirement when the Eminent Scholar designation is part of the initial appointment to the University faculty. Only in exceptional cases should the University President consider candidates for faculty appointments at the University for Eminent Scholar.
2. Have a record of scholarly publications or stature in the creative arts, which clearly establishes the nominee as *a scholar of national or international reputation* in the nominee's academic discipline. Scholarly publications are those that have received peer review or have been otherwise recognized and assessed by authorities in the academic discipline. A consistent pattern of scholarly contributions, invited chapters, scholarly books, invited lectureships, prestigious academic honors, officer positions in the nominee's discipline, editor of multi-authored books, organizer or coordinator of symposiums, and other similar achievements that would represent evidence that a nominee is a contributing scholar of note to his/her discipline. An applicant meriting Eminent Scholar designation will have a long and consistent record of achievement in at least several of the above categories. Other Eminent Scholars in the academic discipline should easily recognize an applicant with positive comments regarding his/her achievements. Recent works in the academic discipline should frequently cite the nominee's contributions. His/her scholarly contributions or creative achievements should be a benchmark reflecting evolution of the academic discipline.
3. Achieved substantial success in obtaining external funding for research or creative activities in the applicant's academic discipline.

C. Application Packets

1. Applicants submit their letters requesting consideration for the designation as Eminent Scholars along with supporting documentation described below to the Provost and Vice President for Academic Affairs by October 15.
2. Applicants are responsible for providing supporting documentation to enable the Eminent Scholars Committee to decide whether they meet all of the criteria. In addition to a current curriculum vita, a letter from the applicant should explain why he/she merits designation as an Eminent Scholar. The Eminent Scholars Committee should independently solicit current

curriculum vitae and letters of recommendation from five (5) External Reviewers, who are nationally or internationally, recognized experts testifying to the reputation of the applicant's work. Applicants may solicit letters of recommendation from External Reviewers. Applicants should provide original copies of their scholarly works (refereed articles, monographs, books, etc.) that are representative of their most important contributions. Applicants should also provide the committee with supporting documentation such as citations, reviews, and information including awards, invited lectures, and organized symposia or conferences as evidence of a broad recognition of the importance of the works. *Quality of each applicant's publications accepted by eminent presses and journals, letters, etc. outweighs quantity in the review process.* After applicants submit the aforementioned documentation to the committee, applicants may not add any additional information to their application packets.

3. Applicants should organize their supporting documentation into categories, e.g., books, book chapters, peer reviewed journal articles, etc., with proper references. National and international scholarly and creative works must be in a clearly identified and separate category on the applicant's curriculum vita.

1.2.3 Research Scientists

Research Scientists pursue grants and contracts along with other research support opportunities and conduct scientific research. Researchers must hold doctoral degrees in disciplines. Research Scientists are nonvoting members of the Faculty Assembly, are not notice/tenure-track appointments, and therefore are not eligible for tenure. They may participate in classroom and laboratory instruction and graduate student research consistent with the terms and conditions of the funding for their positions. Their primary role at the University remains scientific research. School Deans and Directors of Centers of Excellence in coordination with the Vice President for Research and Sponsored Programs may recommend candidates to the Provost and Vice President for Academic Affairs for approval by the University President for maximum terms of three (3) years. Appointments for more than one (1) year are contingent upon available funding. Ordinarily, the terms of their appointments will coincide with the duration of a research grants or contracts. Depending on their research experience, scholarship, and other professional credentials, the University President may offer Research Scientists one of the following appointments:

- A. Senior Scholars and Principal Research Scientists
- B. Senior Research Associates or Scientists
- C. Research Associates or Scientists
- D. Research Assistants

1.3 Eligibility for Graduate Instruction

Full-time Clark Atlanta University faculty may provide graduate instruction and participate in graduate student research or creative activities if they have earned the highest degree in their disciplines. *In extraordinary cases*, nominees, who do not hold the highest degree in the discipline, may substitute *significant professional experience and/or scholarly or creative activities*. Department Chairs (with the concurrence of departmental graduate faculty) and School Deans nominate faculty who have met the following criteria.

1. Department Chairs and School Deans may nominate part-time faculty as *adjunct by rank* to teach graduate courses and to participate (but not serve as Chairs) in graduate student research in their disciplines.

Clark Atlanta University Faculty Handbook and Shared Governance Document

2. The Dean for the Office of Graduate Studies will review all graduate faculty nominations including current curriculum vitae submitted by the School Dean and recommended by the Department Chair to determine that nominees meet the requirements for membership to the graduate faculty and will appoint a subcommittee of three (3) members of the Graduate Council to review each nomination. The subcommittee will forward their recommendation to the Graduate Council for a final recommendation to the Dean for Graduate Studies.
 3. The Dean for the Office of Graduate Studies will forward his/her recommendation along with the recommendation from the Graduate Council to the Provost and Vice President for Academic Affairs for approval, who will notify the nominee's School Dean, Department Chair, and the nominee regarding disposition. School Deans may appeal denials to the Provost and Vice President for Academic Affairs, whose decision is final and may not be appealed.
- A. Faculty eligible to teach ***master's and specialist-level courses and participate on master's thesis committees*** in their academic disciplines must meet the following minimum qualifications:
1. An earned terminal degree in the discipline or a related discipline. A combination of traditional credentials and "other" credentials may be used. If the "other" qualifications only approach is used, then a portfolio approach for qualifications is required and must be linked to the courses being taught.
 2. The minimum academic rank of Assistant Professor or Adjunct Assistant Professor.
- B. Publications in peer-reviewed academic and professional journals, books, monographs, or comparable creative work; or publication of a text in the faculty member's secondary field. Faculty eligible to teach at the ***doctoral level and chair master's theses and doctoral dissertation committees*** in their academic disciplines must meet the following minimum qualifications:
1. An earned terminal degree in the discipline or a related discipline. A combination of traditional credentials and "other" credentials may be used. If the "other" qualifications only approach is used, then a portfolio approach for qualifications is required and must be linked to the courses being taught.
 2. The minimum academic rank of Assistant Professor or Adjunct Assistant Professor.
 3. An established record of peer-reviewed scholarship or creative activities in recognized journals, books or monographs in the discipline.
 4. Evidence of significant ongoing research or creative activities.
- C. Based on their outstanding professional, lifetime achievements, extraordinary individuals may offer unique insight and expertise to the University's graduate programs. For example, this requirement would include outstanding business professionals, elected or appointed government officials, and those who have received national and international acclaim in their fields and bring great distinction and prestige to the University.

Schools and Academic Departments should develop supplemental criteria, which is more rigorous than the above minimum qualifications.

1.4 Faculty Contracts

The University President is the sole authority to appoint new faculty and renew faculty appointments. The President exercises his/her authority through the Provost and Vice President for Academic Affairs in order to assure adequate consultation with the faculty and compliance with the employment policies of the University.

The University President approves all faculty contracts specifying the position, salary, duration (academic year), and assignment (e.g., school, academic department, center). Contracts for faculty appointed to administrative and other supervisory responsibilities (e.g., Department Chairs, Program Coordinators, and Directors) will specify terms, conditions, and duties associated with these assignments. The policies of the Board of Trustees govern all conditions of employment. All contractual relationships are between the University and faculty members.

The University President issues continuous contracts to ranked full-time tenured faculty and probationary/notice contracts to tenure-track and part-time pro rata faculty not later than June 15th. Faculty must return contracts to the Office of the Provost and Vice President for Academic Affairs within fifteen (15) working days following receipt. Those faculty contracts that are not accepted and returned within fifteen (15) working days of receipt will automatically expire. Faculty who are not able to return contracts within the 15-day period because of extenuating circumstances (e.g., medical or family emergencies, international travel) must promptly contact the Office of the Provost and Vice President for Academic Affairs by phone or email message to request an extension. The University will treat failures by faculty to respond by the deadline as resignations.

The University President also extends term contracts to Part-Time per Course Faculty when full-time faculty are not available.

1.4.1 Part-Time Pro Rata Faculty

Part-Time Pro Rata Faculty are those who hold academic rank and are assigned less than full-time teaching loads. The University President may appoint Part-Time Pro Rata Faculty to notice/probationary contracts. Part-Time Pro Rata Faculty have pro rata rights to fringe benefits. They are nonvoting members of the Clark Atlanta University faculty. On a pro rata basis, they have responsibilities for advising students, service on committees, and other responsibilities of full-time faculty as detailed in the Faculty Handbook. Part-Time Pro Rata Faculty do not accrue time toward tenure, promotion, or sabbatical leave.

1.4.2 Part-Time per Course Faculty

Part-Time per Course Faculty are those who are ranked and are assigned teaching loads equivalent to half-time or less than that of full-time faculty. They have no other faculty duties and responsibilities. To assist students, Part-Time per Course Faculty maintain office hours for at least 1½ hours per week for each assigned course. Part-Time per Course Faculty are not eligible to receive fringe benefits or tuition remissions and do not accrue time toward tenure, promotion, or sabbatical leave. The University always employs Part-Time per Course Faculty on term contracts.

1.4.3 Continuous Contracts

The University President approves continuous contracts for ranked tenured faculty members. Faculty with continuous contracts are entitled to the terms and conditions of employment that exist

Clark Atlanta University Faculty Handbook and Shared Governance Document

at the time of each annual renewal unless separated by the University pursuant to the provisions of (Section 2.8 of the Faculty Handbook).

1.4.4 Probationary/Notice Faculty

The University President approves probationary/notice contracts for ranked, tenure-track, full-time faculty commencing with their appointments. The probationary period for tenure-track faculty will not exceed six (6) years. This period includes full-time service at all other regionally accredited institutions of higher education. Following more than three (3) years of probationary service at other institutions, probationary periods of faculty appointees may not exceed three (3) academic years.

Note: Probationary periods for new tenure-track faculty appointed subsequent to the beginning of an academic term commence with the first day of the semester if the appointee will serve at least one-half of the term. Otherwise, the appointee's probationary period commences at the beginning of the following academic term.

1.4.5 Term Contracts

Term contracts (e.g., for adjunct and summer session faculty) are limited to the term of employment as specified in the candidate's Appointment Offer and do not confer upon appointees any entitlement to continued employment following the specified academic term.

1.5 Faculty Recruiting and Appointments

The University President is the sole authority for hiring and retaining faculty and exercises his/her authority through the Provost and Vice President for Academic Affairs, the Director of Human Resources, and the General Counsel to ensure the following:

- A. Adequate consultation with faculty, Department Chairs, and School Deans.
- B. Compliance with the employment policies of the University, the accreditation standards of the Southern Association of Colleges and Schools Commission on Colleges, and professional accreditation agencies, and the laws of the State of Georgia and the United States of America.

As stated in their initial Appointment Offers and subsequent contracts, all faculty members are assigned to an Academic Department of the University.

The University must advertise all full-time faculty positions for which the University President has authorized recruiting. Advertisements must include the prescribed equal employment opportunity clause.

The University provides notice of employment opportunities through appropriate media and follows University policies and procedures for evaluating applicants for employment. The University encourages applications from women, veterans, and members of minority groups.

1.5.1 Notice and Tenure-Track Appointments

Departmental or program requests for notice/tenure-track faculty positions are granted as a result of a prior review and recommendation by the respective School Deans and the approval by the Provost and Vice President for Academic Affairs. The following is the procedure for appointing tenure-track faculty:

Clark Atlanta University Faculty Handbook and Shared Governance Document

- A. When an approved tenure-track position is available, the Department Chair in consultation with the department faculty forwards to the School Dean a position request form, a position description, and a draft of the position advertisement.
- B. The School Dean, in consultation with the Provost and Vice President for Academic Affairs, reviews the position description, the draft of the position advertisement, and the availability and source of funds to support the position.
- C. The School Dean arranges with the Office of Human Resources for advertising the position. The School Dean, in consultation with the department or program chair, proceeds with a selection process that is consistent with established school policies and procedures for the recruitment, selection, and appointment of tenure-track faculty and forwards a recommendation and all supporting materials to the Provost and Vice President for Academic Affairs when the process is completed.
- D. Upon the recommendation of the Provost and Vice President for Academic Affairs, the University President may provide to the candidate, an Offer Letter of Appointment.

1.5.2 Term Appointments

Non-tenure-track faculty hold temporary appointments for a specific period of employment and may hold the following: a) *indefinite renewable appointments*, which include unlimited opportunities for contract renewals; and b) *limited renewable appointments*, which include a specific number of renewable years.

- A. When a non-tenure-track faculty position becomes available, the Department Chair will forward a copy of the Faculty Appointment Request Form, the position justification statement, a position description, and a draft of the position advertisement to the School Dean.
- B. If the School Dean approves the appointment request, he/she in consultation with the Provost and Vice President for Academic Affairs reviews the position description and advertisement, the position justification statement, the proposed academic rank and title of the position, and the availability of funds to support the position.
- C. The School Dean arranges with the Human Resources Office for advertising the position.
- D. The School Dean, in consultation with the Department Chair, proceeds with a selection process that is consistent with School policies and procedures for recruiting, selecting, and appointing term faculty.
- E. The School Dean forwards a recommendation and all supporting materials (salary and other contractual terms, the candidate's official graduate transcripts, curriculum vita, and letters of recommendation) to the Provost and Vice President for Academic Affairs.
- F. Upon the recommendation of the Provost and Vice President for Academic Affairs, the University President may provide an Offer Letter of Appointment to the candidate.

1.5.3 Adjunct Appointments

Adjunct faculty provide instructional services but are not continuously employed by the University. Department Chairs should use adjunct appointments to respond to course demands when student enrollments exceed the available spaces for specific course offerings. In order to plan adjunct appointments in advance of each academic term, School Deans and Department Chairs should use enrollment information available in Banner through preregistration and previous student enrollments. Procedures for the appointment of adjunct faculty include the following:

Clark Atlanta University Faculty Handbook and Shared Governance Document

- A. When an adjunct faculty position is required, the Department Chair will forward a copy of the Faculty Appointment Request Form, the position justification statement, a position description, and a draft of the position advertisement to the School Dean.
- B. If the School Dean approves the appointment request, he/she in consultation with the Provost and Vice President for Academic Affairs reviews the position description and advertisement, the position justification statement, the proposed academic rank and title of the position, and the availability of funds to support the position.
- C. The School Dean arranges with the Office of Human Resources for advertising the position.
- D. The School Dean, in consultation with the Department Chair, proceeds with a selection process that is consistent with School policies and procedures for recruiting, selecting, and appointing adjunct faculty.
- E. The School Dean forwards a recommendation and all supporting materials (salary and other contractual terms, the candidate's official graduate transcripts, curriculum vita, and letters of recommendation) to the Provost and Vice President for Academic Affairs.
- F. Upon the recommendation of the Provost and Vice President for Academic Affairs, the University President may provide an Offer Letter of Appointment to the candidate.

NOTE: *To reappoint an adjunct faculty member, in addition to a position justification statement, the School Dean must include an evaluation of the individual's previous performance. Evaluations must be consistent with School policies and procedures for adjunct faculty appointments.*

1.5.4 New Faculty Orientation

It is the responsibility of the Director of the Office of Human Resources to orient new employees regarding general personnel policies and procedures of Clark Atlanta University (e.g., leaves, fringe benefits, general compensation, and Conflict-of-Interest).

The Provost and Vice President for Academic Affairs ensures that new faculty have access to the current *Faculty Handbook* and are oriented to their responsibilities and privileges as faculty members of Clark Atlanta University. School Deans and Department Chairs provide each new faculty member access to current school and department policies and procedures and other appropriate information, and they conduct both informal and formal orientation sessions for new faculty within the *first thirty (30) days* of the academic term in which they begin their employment at the University.

1.6 Security for Faculty Records

The Office of the Provost and Vice President for Academic Affairs shall maintain official faculty personnel records. It is the policy of the University to maintain the confidentiality of personnel records. Except as required by federal or state law, the University will not disclose personnel files of any individual other than the person to whom the record pertains without receiving prior written consent of that person.

The University may grant requests for information about personnel if the information is part of directory information (*names, titles and dates of appointment only*) or statistical information, which does not disclose individuals' identification.

Statistical reports are available in the form held by Clark Atlanta University, or the forms used for routine submission to government agencies, or as raw data. If the University provides raw data, the requestor must create his/her own finished product, and copies submitted to the office(s) providing the data. Any individual seeking information from personnel records pertaining to

Clark Atlanta University Faculty Handbook and Shared Governance Document

anyone other than himself/herself must make a written request by letter or on University forms to the Office of the Provost and Vice President for Academic Affairs, specifying the nature of the information and its purpose.

University personnel have the right to review, upon request, their personnel records, except confidential references, and to obtain copies thereof at prevailing reproduction cost. Personnel reviewing his/her personnel records may object to information therein and request, in writing, for a correction, amendment, or deletion. The University will provide forms for such requests in the Office of the Provost and Vice President for Academic Affairs. If the University denies a request for correction, amendment, or deletion, a copy of the request and the response must be included in the personnel file.

This policy statement sets forth the regulations for governing the maintenance of faculty personnel records. While the University will maintain faculty files in multiple locations, the official file for each faculty member will reside in the Office of the Provost and Vice President for Academic Affairs. The following information describes the information maintained on file by the Provost and Vice President for Academic Affairs, School Deans, and Department Chairs.

1.6.1 Office of the Provost

The following items, maintained in the Office of the Provost and Vice President for Academic Affairs, will constitute the official record for each faculty member:

- A. **Confidential Personnel Records.** All records supporting faculty actions relating to status, remuneration, discipline, official transcripts, and all records related to appeals or grievances a faculty member has filed against the University; grievance documents and records shall be in a separate file available only to the University Review Committee, Office of the Provost and Vice President for Academic Affairs, and the University's General Counsel.
- B. **Appointment Form/Contracts.** The appointment letter, contracts, and letters of recommendation submitted at the time of the initial appointment.
- C. **Academic Records.** A record of the faculty member's status, such as tenure, rank, and promotions, assignment to University-wide committees and other special assignments, leaves of absence, and a current curriculum vita.

1.6.2 Office of the School Dean

The Office of the School Dean maintains the following information for each faculty member assigned to the School:

- A. Appointment letters
- B. Academic records including academic achievements, such as publications, speeches, honors, study, educational travel and academic advancements, such as new degrees, licenses
- C. Current Curriculum vitae
- D. Personal statement regarding educational philosophy
- E. Faculty course assignments including number of semester hours, number of students enrolled, and number of student credit hours by academic term
- F. Course syllabi
- G. Courses taught at other institutions
- H. Summary of peer evaluations
- I. Promotion and tenure applications and related materials

- J. Professional development plans

1.6.3 Academic Departments

The Department Chair maintains the following information for faculty assigned to the Academic Department:

- A. Personal statement regarding educational philosophy
- B. Faculty course assignments including number of semester hours, number of students enrolled, and number of student credit hours by academic term
- C. Courses taught at other institutions
- D. Summary of peer evaluations
- E. Promotion and tenure applications and related materials
- F. Professional development plans
- G. Course syllabi
- H. Copies of all faculty publications and other scholarly and creative contributions
- I. Student course evaluations

1.7 Faculty Performance Evaluations

The evaluation process at Clark Atlanta University is a means by which members of the faculty can obtain constructive and balanced feedback, which will enable them to fulfill their contractual responsibilities and continue to pursue excellence in teaching, research, scholarship and creative activities, and service in alignment with the strategic priorities of the University, Schools, and Academic Departments.

1.8 Faculty Responsibilities and Obligations

The responsibilities of each faculty member are teaching, student advisement, grantmanship, engaging in research and scholarship or creative activities, service, and assisting with student recruitment and retention. Clark Atlanta University faculty members must demonstrate excellence in all areas of responsibility.

As an educational institution, Clark Atlanta University will not impose a rigid body of codified rules upon its faculty members. However, the University does have expectations concerning the conduct of the faculty.

- A. The responsibility of faculty to adhere to University policies and procedures is self-evident. Clark Atlanta University can operate effectively, efficiently, and in compliance with regulatory agencies only if it has clear and consistent policies and procedures to guide it in its pursuit of its mission and vision.
- B. Faculty will meet their classes punctually. If for a valid reason, a faculty member is unable to meet a class, the faculty member in coordination with the Department Chair will arrange to offer alternate instruction to satisfy students' expectations and the individual's own contractual obligations. If the faculty member is absent from class for more than three (3) consecutive class days, then the faculty member must submit valid documentation confirming the reason(s) for the absence(s) (e.g., documentation related to illness from a licensed physician) to the School Dean for approval of the absences and return to classroom duties.
- C. Faculty will submit midterm and final student grades to the Office of the University Registrar in accordance with established University deadlines.

Clark Atlanta University Faculty Handbook and Shared Governance Document

- D. A faculty member shall not enroll or refuse to enroll students in courses based on their beliefs or otherwise discriminate among them capriciously based on considerations unrelated to academic performance as defined by Clark Atlanta University. When grades or other evaluations of academic performance are required, a faculty member shall provide the University with such grades or evaluations of each student in terms of academic performance. A faculty member shall return results of tests and quizzes, projects, and papers to students within a reasonable time with appropriate comments and grades.
- E. Faculty members share responsibility for the governance of Clark Atlanta University. Faculty exercise this responsibility by regularly attending meetings of their Schools, Academic Departments, and the Faculty Assembly, being available for service on Department, School, and University committees, and by performing other governance duties.
- F. Faculty members shall work cooperatively with the Office of Admissions and other University units in the recruitment and retention of students. Such cooperation will include, but not be limited to, inviting prospective and current students into their classrooms and laboratories; contacting prospective students; and accompanying staff on recruitment visits/presentations.
- G. While faculty members have a primary responsibility to their own Academic Departments, they are also members of the larger University community and therefore, should make a demonstrated effort to work cooperatively with members of other Academic Departments and administrative units.
- H. Each faculty member is responsible for meeting the deadlines established by the University President, the Provost and Vice President for Academic Affairs, the School Deans, and the Department Chairs.
- I. Faculty members will properly advise students who select a major, minor or concentration in their respective departments.

1.8.1 Teaching

Clark Atlanta University recognizes that excellence in teaching is one of the most important attributes of a faculty member. Per academic term, the standard teaching load for Clark Atlanta University faculty who are assigned exclusively to **undergraduate** classes is **twelve (12) credits** and a minimum of **300** student credit hours. The standard teaching load for faculty, who are assigned exclusively to **graduate** classes, is **nine (9) credits** and a minimum of **135** student credit hours. Standard teaching loads for faculty who are assigned to both undergraduate and graduate classes during an academic term should be proportionally weighted between those faculty who teach exclusively undergraduate or graduate classes. (*Student credit hours are the arithmetic product of the number of credits awarded multiplied by the total number of students enrolled in a given section of a course offering.*) On petition to the faculty member's Department Chair, faculty may temporarily request reduced teaching loads. Petitions for reduced teaching loads for the following academic term are due to Department Chairs no later than January 15 and September 1 to facilitate adjustments to fall and spring class schedules, respectively, prior to submission to the Office of the University Registrar.

Department Chairs will submit their recommendations to School Deans, who will forward their recommendations to the Provost and Vice President for Academic Affairs for approval. Justifications for reductions in faculty teaching loads may include the following:

Clark Atlanta University Faculty Handbook and Shared Governance Document

- A. Engagement in substantive, preplanned research, scholarly, or creative projects in the discipline
- B. Major service to the University or the School
- C. Significantly increased prior teaching loads
- D. Supervision of an exceptional number of master's theses or doctoral dissertations
- E. Specialized assignments in theater, music, art, or coaching
- F. Significant public service activities

Grievance Procedures **do not apply** to teaching load adjustments.

The conditions under which a faculty member may be relieved of all teaching responsibilities are extraordinary. Therefore, full-time faculty must teach **a minimum of three (3) credits per academic term**. For those faculty members with less than minimum teaching loads in a given academic term, the Department Chair will assign an increased teaching load for the following academic term.

The School Dean in consultation with the Department Chairperson will recommend overload assignments and supplemental compensation. Faculty members are not obligated to accept overload teaching assignments. The School Dean will forward recommendations for overload teaching compensation to the Provost and Vice President for Academic Affairs for approval. At the discretion of the Provost and Vice President for Academic Affairs, faculty may be authorized overload pay based on teaching assignments for the entire academic year (both fall and spring semesters). If authorized, overload pay will be included in the final pay period at the conclusion of spring semester.

1.8.2 Research, Scholarship, and Creative Works

Effective teaching necessitates active involvement in intellectual and scholarly developments in a discipline. High quality research, scholarship, and creativity vary from discipline to discipline. Department Chairs, School Deans, and promotion and tenure committees will evaluate faculty contributions based on its recognition among peers and its significance to the advancement of new knowledge.

1.8.3 Service

Faculty members participate in the operation of their University and provide service to their professions and disciplines, the student body, and other Clark Atlanta University communities.

1.8.4 Professional Development

The University will assist faculty in pursuit of professional development in alignment with its strategic priorities. To support the teaching, scholarship and research, and service interests and expectations of the faculty, the University embraces initiatives and programs to facilitate this development. To this end, the primary objectives of professional development are:

- A. To improve and strengthen academic instruction and research initiatives through the recruitment, retention and development of a core of faculty within all academic areas
- B. To make available, annually, to members of the faculty, advanced study and other professional development opportunities to enable them to remain at the forefront of new information, innovative changes, and technologies in their discipline

Clark Atlanta University Faculty Handbook and Shared Governance Document

- C. To develop and refine teaching and instructional skills that respond to the global nature and diversity of the institutional body
- D. To support, a range of grantsmanship activity, forums, and symposiums within which faculty have the opportunity to engage in intellectual exchanges and scholarly initiatives with their peers

Each faculty member is required to plan a program of professional development. This program should be in accord with his or her personal abilities and needs to take into account the University's, the School's and the Department's goals. Faculty must submit their professional development plans for the following academic year to their Departmental Chairs for approval as part of their annual performance evaluations.

1.9 Faculty Promotion, Tenure, Third-Year, and Post-Tenure Reviews

Promotion in academic rank is the process by which the University recognizes and rewards full-time faculty members for excellence and potential in teaching and student engagement beyond the classroom, grantsmanship, research, scholarship, and creative works, and service that aligns with strategic priorities of Academic Departments, Schools, and the University. Granting tenure is the process by which the University recognizes current and potential academic and scholarly contributions of the faculty. Per University and School policies and timetables, eligible faculty must apply to their School Deans in writing for promotion and tenure candidacy.

It is the responsibility of the School Committee on Promotion and Tenure to conduct a formal review of all tenure-track faculty members in their third (3rd) and sixth (6th) year of full-time appointment by the University. In May, the Provost and Vice President for Academic Affairs provides each School Dean and Department Chair with timelines for promotion and tenure action and decisions for distribution to departmental faculty.

At the end of fall semester, each School Dean will prepare a list of all tenure-track faculty members and lecturers who will be in their third (3rd) or sixth (6th) year of full-time appointment during the next academic year. School Deans will forward these lists to all current faculty of their Schools. Faculty members, who the School Dean has improperly omitted from the lists of those scheduled for review, should contact their School Dean for disposition.

In May preceding the review year, the School Dean will notify all candidates for third (3rd) or sixth (6th) year reviews of their responsibility and deadlines for compiling their review files.

1.9.1 Eligibility for Promotion Review

Reviewers will base recommendations for faculty promotions on the candidates' productivity ***since the beginning of their current ranked appointments at Clark Atlanta University. Work done at another institution prior to "hire date" will not be included in promotion decisions.*** Faculty members must receive tenure to be eligible for promotion to the rank of Professor.

1.9.2 Eligibility for Tenure Review

Beginning with a full-time faculty appointment at the academic rank of **Instructor** or higher, the probationary period shall not exceed six (6) full-time academic years at Clark Atlanta University. At the discretion of the faculty member, the Department Chair and the School Dean may include within this period prior full-time service at regionally accredited and professionally accredited colleges and universities. If the faculty appointment is in a School or Academic Department that maintains professional accreditation, School Deans and Department Chairs can only include prior service at colleges and universities with the appropriate professional accreditation. Clark Atlanta University, however, will require not less than three (3) or more than four (4) years of full-time, ranked service even though the faculty member's total probationary period extends beyond the normal maximum of six (6) years. At the time of the initial appointment, the Provost and Vice President for Academic Affairs will notify the faculty member in writing regarding any credit given for prior teaching experience and the length of the probationary period at Clark Atlanta University.

Reviewers will base recommendations for awards of tenure on the candidates' productivity **since the beginning of their ranked, tenure-track appointments at Clark Atlanta University. Work done at other institutions prior to "hire date" will not be factored into tenure decisions.**

A tenure-track faculty member's leave of absence **with** pay for **one (1) academic year or less** will count toward promotion and tenure. A leave of absence without pay for more than **one (1)** academic year will **not** count toward promotion or tenure unless the faculty member and Clark Atlanta University agree in writing to the contrary at the time the University President grants the leave of absence.

At the time of appointment, the University may grant tenure to a faculty member, who has been tenured or has held equivalent faculty status at other accredited colleges and universities.

Full-time faculty holding **joint appointments** are eligible for tenure in the academic department of the primary appointment. The tenure review will also include evaluation by the academic department with which the applicant holds the joint appointment.

Since the actual conferral of tenure is an affirmative act by the University President, the individual must formally apply for tenure **not later than the beginning of the sixth (6th) year** of probationary status. Faculty members ordinarily apply for tenure upon notification by the School Dean of the faculty member's eligibility. If the School Dean fails to give timely notice, it is the faculty member's responsibility to bring such failure to the attention of the School Dean. Upon the recommendation by the School Dean, the University may recognize superior service by offering an early opportunity to apply for tenure.

In addition to the qualifications of the candidate for tenure, other considerations, which enter into an individual decision to confer tenure, include particular needs within an academic department to pursue its mission and vision and to staff its degree programs and to maintain its research productivity and the financial resources of the University. A decision not to grant tenure, therefore, does not necessarily reflect an unfavorable judgment of the candidate's qualifications.

The probationary/notice contracts give individuals time to demonstrate their ability and give the University time to observe and evaluate them based on their performance in a faculty position. During this period, a faculty member has the same academic freedom as a tenured faculty member, and non-reappointment cannot involve a violation of academic freedom. Non-reappointment, termination, dismissal, or suspension of a probationary faculty member can occur only in accordance with the provisions of Section 1.10 of the Faculty Handbook. In consultation with the

Clark Atlanta University Faculty Handbook and Shared Governance Document

Department Chair, the School Dean evaluates faculty members holding probationary appointments for reappointment or non-reappointment.

Conferral of tenure means that a faculty member with the minimum academic rank of Associate Professor is entitled to annual contract renewals until retirement or resignation unless there is proof of adequate cause for dismissal; prolonged mental or physical illness; enrollment emergencies or financial exigency; or changes in educational programs per Section 1.10.

1.9.3 Eligibility for Third-Year Review

The purpose of the "Third-Year Review" is to assist tenure-track faculty to assess their progress toward tenure midway through the probationary period. Continuing lecturers are also subject to Third-Year Reviews to assess their progress toward promotion. The review is advisory and is to be a constructive, developmental evaluation.

The progress to promotion and tenure of all tenure-track faculty will be reviewed in their third probationary year. This will provide tenure-track faculty two (2) full years to develop and pursue their professional development plans in teaching and student engagement beyond the classroom, grantsmanship, research, scholarship, and creative works, and service that aligns with strategic priorities of their Academic Departments, Schools, and the University. Receiving feedback in the third probationary year still gives tenure-track faculty sufficient time to incorporate reviewers' recommendations into their professional development plans over the final years of their probationary periods.

1.9.4 Portfolios for Promotion, Tenure, and Third-Year Review Candidates

Candidates **electronically** prepare their files for promotion and tenure and third-year reviews prior to the beginning of the review process. Reviewers base their recommendations for promotion and tenure and third-Year reviews on documentation presented in candidates' **Portfolios**. Reviewers may **not** include documents in the candidates' **Portfolios** without the candidates' knowledge. Only documents authorized by the candidates may be included in their **Portfolios**. Candidates must initial all documents **electronically** added to their **Portfolios** by reviewers. With candidates' knowledge, School Promotion and Tenure Committees may consult with experts from within or outside of the University to aid the members in completing their reviews. Chairs of School Promotion and Tenure Committees must inform any experts that candidates shall have access to the information that they have provided.

Promotion, Tenure, and Third-Year Review Portfolios include each candidate's current curriculum vita, evidence of excellence in teaching and student engagement beyond the classroom, grantsmanship, research, scholarship, creative works, and service that aligns with strategic priorities of Academic Departments, Schools, and the University. Candidates must include professional development plans and a maximum of three (3) letters of recommendation from those persons who can speak to the quality of the candidates' contributions to teaching, scholarship, and service.

Upon completion of the review process, the Provost and Vice President for Academic Affairs will ensure that the candidates' review files are secure and posted to Banner as part of the candidates' official faculty records.

Candidates' Promotion, Tenure, and Third-Year Review Files and all deliberations are strictly confidential and are available only to the official reviewers and the candidates.

1.9.5 Procedures for Faculty Promotion, Granting of Tenure, and Third-Year Reviews

- A. **Department Promotion, Tenure, and Third-Year Review Committee.** *The Department faculty elect the Department Promotion and Tenure Committee. The Department Committee includes an **odd** number of **tenured** faculty (a minimum of three (3) and a maximum of seven (7) members). If a Department has fewer than three (3) tenured faculty, one (1) or two (2) tenured faculty from related Academic Departments may be elected to the committee. Faculty, who are elected to fill **interim vacancies** on the Committee, will serve the remaining terms of members who have resigned or have been removed. At the end of each academic year, the Department Chair and School Dean will evaluate members of the Department Promotion and Tenure Committee on their effectiveness in carrying out the promotion and tenure policies of the University. By majority votes, Department faculty may remove members of the Department Promotion and Tenure Committee for cause.*

At the beginning of each academic year and prior to reviewing candidates' applications, the Department Promotion and Tenure Committee will review their policies and procedures to confirm that they conform to those of the School and University. Upon completion of the review, the Chair of the Department Committee will submit the proposed policies and procedures to the Department Chair for comment and to the Chair of the School Promotion and Tenure Committee and to the School Dean for review. The School Dean will forward his/her recommendation to the Provost and Vice President for Academic Affairs for approval.

The Provost and Vice President for Academic Affairs, who may request consultation with the Academic Council, must approve the Committee's policies and procedures. Department policies and procedures must be available to Department faculty upon request.

The Chair of the Department Committee will tally and record the votes for each candidate for submission to the Department Chair. The Committee Chair's report includes the following contents:

1. **The report on each Candidate**
 - a. *A tally of the Department Committee's vote;*
 - b. *A majority statement explaining the basis for the Committee's recommendations aligned with policies, expectations, and strategic direction and mission of the Department;*
 - c. *Minority statements, which any Committee member may wish to append; and*
 - d. *Electronic copies of all materials used in the evaluation.*
2. **The Summary of the Department Committee's report (if the Committee has reviewed multiple candidates)**
 - a. *A tally of all votes for and against promotion and tenure of all candidates;*
 - b. *A tally of the number of applications and the number of recommendations for approval/denial; and*
 - c. *The Committee Chair's summative comments regarding the Committee's deliberations.*

The Committee Chair informs the candidates, in writing, of the Department Committee's comments and recommendations.

Deliberations of Department Promotion, Tenure, and Third-Year Review Committee are strictly confidential.

- B. **The Department Chair.** The Department Chair submits his/her comments and recommendations accompanied by supporting documentation along with the Department Promotion, Tenure, and Third-Year Review Committee's report to the Chair of the School Promotion, Tenure, and Third-Year Review Committee.

The Department Chair informs the candidates, in writing, regarding his/her comments and recommendations.

The Department Chair's deliberations are strictly confidential.

*With recommendation by the School Dean and approval by the Provost and Vice President for Academic Affairs, Schools without academic departments will establish modified processes (in compliance with University policies) for candidates' promotion and tenure reviews. For those Schools, which have **not** established modified processes, candidates' initial promotion and tenure reviews will commence with the School Promotion and Tenure Committee.*

- C. **The School Promotion and Tenure Committee.** The School's faculty members elect the School's Promotion and Tenure Committee. The Committee includes an **odd** number of **tenured** faculty (a minimum of three (3) and a maximum of seven (7) members). If a School has fewer than three (3) tenured faculty, one (1) or two (2) tenured faculty from other Schools of the University may be elected to the Committee. Members of School Promotion and Tenure Committee serve for two (2) consecutive years, and their terms of service rotate with a majority of incumbents serving in any given academic year. *Committee members may serve a **maximum of two (2) consecutive terms**. Faculty, who are elected to fill **interim vacancies** on the School Committees, will serve the remaining terms of members who have resigned or have been removed. At the end of each academic year, the School Dean will evaluate members of the School Promotion and Tenure Committee on their effectiveness in carrying out the promotion and tenure policies of the University. By majority votes, School faculty may remove members of the School Promotion and Tenure Committee for cause.*

At the beginning of each academic year and prior to reviewing candidates' applications, the School Promotion and Tenure Committee will review the policies and procedures to confirm that they conform to those of the University. Upon completion of the review, the Chair of the School Committee will submit the proposed policies and procedures to the School Dean for review. The School Dean will forward his/her recommendation to the Provost and Vice President for Academic Affairs for approval.

The Provost and Vice President for Academic Affairs, who may request consultation with the Academic Council, must approve the School Committee's policies and procedures. The School policies and procedures must be available to the School faculty upon request.

Candidates submit their contributions and supporting documentation directly to the Chair of the School Promotion and Tenure Committee, who is responsible for administering the promotion and tenure process (including dissemination to Chairs of Department Promotion and Tenure Committee at the beginning of the process).

The Chair of the School Promotion and Tenure Committee will make candidates' applications and supporting documentation available to the members of the School Committees.

The School Committee Chair's report to the School Dean includes the following contents:

1. **The Report on each Candidate**
 - a. A tally of the Committee's vote;

- b. *A majority statement explaining the committee's recommendations;*
- c. *Minority statements, which any member may wish to append; and*
- d. *A copy of all materials used in the evaluation.*

2. *The Summary of the School Committee's report (if the Committee has reviewed multiple candidates)*

- a. *A tally of all votes for and against promotion and tenure of all candidates;*
- b. *A tally of the number of applications and the number of recommendations for approval/denial; and*
- c. *The School Committee Chair's summative comments regarding the Committee's deliberations.*

The School Committee Chair informs the candidates, in writing, of the Committee's comments and recommendations.

Deliberations of the School Promotion and Tenure Committee are strictly confidential.

Note: *Depending on the structure of the School, if any **two (2)** of the following levels of review (Department Promotion and Tenure Committee, Department Chair, School Promotion and Tenure Committee) do **not** recommend candidates for promotion and/or tenure, the process stops. **The School Dean notifies the unsuccessful candidates** (and includes comments for improvement prior to subsequent reviews). Unsuccessful candidates may file appeals with the Provost and Vice President for Academic Affairs based on inadequate consideration by prior levels of review regarding their qualifications and the strategic needs of the University.*

- D. **The School Dean.** For each candidate, the School Dean shall review all information from prior reviewers and will recommend candidates for promotion and/or tenure to the Provost and Vice President for Academic Affairs. The School Dean forwards his/her report *explaining the basis for the School Dean's recommendations aligned with policies, expectations, and strategic direction and mission of the School.* The School Dean will meet with the candidates to discuss the summary reports and recommendations of the prior reviewers.

School Deans inform the candidates, in writing, of their comments and recommendations.

Deliberations of the School Dean are strictly confidential.

Note: *If the School Dean does **not** recommend candidates for promotion and/or tenure, those candidates may file appeals with the Provost and Vice President for Academic Affairs based on inadequate consideration of their qualifications and the strategic needs of the University.*

- E. **The Provost and Vice President for Academic Affairs.** The Provost and Vice President for Academic Affairs reviews **all** recommendations for approval/denial of promotion and tenure received from the School Deans and submits his/her recommendations to the President.

The Provost and Vice President for Academic Affairs informs the candidates, in writing, regarding his/her comments and recommendations.

Deliberations of the Provost and Vice President for Academic Affairs are strictly confidential.

- F. **The University Promotion and Tenure Committee:** The purpose of the University Promotion and Tenure Committee is to hear the appeals from candidates for promotion and tenure and make recommendations to the Provost and Vice President for Academic Affairs for consideration.

Clark Atlanta University Faculty Handbook and Shared Governance Document

The Provost and Vice President for Academic Affairs convenes the Committee on an as needed basis. The University Promotion and Tenure Committee includes the Chairs of the School Promotion and Tenure Committees. The Chair of each appellant's School Promotion and Tenure Committee is recused.

Appellants must fully document all appeals **in writing** and address them to the Provost and Vice President for Academic Affairs. The basis for all appeals must be the inadequate consideration by previous levels of review and/or the failure by reviewers to follow University promotion and tenure policies and/or procedures. ***The Committee will not comment on the appellants' qualifications for promotion and tenure.***

The University Promotion and Tenure Committee submits recommendations to the Provost and Vice President for Academic Affairs. The recommendation can be one of the following:

1. That appellants receive further consideration by those reviewers for whom previous consideration may have been inadequate or failed to follow promotion and tenure policies and procedures
2. That appellants should **not** receive further consideration by those reviewers for whom previous consideration may have been inadequate or failed to follow promotion and tenure policies and procedures

The University Promotion and Tenure Committee submits its recommendations to the appellants and to the reviewers, who have been requested further consideration.

Note: *The Provost and Vice President for Academic Affairs informs the candidates, in writing, regarding the Committee's recommendations and his/her acceptance or denial of the Committee's recommendations and if approved, coordinates with School Deans to ensure that appellants receive further consideration.*

*Following the appeal process, promotion and tenure recommendations by the Provost and Vice President are final and may **not** be appealed.*

Deliberations of the University Committee on Promotion and Tenure are strictly confidential.

- G. **The University President.** The University President reviews all applications by the candidates for promotion and tenure received from the Provost and Vice President for Academic Affairs and informs the Chair of the Academic Affairs Committee of the Board of Trustees regarding his/her decisions. The University President's promotion and tenure decisions are ***final and may not be appealed.*** The University President's approval of candidates' applications for promotion and tenure become effective at the ***beginning of the next contractual period.***

The University President informs the candidates, in writing, regarding his/her decisions.

1.9.6 Post-Tenure Review

Tenured faculty will be reviewed every five (5) years by a Department Post-Tenure Review Committee (DPTRC) and a School Post-Tenure Review Committee (SPTRC). At each level, a minimum of three (3) and a maximum of five (5) tenured faculty members who hold academic rank equal to or higher than the faculty member being reviewed. In consultation with the faculty member, the School Dean, and the Provost and Vice President for Academic Affairs, the Department Chair (or Program Manager for those Schools that do not have Academic Departments) will appoint the **DPTRC**, which must include at least one (1) member from outside the academic department (or Program for Schools that do not have Academic Departments). If there are fewer than two (2) tenured faculty members in the Academic Department (or Program) with equal or higher academic rank than the faculty member under review, the Department Chair (or Program Manager) will, in

Clark Atlanta University Faculty Handbook and Shared Governance Document

consultation with the faculty member, the School Dean, and the Provost and Vice President for Academic Affairs, complete the membership of the **DPTRC** with tenured faculty from related academic departments (or Programs).

The Dean, in consultation with the Chairs in the respective Schools, will appoint the faculty to the School Post-Tenure Review Committee (**SPTRC**). The Department Chair (or Program Manager) and School Dean of the faculty member under review will **not** serve on the **SPTRC**. In the interests of independence and objectivity during the review process, **DPTRC** and **SPTRC** members may **not** be Department Chairs (or Program Managers) or School Deans of any **other** members of the **DPTRC** or **SPTRC**.

School Deans will notify all tenured faculty and their Department Chairs (or Program Managers) not later than **May 15th** of their **fifth-year** of tenured service (and at five (5) year intervals thereafter) that submissions of supporting documentation are due to the Chair of the **SPTRC** for distribution to the **DPTRC** not later than **October 15th** of the next academic year. The standard for appraisal will be whether the tenured faculty member under review conscientiously discharges his contractual duties with professional competence and whether or not the tenured faculty has maintained a professional record commensurate with his or her rank. The Post-Tenure Review process acknowledges that there will be varying expectations in different disciplines and changing expectations at different stages of faculty members' careers. The evaluation of tenured faculty will include reviews of annual performance evaluations, a statement about teaching philosophy, a current curriculum vita, student course evaluations, evaluations by the Department Chair (or Program Manager), and other professional materials (e.g., peer-reviewed publications and creative activities) requested by the faculty member, and any **Professional Development Plan** currently in progress.

The Post-Tenure Review process will be discipline and role specific to evaluate:

- A. Teaching through student, peer, and administrative assessment;
- B. Grantsmanship;
- C. The quality of scholarly and creative activities and/or research productivity;
- D. Service to the profession the University, and the community; and
- E. Work aligned with the University's strategic plan during the period of review.

The **DPTRC** and **SPTRC** will **not** use criteria for the award of promotion or tenure to the **most senior academic ranks** for Post-Tenure Review. Post-Tenure Review has its own criteria that should address a faculty member's performance at his/her current academic rank.

While each faculty is required to present a **portfolio** to make the best case for his/her review, at a minimum, faculty should submit the following items to the Post-Tenure Review Committees:

- A. Current vita that highlights the accomplishments over the last five (5) years, with a focus on those items that distinguish the faculty in the five (5) areas above;
- B. Copies of the last five (5) annual performance evaluations conducted by the Department Chairs;
- C. Statement about teaching philosophy;
- D. Student evaluations over the last five (5) years;
- E. Any personnel action that has taken place over the last five (5) years;
- F. A written statement that details the faculty accomplishments over the last five (5) years (maximum two (2) pages);
- G. Any other documentation that the faculty member wants to include that would benefit the review; and

H. A statement of goals for the next five (5) years.

In the event of a recent promotion (within five (5) years of the last Post-Tenure Review) of the faculty member to the academic rank of **Professor**, the review by his/her **Promotion Committee** will constitute the **Post-Tenure Review**.

In the event a faculty member, who is scheduled for Post-Tenure Review chooses not to submit the required materials, the review process will continue, and the Departmental and School Post-Tenure Review Committees will forward any recommendations to the Dean and the Provost and Vice President for Academic Affairs for review. The Provost and Vice President for Academic Affairs will forward his/her recommendation to the University President for final action.

Upon completion of their reviews, the Chairs of the **PTRC and SPTRC**, the Department Chair, the School Dean, and the Provost and Vice President for Academic Affairs will submit recommendations along with supporting documentation according to the deadlines and detailed procedures shown in **Appendix F, Post-Tenure Review Schedule**.

Professional Development Plans

Subsequent to the **post-tenure review evaluation**, the Department Chair may require a **Professional Development Plan** to assist faculty members who failed to meet expectations. The **Professional Development Plan** requires mutual agreement by the faculty member and the Department Chair as to the specific items that the faculty member needs to address. The School Dean and the Provost and Vice President for Academic Affairs must approve the **Plan**. If the Department Chair and the faculty member **cannot** reach agreement, the Dean of the School should be included in an effort to resolve the differences. The faculty in question may appeal to the Provost and Vice President for Academic Affairs for final resolution related to approving the Professional Development Plan. Upon request by the faculty member, such appeals can include a review of the **Professional Development Plan** by the **Department PTRC (DPTRC) and School PTRC (SPTRC)**.

The **Professional Development Plan** should include the following elements:

- A. A clear statement of the issues to be addressed;
- B. Identify specific strengths and weaknesses and relate these to the distribution of effort previously agreed upon by the faculty member and Department Chair as stated in the faculty member's **Annual Performance Evaluation**;
- C. Define measurable outcomes needed to remedy specific deficiencies;
- D. Outline the activities required to accomplish the specified outcomes;
- E. Establish appropriate milestones and due dates for implementing and monitoring the activities and achieving the outcomes;
- F. Indicate the schedule for reviews and the criteria for evaluating progress toward achieving the outcomes; and
- G. Failure to submit a Professional Development Plan will lead to appropriate personnel action, including dismissal.

The faculty member will meet with the Department Chair with the frequency indicated in the **Professional Development Plan** to monitor progress toward accomplishing the specified outcomes.

The Department Chair will submit annual progress reports to the School Dean and the Provost and Vice President for Academic Affairs regarding achieving the outcomes of the **Professional Development Plan**. After a maximum period of three (3) years, the Department Chair and the **DPTRC** will conduct a formal review of the faculty member's progress toward completing the **Professional Development Plan**. If the faculty member fails to achieve the outcomes as stated in

the **Professional Development Plan**, the Department Chair will report the results of the review to the School Dean along with recommendations. In turn, the School Dean will report the results of the review to the Provost and Vice President for Academic Affairs with recommendations for disposition. Recommendations by the Department Chair, the School Dean, and the Provost and Vice President for Academic Affairs may include specific remediation, including dismissal for cause from the University. The faculty member shall have the right to appeal a recommendation for dismissal consistent with the University's grievance policy in Section 2.14 of the *Faculty Handbook*.

1.10 Faculty Separations, Action Short of Dismissal, and Progressive Discipline

At times Clark Atlanta University or individual faculty members may find it necessary to sever their contractual relationships. To protect the interests of both parties, the following are the categories, policies, and procedures related to faculty separation, action short of dismissal, and progressive discipline.

1.10.1 Resignations

Resignation is a severance action by which a faculty member voluntarily seeks release from a contract with the University. Because of the extreme hardship caused by untimely resignations, all faculty members should provide the earliest possible written notice of a request to resign. All resignations are subject to approval by the University President. Ordinarily, faculty members are expected to give notice to their Department Chair, the School Dean and the Provost and Vice President for Academic Affairs not later than thirty (30) days prior to the end of the academic year. Except in unusual circumstances, faculty resignations will be effective at the end of the academic term.

1.10.2 Non-Reappointments

Non-reappointment of probationary/notice contract faculty must be effectuated by giving the faculty member written notice of the University's decision not to reappoint consistent with the requirements under Section 1.10.3 of the *Faculty Handbook*.

At his/her sole discretion, the University President may decide not to reappoint a faculty member with a probationary/notice contract. The President shall act following the completion of his/her evaluation process after receiving the recommendation of the Provost and Vice President for Academic Affairs, who shall have consulted with the School Dean and Department Chair. If the faculty member is the Department Chair, the recommendations of the Provost and Vice President for Academic Affairs and the School Dean shall suffice. In cases where faculty believe that their non-reappointment has been unlawfully discriminatory, unreasonable, or a violation of academic freedom, they may grieve the University President's decision in accordance with procedures established in Section 2.14 of the *Faculty Handbook*. The faculty member may request in writing the reasons for non-reappointment.

1.10.3 Notice of Non-Reappointment

The Provost and Vice President for Academic Affairs will provide the faculty member **Notice of Non-Reappointment** in writing on or before the following dates:

- A. On or before **March 1st** of the **first** academic year of service if the initial appointment is not to be renewed or at least ninety (90) working days prior to the expiration of an initial, one (1) year academic appointment, if it expires during an academic year;

- B. On or before **December 15th** of the **second** academic year of service if the appointment is not to be renewed or at least one hundred-eighty (180) working days prior to the expiration of the appointment if it expires during the academic year; or
- C. **At least one (1) year** before non-reappointment if the faculty member is in at least the **third** (3rd) year of a probationary academic appointment.

If the Provost and Vice President for Academic Affairs does not present the **Notice of Non-Reappointment** to the respective faculty member(s) by the relevant date specified in A, B or C above, then that faculty member's contract is renewed at its current terms for the next applicable contract period.

1.10.4 Prolonged Physical or Mental Illness

If a tenured faculty member is unable to perform his/her contractual responsibilities for more than six (6) months because of medical disability, he/she may request an indefinite leave of absence without pay. In order to return to the University, the faculty member must present to the Provost and Vice President for Academic Affairs documentation from a licensed physician certifying that he/she is able to resume his/her contractual responsibilities.

The University will terminate tenured faculty only after informing the faculty member, in writing, of the basis for termination, and the faculty member has an opportunity to respond. Before final disposition, the faculty member may present documentation to the **University Review Committee (URC)** for a nonbinding recommendation to the University President. The University President's decision is final and may not be appealed.

In the event that a **non-tenured, notice contract faculty member** is unable to perform his/her contractual duties for **more than one academic term** because of medical disability, the University President may terminate the faculty member's appointment at the end of the contractual period.

If a **probationary/notice contract, term, or special appointment faculty member** is unable to perform his/her contractual responsibilities for **more than one academic term** because of medical disability, he/she may request a leave of absence without pay. In order to return to the University, the faculty member must present to the Provost and Vice President for Academic Affairs documentation from a licensed physician certifying that he/she is able to resume his/her contractual responsibilities.

The University will terminate **probationary/notice contract, term, or special appointment faculty** only after informing the faculty member, in writing, of the basis for termination, and the faculty member has an opportunity to respond. Before final disposition, the faculty member may present documentation to the **University Review Committee (URC)** for a nonbinding recommendation to the University President. The University President's decision is final and may not be appealed.

1.10.5 Faculty Layoffs before Expiration of Current Contracts

Layoff is a severance action by which the University terminates the services of ranked faculty members before the expiration of their current contracts, without prejudice as to performance. Laid off ranked faculty will have preference in rehiring according to procedures in Section 1.10.5.4. Justifications for layoff include, but are not limited to the following:

1.10.5.1 Elimination of Curriculum Requirements, Academic Programs, and Academic Departments

The University may terminate faculty members because of elimination of curriculum requirements, academic programs, and academic departments. The University President approves such major changes after receiving recommendations from the Provost and Vice President for Academic Affairs, the University Curriculum Committee, and the Academic Council. Individual layoff decisions resulting from curricular changes will follow the "***Procedures for Layoff of Ranked Faculty***" described in Section 1.10.5.4. Faculty laid off under a curriculum change will receive notice according to the schedule in Section 1.10.3.

1.10.5.2 Enrollment Emergencies

Either a sudden or an unplanned progressive decline in student enrollments accompanied by deteriorating financial conditions, which are too great or rapid to be offset by other administrative actions may result in declaration of an ***Enrollment Emergency*** by the University President. The President will direct the University Registrar to calculate the number of full-time equivalent (FTE) students used in declaring an enrollment emergency. After consultation with the University Senate Executive Committee and the Executive Committee of the Board of Trustees, the University President will declare an ***Enrollment Emergency*** to the University.

1.10.5.3 Financial Exigency

Financial exigency is a rare and serious institutional crisis, which is defined as the critical, urgent need of the University to reorder its current fund monetary expenditures in such a way as to remedy and relieve its inability to meet the projected annual monetary expenditures with sufficient revenue.

The Board of Trustees, upon recommendation of the University President, in consultation with the University Senate, decides a) whether a financial crisis meets the criteria; and b) whether to declare a financial exigency. The University Senate participates in the decision that financial exigency exists through its Executive Committee and other committees as deemed appropriate by the University Senate, which advises the University President.

Subsequently, the faculty shall be represented in administrative processes relating to program reorganization or the curtailment or termination of instructional programs because of financial exigency through the Academic Council's Curriculum Committee and the Academic Council. Faculty, however, shall not necessarily be represented in individual personnel decisions. The University President and the Board of Trustees shall have final authority in all matters related to financial exigency.

1.10.5.4 Procedures for Layoff of Ranked Faculty

When the Board of Trustees declares an enrollment emergency or financial exigency, the Provost and Vice President for Academic Affairs, in consultation with the Academic Council, shall recommend action to the University President. In consultation with the University Senate, the University President will then recommend action to the Board of Trustees for approval.

If a ranked faculty member is identified for layoff in conjunction with enrollment emergency or financial exigency, the University will not hire a replacement for his/her position for ***a minimum period of three (3) years*** unless the faculty member has been offered reappointment under

Clark Atlanta University Faculty Handbook and Shared Governance Document

conditions comparable to those held at the time of layoff. The University will allow the faculty member a maximum of thirty (30) days within which to accept (in writing) after written notice of the offer of reappointment.

It is the responsibility of each laid off faculty member to maintain a current mailing address with the Office of Human Resources. The University will forward the offer of reappointment to this address by certified mail postage prepaid by the University.

Subsequent to the Board of Trustees declaring an enrollment emergency or financial exigency and following consultation with the Academic Council, the Provost and Vice President for Academic Affairs will recommend to the University President those ranked faculty identified for layoff. Within financial constraints, the University will attempt to assist laid off faculty to find alternative employment.

Except to maintain the efficacy and integrity of academic programs and to avoid serious disruptions in instruction and students' matriculation, the Provost and Vice President for Academic Affairs will use the following order of exit when recommending ranked faculty for layoff (by academic Department and degree program) to the University President:

- A. Term contract faculty
- B. Probationary/notice contract faculty in order of academic rank and seniority and
- C. Tenured faculty in order of academic rank and seniority

Following notification of layoff, ranked faculty may present a grievance to the **University Review Committee (URC)**. Laid off faculty will confine the grounds for grievance to procedural issues. Interruption of grievance procedures will not delay faculty layoffs.

1.10.5.5 Dismissals for Cause

- A. Dismissal for cause is a severance action by which Clark Atlanta University terminates its contract with a faculty member for just cause. Any faculty contract is subject to action under this Section. Dismissal for cause must be directly and substantially related to the fitness or willingness of a faculty member to perform his/her contractual duties.
- B. Dismissal will not be used to restrain a faculty member's academic freedom.
- C. The following examples represent some of the instances for which dismissal proceedings may be instituted:
 1. Professional incompetence
 2. Continued neglect of academic duties in spite of oral and written warnings
 3. Deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students (*e.g., sexual harassment*)
 4. Conviction of a crime directly related to the faculty member's fitness to practice his/her profession
 5. Serious failure to follow the professional ethics of one's discipline
 6. Falsification of credentials and experience
 7. Failure to follow standards of the institution with respect to policies and guidelines within this *Faculty Handbook* after oral and written warnings

1.10.5.5.1 Procedures for Dismissal

The **University Review Committee (URC)** shall serve in an advisory capacity to the University President on matters of faculty dismissals. The President's decision is final and may not be appealed. In every instance, dismissal procedures shall include the following steps:

- A. The Provost and Vice President for Academic Affairs will provide written notice to the faculty member that he/she will forward a formal recommendation for dismissal for cause to the University President. This notice shall contain a written statement of the grounds for the recommendation and a brief summary of supporting information.
- B. A reasonable opportunity for the faculty member to meet with the Provost and Vice President for Academic Affairs to present his/her defense to the dismissal recommendation before the Provost and Vice President for Academic Affairs forwards his/her recommendation to the University President.
- C. If the University President accepts the recommendation, a reasonable opportunity for the faculty member to meet with the University President to present his/her defense to the dismissal recommendation.

In cases involving dismissal for cause, the burden of proof that just cause exists shall be on the University. The faculty member may grieve the President's dismissal decision before the **University Review Committee (URC)**, which shall review the case and make a nonbinding recommendation to the University President in accordance with procedures established in Section 2.14. The President's decision after such a review is final and may not be appealed.

1.10.6 Action Short of Dismissal

- A. The University President may elect to impose a disciplinary action short of dismissal, such as suspension for a period of time without pay and/or withdrawal of faculty privileges. In unusual circumstances, the University President may take disciplinary action without previous citation or warning.
- B. Suspension may also be the temporary separation of a faculty member from the University when the University President determines that there is a strong likelihood that the faculty member's continued presence at the University poses an immediate threat of harm to the University or to members of the University community. Such suspension shall be with pay and shall last only so long as the threat of harm continues or until the University President dismisses the faculty member from the University for cause.
- C. The faculty member may grieve the University President's decision before the **University Review Committee (URC)**, which shall review the case and make a nonbinding recommendation to the University President in accordance with procedures established in Section 2.14. The University President's decision after such a review is final and may not be appealed.

1.10.7 Progressive Discipline

Under ideal circumstances, a faculty member will be discharged for cause following a written admonition by the appropriate University administrator describing the alleged issue and warning that the faculty member has placed his/her contract status in jeopardy. The warning should stipulate a period of time within which the faculty member must correct the alleged issue. If the faculty member does not contest the allegation and successfully addresses the issue, the University will not pursue further disciplinary action. If the faculty member fails to correct the issue, the Provost and Vice President for Academic Affairs may recommend to the University President up to and including dismissal of the faculty member from the University. The faculty member may grieve disciplinary actions through the procedures in Section 2.14. However, the burden of innocence lies with the faculty member regarding disciplinary issues short of dismissal from the University.

2.0 Policies and Procedures

2.1 Academic Freedom

Clark Atlanta University respects the 1940 American Association of University Professors' (AAUP) statement on Academic Freedom and Tenure and its 1970 Interpretive Comments:

"Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

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

- A. *Teachers are entitled to full freedom in research and in the publication of the results subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.*
- B. *Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter, which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.*
- C. *College and University teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public might judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make a demonstrated effort to indicate that they are not speaking for the institution."*

In the event of an alleged violation of academic freedom, a faculty member has the right of hearing following the grievance process in Section 2.14. Appeals to academic freedom are not acceptable as a shield for professional incompetence or irresponsibility.

2.2 Faculty Code of Professional Ethics

Clark Atlanta University believes that the Statement of Professional Ethics promulgated by the American Association of University Professors (AAUP) may serve as a reminder of the variety of obligations assumed by all members of the academic profession. Clark Atlanta University endorses the Association's **Statement**, as stated below in abbreviated form.

- A. Members of the faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end, professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
- B. As teachers, professors encourage the free pursuit of learning in their students. They hold respect for students as individuals and adhere to their proper roles as intellectual guides and

Clark Atlanta University Faculty Handbook and Shared Governance Document

counselors. Professors make a demonstrated effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their own and the students' academic freedom (see Section 2.1).

- C. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
- D. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
- E. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or University. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

2.3 Plagiarism

Guided by the 1990 Ethical Statement on this subject from the American Association of University Professors (AAUP), Clark Atlanta University adopts the following policy statement:

- A. In his or her own work, the professor must scrupulously acknowledge every intellectual debt - for ideas, methods, and expressions - by means appropriate to the form of communication.
- B. Any discovery of suspected plagiarism should be brought at once to the attention of the affected parties and, as appropriate, to the profession at large through proper and effective channels — typically through reviews in or communications to relevant scholarly journals.
- C. Professors should work to ensure that their universities and professional societies adopt clear guidelines respecting plagiarism, appropriate to the disciplines involved, and should insist that regular procedures be in place to deal with violations of those guidelines. The gravity of a charge of plagiarism, by whomever it is made, must not diminish the diligence exercised in determining whether the accusation is valid. In all cases, the most scrupulous procedural fairness must be observed, and penalties must be appropriate to the degree of offense.
- D. Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the professor's benefit; to do so is to abuse power and trust.

- E. In dealing with a graduate student, professors must demonstrate by precept and example the necessity of rigorous honesty in the use of sources and of utter respect for the work of others. The same expectations apply to the guidance of undergraduate students, with a special obligation to acquaint students new to the world of higher education with its standards and the means of ensuring intellectual honesty.

2.4 Conflicts of Interest, General Policy

At all times, Clark Atlanta University employees are obligated to act in the best interests of the University exercising good stewardship of University resources and to adhere to current University policies governing the prompt reporting of actual or potential conflicts of interest. Conflicts of interest are any situations in which an employee is in a position to exploit a professional or official capacity in some way for their personal benefit. A conflict of interest occurs at any time an interest held by the employee, prohibits or inhibits the employee from exercising independent judgment in the best interest of the University.

The existence of a conflict of interest may not in and of itself be evidence of wrongdoing. However, a conflict of interest can become a disciplinary matter when an employee tries and/or succeeds in influencing the outcome of a decision, for personal benefit. Clark Atlanta University policy regarding conflicts of interest by University employees is available in the Office of the Director of Human Resources.

2.5 Conflicts of Interest related to Government Sponsored Research

Clark Atlanta University endorses the 1965 joint statement of the American Council on Education-American Association of University Professors titled *On Preventing **Conflicts of Interest in Government-Sponsored Research at Universities***. The formal procedure for the disclosure of outside research, training, and consulting activities by University personnel shall conform to the following:

- A. **Favoring Outside Interests.** When a University staff member (*administrator, faculty member, professional staff member, or employee*) undertaking or engaging in government-sponsored work has any financial interest in, or a consulting arrangement with, a private business concern, it is important to avoid actual or apparent conflicts of interest between government-sponsored University research obligations and outside interests and other obligations. Situations in or from which conflicts of interest may arise are the:
1. Undertaking or orientation of the staff member's University research to serve the research or other needs of the private firm without disclosure of such undertaking or orientation to the University and to the sponsoring agency.
 2. Purchase of major equipment, instruments, materials, or other items for University research from the private firm in which the staff member has the interest without disclosure of such interest.
 3. Transmission to the private firm or other use for personal gain of government-sponsored work products, results, materials, records, or information that are not made generally available (*this would not necessarily preclude appropriate licensing arrangements for inventions, or consulting on the basis of government-sponsored research results where there is significant additional work by the staff member independent of the government-sponsored research*).

Clark Atlanta University Faculty Handbook and Shared Governance Document

4. Use for personal gain or other unauthorized use of privileged information acquired in connection with the staff member's government-sponsored activities (*the term "privileged information" includes, but is not limited to, medical, personnel, or security records of individuals; anticipated material requirements or price actions; possible new sites for government operations; and knowledge of forthcoming programs or of selection of contractors or subcontractors in advance of official announcements*).
 5. Negotiation or influence upon the negotiation of contracts relating to the staff member's government-sponsored research between the University and private organizations with which the staff member has consulting or other significant relationships.
 6. Acceptance of gratuities or special favors from private organizations with which the University does, or may, conduct business in connection with a government-sponsored research project, or extension of gratuities or special favors to employees of the sponsoring government agency under circumstances which might reasonably be interpreted as an attempt to influence the recipients in the conduct of their duties.
- B. **Distribution of Effort.** There are competing demands on the energies of faculty members (*for example, research, teaching, committee work, outside consulting*). The way in which a faculty member divides his or her effort among these various functions does not raise ethical questions unless the government agency supporting the research is misled in its understanding of the amount of intellectual effort the faculty member is actually devoting to the research in question. A system of precise time accounting is incompatible with the inherent character of the work of faculty members, since the various functions they perform are closely interrelated and do not conform to any meaningful division of a standard work week. On the other hand, if the research agreement contemplates that a faculty member will devote a certain fraction of effort to the government-sponsored research, or the faculty member agrees to assume responsibility in relation to such research, a demonstrable relationship between the indicated effort or responsibility and the actual extent of the faculty member's involvement is to be expected.
- C. **Consulting for Government Agencies or their Contractors.** When the staff member engaged in government-sponsored research also serves as a consultant to a federal agency, such conduct is subject to the provisions of the Conflict of Interest Statutes (*18 U.S.C. 202-209 as amended*) and the President's memorandum of May 2, 1963, *Preventing Conflicts of Interest on the Part of Special Government Employees*. When the staff member consults for one or more government contractors, or prospective contractors, in the same technical field as the staff member's research project, care must be taken to avoid giving advice that may be of questionable objectivity because of its possible bearing on the individual's other interests. In undertaking and performing consulting services, the staff member should make full disclosure of such interests to the University and to the contractor insofar as they may appear to relate to the work at the University or for the contractor. Conflict -of-interest problems could arise, for example, in the participation of a staff member of the University in an evaluation for the government agency or its contractor of some technical aspect of the work of another organization with which the staff member has a consulting or employment relationship or a significant financial interest, or in an evaluation of a competitor to such other organization.

The Vice President for Research and Sponsored Programs shall be available to provide advice, guidance, and advanced consultation in matters of conflict of interest arising from government sponsored research or service as a government consultant or advisor.

2.6 Outside Employment by Full-Time Faculty

Full-time faculty members who have accepted full-time employment by the University have thereby agreed to devote the time and energy necessary to perform the duties of their respective assignments to the best of their ability. Participation of University faculty in certain activities of a professional, civic, or other nature may greatly enhance the professional standing of the individual and the University, and therefore, should be encouraged. However, since these activities consume time and energy and often carry with them compensation, the principles set forth here regulate the participation in order that it does not violate faculty's contractual obligations. Faculty members must not use the name of Clark Atlanta University for personal gain.

Each member of the faculty shall advise the Department Chair and School Dean of any activities in which he/she engages which may result in rendering less than full-time service to the University. External opportunities must not interfere with the responsibilities of the faculty member to the University. Faculty must submit their requests in writing to his/her Department Chair for recommendation to the School Dean for approval. School Deans will maintain documentation of their approvals/disapprovals.

2.7 Sabbatical Leaves

The University President grants sabbaticals to members of the faculty as recognition of notable service through teaching and scholarly contributions and as an aid and inspiration to further achievements. Sabbatical leaves provide professors with opportunities for scholarly development and interactions that will contribute to their professional effectiveness and to the value of their continued service at Clark Atlanta University. Such a leave will allow faculty to engage in study, research, travel, related work experience and creative activities that will enhance their professional development.

Tenured faculty may apply for sabbatical leave after a **minimum of six (6) consecutive years of full-time employment by the University**. A sabbatical leave is an opportunity to broaden educational interests, to pursue scholarship opportunities, and enhance instructional skills. A sabbatical leave gives faculty a respite from their normal duties in order to provide them an opportunity to grow professionally. The goal of a sabbatical leave is to engage faculty in study, research, travel, work experience, and other creative activities and to contribute to the University upon their return. A sabbatical leave is a competitive process awarded to eligible faculty on the strength of their applications.

Successful applications for sabbatical benefit from thorough planning. Some proposed activities may require lengthy lead times to coordinate necessary cooperation and commitments. Applicants should meet with their colleagues and their Department Chairs in preparation as they prepare their proposals. Annually, following Department Chairs and School Deans recommendations for approval, applicants submit their proposals to the Provost and Vice President of Academic Affairs **by October 1st**. When October 1st falls on a weekend, applicants' proposals are due **on the Friday before the October 1st** deadline.

The University President may approve sabbatical leaves for **two (2) semesters** at one-half (1/2) of a faculty member's base salary or for **one (1) semester** at a faculty member's full base salaries. The University President will **not** approve sabbatical leaves **for more than two (2) semesters**.

Faculty approved for sabbatical leave may **not** participate in voluntary services to the University unless granted permission by the Provost and Vice President Academic Affairs. In addition, faculty

Clark Atlanta University Faculty Handbook and Shared Governance Document

members on sabbatical leave may **not** serve as Department Chairs, members of department, school, or University committees, or advisors for student organizations.

Faculty approved for sabbatical leaves may not receive any compensation from the University other than that provided per the sabbatical leave policy (e.g., compensation for special service contracts, grants, reimbursement for travel and registration fees).

Sabbatical leave is a contractual arrangement with the University that requires faculty to complete the objectives their approved proposals. During sabbatical leaves, faculty must report compensation from external sources to their School Deans and the Provost and Vice President for Academic Affairs. ***Such compensation may jeopardize faculty members' entitlement to sabbatical compensation if the activity is inconsistent with the objectives of the approved proposal.***

All faculty members receiving sabbatical leave are required to return to the Institution for at least one (1) academic year of full-time service or to refund the full salary and institutional costs of fringe benefits received while on sabbatical leave. If a faculty member returns, but fails to perform a full one-year return-to-service obligation, then the University shall prorate repayment obligation. Any repayment obligation shall be due in full one (1) calendar year after the end of the sabbatical leave period. The Provost and Vice President for Academic Affairs will approve faculty members' release from return-to-service financial obligations to the University due to extraordinary circumstances such as permanent disability or death.

Upon the conclusion of sabbatical leave, faculty members will return to their former positions or be assigned to positions of like nature and status and shall be granted any pay increases for which they were eligible during their leave. The Provost and Vice President for Academic Affairs will consider returning faculty for merit increases as if they had served at the University during sabbatical leave. They will maintain tenure and all accrued benefits.

In approving candidates for sabbatical leave, the following criteria will apply:

- A. The merit of the objectives as they relate to improving the instructional program and enhancing the professional growth of the applicant, and where other institutions are involved, evidence of acceptance of the faculty unit member's program or project by the institution offering the advance study or research;
- B. Impact on academic programs;
- C. Distribution of applicants by academic discipline; and
- D. Financial resources of the University.

All faculty members approved for sabbatical leave shall execute a contract with the University that is consistent with the terms in effect at the time of the leave.

Eligible faculty members must submit their requests for sabbatical leave in writing to their Department Chairs **not later than October 15th of the academic year preceding the year of eligibility**. Requests will include the following:

- A. Specification of whether the applicant is requesting the full academic year or one (1) semester (and which semester); and
- B. Activities planned during the sabbatical leave including specific goals and objectives.

Department Chairs will submit their recommendation for the sabbatical leaves to the School Dean **not later than November 15th** with copies to the applicants. The Department Chair's recommendation will include:

Clark Atlanta University Faculty Handbook and Shared Governance Document

- A. An evaluation of the applicant's service to the University and of the planned activities; and
- B. Suggestions, if any, about how the Academic Department will meet the applicant's responsibilities to the University during his/her absence.

The School Dean shall respond in writing to the applicant not later than **December 1st**. The School Dean shall transmit his or her recommendation a copy of the original application and the Department Chair's recommendation along with the original application and the Department Chair's recommendation to the Provost and Vice President for Academic Affairs with a copy to the applicant not later than **January 10th**. The School Dean may recommend approval, disapproval, or postponement of the request. The applicant will receive a copy of all communications.

Within **thirty (30) days** of returning from sabbatical leave, each faculty member must submit a final report to his/her Department Chair, School Dean, and the Provost and Vice President for Academic Affairs detailing progress toward completing the approved objectives. The final report will include:

- A. A brief abstract;
- B. A detailed description of the experience;
- C. Copies of any tangible products;
- D. An assessment of professional growth;
- E. Describe future professional plans as a result of the sabbatical leave;
- F. For full-time study programs, an official transcript;
- G. Summary and Conclusions; and
- H. An updated **Faculty Development Plan** for the academic year following the return from sabbatical leave.

Faculty approved for sabbatical leaves who wish to change the beginning date of their leaves must submit their requests and justifications in writing to their Department Chairs and the School Deans for their respective recommendations to the Provost and Vice President for Academic Affairs.

2.8 Faculty Compensation from "Restricted" Funds

The University may compensate full-time faculty from funds provided by grants and contracts. Such funds are **"restricted"** in that the University and the faculty must comply with certain terms and conditions specified by funding sources in order to disburse funds. The University will **not** disburse **supplemental compensation** to faculty from restricted funds unless explicitly authorized **in writing** by the funding source.

During Summer Sessions, full-time faculty are eligible for a **maximum of three (3) months** compensation based on their previous academic year's salary for participation in externally funded grants and contracts. The University will comply with any additional guidelines specified by funding agencies regarding summer compensation.

2.9 Faculty Compensation during Summer Sessions

The University may compensate full-time faculty for activities performed during Summer Sessions. The Provost and Vice President for Academic Affairs will base the level of compensation on available funding. While the minimum compensation is based upon available funding, the maximum that each faculty member may receive is **two-ninths (2/9's)** of their contracted salaries for the previous academic year from University (*unrestricted*) funds. Full-time faculty may earn an

additional **one-ninth (1/9)** of their previous academic year salaries from **restricted** funds. The University does not guarantee employment for full-time faculty during Summer Sessions.

2.10 Faculty Compensation for Continuing Education

Faculty may receive supplemental compensation for developing and teaching in the University's continuing education programs. The source of compensation for continuing education must be the related activity and not the general fund of the University.

2.11 Faculty Grievances

A grievance is an allegation by a faculty member (s) or the University that there has been a claimed breach, misinterpretation, or misapplication of University policy or procedure as set forth in the *Faculty Handbook*. In addition, a grievance may be a claimed infringement of the rights of a faculty member, as set forth in the *Faculty Handbook* related to compensation, appointment, reappointment, reassignment, promotion, tenure, suspension, or dismissal. The University recognizes and endorses the importance of academic due process and of resolving grievances properly without fear of prejudice or reprisal. Accordingly, the University agrees that it will use its best efforts to encourage the informal and prompt settlement of grievances. The orderly processes hereinafter set forth protect academic due process, academic freedom, and tenure. These processes are the sole method for resolving faculty grievances. Faculty members are strongly encouraged to exhaust all internal processes before initiating actions with external agencies.

The University recognizes and endorses the importance of academic due process and of resolving grievances properly without fear of prejudice or reprisal. Accordingly, the University agrees that it will use its best efforts to encourage the informal and prompt settlement of grievance. The orderly processes hereinafter set forth protect academic due process, academic freedom, and tenure. These processes are the sole method for resolving faculty grievances. Faculty members are strongly encouraged to exhaust all internal processes before initiating actions with external agencies.

When a faculty member has initiated a complaint with an agency outside of the University, the **University Review Committee (URC)** cannot review. Faculty members have the right to present complaints to outside agencies to meet time limits for filing. At the point, which an outside agency begins to review a faculty member's formal complaint, the University may stop internal reviews by the **URC** that are already in-progress.

The University President will charge the **URC** and **Ad Hoc Review Committee** to conduct **informal** and **formal** faculty grievance proceedings, respectively.

Faculty grievances filed under the provisions of this article will not prevent University administrators from taking immediate, appropriate action to maintain the safety of the University community and the efficacy of its academic and co-curricular programs.

2.11.1 The University Review Committee (URC)

The University President will charge the **University Review Committee (URC)** composed of seven (7) full-time faculty, who are **not** members of School Committees for Promotion and Tenure. In addition, URC members must have served a minimum of three (3) years as full-time Clark Atlanta University faculty. The **URC** members will elect a Chair. All **URC** members will serve three (3) year staggered terms. If vacancies occur, replacement **URC** members will serve out remaining terms. Those responsible for making the original appointments will nominate replacement **URC** members.

Appointments of the URC members are as follows:

- A. Four (4) ***tenured*** full-time faculty members chosen by the ***Faculty Assembly***;
- B. Two (2) full-time faculty members chosen by the ***University President***; and
- C. One (1) full-time faculty member chosen by ***the above six (6) URC members***.

Upon the recommendation of the ***URC***, the Chair will notify the University President, the Provost and Vice President for Academic Affairs, and all the parties to the grievance that he/she will convene a ***formal grievance hearing*** and will supervise the formation of an ***Ad Hoc Review Committee***.

The ***Chair of the URC*** appoints the ***Ad Hoc Review Committee*** members as follows:

- A. One (1) full-time faculty member chosen by the ***grievant***;
- B. One (1) full-time faculty member (other than the grievant's Department Chair) chosen by the ***University President or in the absence of the University President, the Provost and Vice President for Academic Affairs***; and
- C. One (1) full-time faculty member (other than the grievant's Department Chair), who will serve as the Chair chosen by ***the above two (2) Ad Hoc Review Committee members*** from a pool of ten (10) full-time faculty submitted by the ***Faculty Assembly***.

If within two (2) working days a third member has not been appointed, the URC will appoint a member from among the full-time faculty who are not members of School Promotion and Tenure Committee and is not serving as the grievant's Department Chair.

The URC members shall not serve simultaneously as members of Ad Hoc Review Committees.

2.11.2 Procedures for Arbitrating Faculty Grievances

- A. ***Grievances related to Reassignment, Suspension, or Dismissal from the University.*** Prior to the reassignment, suspension, or dismissal of a faculty member from the University, the University President ***or*** in the absence of the University President, the Provost and Vice President for Academic Affairs will forward the specific grounds for reassignment or suspension or dismissal to:
 - 1. ***The faculty Member (at the address of record via certified mail).*** Such action is usually a step in progressive discipline by the faculty member's Department Chair, School Dean, and Provost and Vice President for Academic Affairs;
 - 2. ***The Chair of the URC,*** who subsequently will obtain from the faculty member a written statement regarding the grounds for reassignment, suspension, or dismissal along with any additional information, which the ***URC*** deems relevant to the Committee's further proceedings; and
 - 3. ***The Provost and Vice President for Academic Affairs.***

The ***URC*** will review all documentation and submit the ***URC's*** recommendations in writing to the University President ***within forty-five (45) working days*** of obtaining the faculty member's written statement whether, in the URC's opinion, there is sufficient cause for the faculty member's reassignment or suspension or dismissal from the University. ***The URC's recommendations to the University President are nonbinding.***

The University President's decision is final and is not subject to appeal.

At the discretion of the University President, faculty suspensions will be "without pay".

Within fifteen (15) working days of receiving written notification of reassignment or suspension or dismissal from the University (via certified mail), the faculty member may file a written ***grievance*** with the **Chair of the URC** requesting an ***informal hearing by the URC***.

The **URC** will ***not*** review grievances received by the Chair of the URC ***after fifteen (15) working days*** of the faculty member receiving the aforementioned notification.

If the ***informal*** review by the **URC** does ***not*** resolve the faculty member's grievance, the faculty member may request the **Chair of the URC** to schedule a ***formal review*** before an ***Ad Hoc Review Committee***. If the **URC** agrees to schedule a formal hearing, ***within seven (7) working days***, the **Chair of the URC** will notify the faculty member and any other participants (*via certified mail*) regarding the date, time, and campus location for the formal hearing as well as the required protocols for conducting the hearing.

Within seven (7) working days following the conclusion of the ***formal hearing***, the **Chair of the Ad Hoc Review Committee** will forward the Committee's recommendations to the **Chair of the URC** for disposition.

Following consultation with the members of the **URC**, the **Chair of the URC** will notify the University President, the Provost and Vice President for Academic Affairs, and the faculty member (*via certified mail*) regarding the **URC's** and the **Ad Hoc Committee's** recommendations.

If the ***formal review*** by the **URC** does ***not*** resolve the faculty member's grievance ***and*** the University President is a direct party to the grievance, the grievant may file an appeal within ***ten (10) working days*** of the receipt of the **URC's** and the **Ad Hoc Review Committee's** recommendations with the **Chair of the Board of Trustees** for final disposition.

- B. **Other Grievances.** The **URC** reviews grievances from all Clark Atlanta University faculty members.
1. Grievances must be submitted to the **Chair of the URC** in writing and set forth in detail the alleged wrong; the parties to the grievance; the remedy sought, and any other relevant information
 2. The **Chair of the URC** must receive written grievances requesting an ***informal review by the URC*** within ***fifteen (15) working days*** after the grievant became aware of the occurrence of the event, which formed the basis for the grievance.
 3. Faculty must file grievances based on events occurring within ***fourteen (14) working days*** prior to University holidays, breaks in academic terms, or the end of the academic year within ***ten (10) working days*** after the resumption of classes with the **Chair of the URC**
 4. The **Chair of the URC** notifies the University President, the Provost and Vice President for Academic Affairs, and all other parties that the faculty member has filed a grievance

If the ***informal review*** by the **URC** does ***not*** resolve the faculty member's grievance, the faculty member may request the **Chair of the URC** to schedule a formal hearing before an ***Ad Hoc Review Committee***. If the **URC** agrees to schedule a formal hearing, within seven (7) working days, the **Chair of the URC** will notify the faculty member and any other participants (*via certified mail*) regarding the date, time, and campus location for the formal hearing as well as the required protocols for conducting the hearing.

Within seven (7) working days of notifying the faculty member and any other participants, the **Chair of the URC** will schedule the formal hearing by the **Ad Hoc Review Committee**.

Within seven (7) working days following the conclusion of the **formal hearing**, the **Chair of the Ad Hoc Review Committee** will forward the Committee's recommendations to the **Chair of the URC** for disposition.

Following consultation with the members of the **URC**, the **Chair of the URC** will notify the grievant (*via certified mail*), University President, the Provost and Vice President for Academic Affairs, and other parties to the grievance regarding the **URC's** and the **Ad Hoc Committee's** recommendations.

If the **formal review** by the **URC** and the **Ad Hoc Review Committee** does **not** resolve the faculty member's grievance, the grievant may within **ten (10) working days** of notification by the **Chair of the URC** file a written appeal to the University President.

Within **ten (10) working days**, the University President will review the recommendations from the **URC** and the **Ad Hoc Review Committee** and respond to the grievant, the Provost and Vice President for Academic Affairs, the Chair of the **URC**, and other direct parties regarding his final disposition of the grievance within the institution.

If the **formal review** by the **URC** does **not** resolve the faculty member's grievance **and** the University President is a direct party to the grievance, the grievant may file an appeal within **ten (10) working days** of the receipt of the **URC's** and the **Ad Hoc Review Committee's** recommendations with the **Chair of the Board of Trustees** for disposition.

Otherwise, The University President's decision regarding the final disposition of the grievance is final and may not be appealed.

2.11.3 Procedures for Conducting Formal Grievance Hearings

The following procedures form the framework for conducting formal hearings by duly appointed Ad Hoc Review Committees in attempts to resolve faculty grievances.

- A. The proceedings are not open to the public. In consultation with the Provost and Vice President for Academic Affairs and the direct parties to the grievance, members of the **Ad Hoc Review Committee** will exercise judgment regarding who may attend the proceedings in addition to the University President, the Provost and Vice President for Academic Affairs, and direct parties to the grievance.
- B. The grievant may have an academic advisor present during the proceedings.
- C. Neither the grievant nor the University may have legal counsel present.
- D. Prior to the hearing, the **Chair of the Ad Hoc Review Committee** shall advise the grievant of the names and nature of the testimony of opposing witnesses.
- E. The **Chair of the Ad Hoc Review Committee** will grant adjournments to enable direct parties to the grievance to review supporting documentation and obtain appropriate witnesses. Adjournments shall not exceed **three (3) working days**.
- F. Direct parties to the grievance have the right to question all witnesses. The **Chair of the Ad Hoc Review Committee** may limit questions or the presentation of the questions in the interest of good order and timely resolution of the grievance.
- G. Direct parties to the grievance may include testimony of qualified faculty members and expert witnesses from other institutions.
- H. The rules of legal evidence do not bind the **Ad Hoc Review Committee**. It may admit any documentation and testimony of probative value in resolving the grievance.
- I. The University will provide a qualified recorder for the proceedings and transcripts of the proceedings will be available to the direct parties of the grievance at their own expense.

Clark Atlanta University Faculty Handbook and Shared Governance Document

- J. Except in cases of suspension and dismissal of a faculty member from the University, the burden of proof shall be on the grievant.
- K. In cases involving suspension and dismissal from the University, the burden of proof shall be on the University.
- L. The **Ad Hoc Review Committee** will obtain the most relevant and reliable information. The Committee's decision will take the form of findings of fact, conclusions, and recommended disposition of the grievance. The Committee will base its recommendations for disposition of the grievance on the proceedings of the hearing conducted under approved University procedures.
- M. No later than **ten (10) working days** after the availability of the official transcript of the proceedings, the **Chair of the Ad Hoc Review Committee** will present a final report to the University President, the Provost and Vice President for Academic Affairs, the grievant, and other direct parties to the grievance. The report will state the Committee's recommendations, conclusions, and supporting information (*including the official transcript*). The Chair may include both majority and minority reports.

2.12 Class Meetings

Faculty will meet all classes for which they are the **Instructor of Record** as scheduled. Faculty members' other professional obligations must not compromise this primary responsibility. In the event of illness, faculty members must notify their Department Chair or School Dean **in advance** of the class meeting so that administrators can make alternative arrangements for the class to meet. For any other reason, faculty members must obtain authorization to miss classes **in advance** from their Department Chair or School Dean.

The University's Academic Calendar for each fall and spring semester will include **a minimum of 68 instructional days** followed by two (2) reading days, and a five (5) day final examination period.

2.13 Academic Program Reviews

In coordination with the Assistant Vice President for the Office of Planning, Assessment, and Institutional Research (OPAR), the Provost and Vice President for Academic Affairs is responsible for scheduling and conducting **Academic Program Reviews (APRs)**. Each **APR** evaluates the quality, productivity, competitiveness, and the role of each academic unit and degree program in support of the University's mission, vision, and strategic academic initiatives. **Academic Program Reviews** encourage self-study and planning within Academic Departments and Centers to ensure comparability among review reports, and strengthen the linkages connecting the planning agendas and practices of these units with those of their Schools and the University. **Academic Program Reviews** form a basis for informed budgetary decisions at every level of administration.

Normally, the Provost and Vice President for Academic Affairs will schedule **Academic Program Reviews** at **five (5)-year** intervals. However, in exceptional cases, the Provost and Vice President for Academic Affairs may accelerate **Academic Program Review** schedules. Whenever possible, the Provost and Vice President for Academic Affairs will schedule **Academic Program Reviews** in conjunction with accreditation or other mandated reviews. The Provost and Vice President for Academic Affairs may request recommendations from Academic Council regarding Academic Departments and degree programs for review. The Assistant Vice President for the Office of Planning, Assessment, and Institutional Research (OPAR) coordinates all **Academic Program Reviews** with the academic units scheduled for review and with the **Internal Review Teams** to ensure that the process will be efficient, effective, and unbiased.

In consultation with School Deans, Department Chairs, and the faculty of the academic units under review, the Provost and Vice President for Academic Affairs appoints three to five faculty to each **Internal Review Team (IRT)**. One or two members appointed to each IRT will be from the academic unit under review. Remaining **IRT** members must be from **outside** of the academic unit and degree programs under review. The Provost and Vice President for Academic Affairs appoints the Chairpersons of the **Internal Review Teams**, who must not be members of the academic units under review.

2.14 Centers of Excellence

A Center of Excellence at Clark Atlanta University (*CAU/COE*) is a mission-driven unit within a School or the institution that has achieved the highest level of distinction, both internally and externally, for its meritorious contributions to a target area of teaching, research, creativity, and service. Such a center is characterized by its uniqueness of mission, world-class expertise and capability to address issues affecting society locally, regionally, nationally, and globally. It focuses on a dominant theme that positions the center as a distinctive source of influence and innovation within the respective higher education scholarly community. Clark Atlanta University scaffolds centers into three (3) progressive levels as follows:

- A. **Emerging Centers:** These **Centers** are developmental and based on themes with strengths upon which to build initiatives. At this stage of development, potential Center Directors identify plans for developing faculty capabilities, enhancing capacity, and acquiring other support resources. This period will include faculty productivity through research and grant writing among other scholarly activities. In order to be certified as an **Established Center**, the **Emerging Center** would have:
1. Developed a theoretical framework to support its mission
 2. Documented high level of faculty expertise and capacity
 3. Developed a scholarly agenda for the center
 4. Completed several initiatives to serve as a baseline for enhanced initiatives
 5. Demonstrated organizational and operational efficiency and effectiveness
 6. Produced formative evaluation data for process improvement
- B. **Established Centers:** These **Centers** have a moderate record of achievement by making three (3) or more significant contributions to its target area. An **Established Center** has a restricted budget to support most of its operations for a period of three (3) to five (5) years and has a long-term plan in place to achieve financial self-sufficiency in five (5) to seven (7) years. **Established Centers** build on core areas of expertise and focus scholarship and funding activities to build a firm foundation for a future **CAU Center of Excellence**. At a minimum, an **Established Center** must achieve the following sustained level of activity in order to maintain certification as recommended by the Provost and Vice President for Academic Affairs and approved by the University President, who will present his/her recommendations to the Board of Trustees as information at its October meeting:
1. A well-developed scholarly agenda aligned with the University's mission, vision, and strategic initiatives
 2. A high level of faculty expertise
 3. An increasing faculty visibility and participation at regional and national conferences
 4. Increased student involvement in research and scholarly activities
 5. An enhanced track record of scholarship by faculty in target area
 6. Secure funding for sustained short-term and some long-term operation

7. High levels of organizational and operational efficiency and effectiveness
8. Summative evaluation data to document its success

C. **Centers of Excellence:** All **Centers of Excellence** at Clark Atlanta University will demonstrate the following **Key Identifying Qualities, Attributes, and Generic Internal Standards** and use the following **Developmental Framework** to guide their growth from a broad perspective.

1. **Key Identifying Qualities**

- a. Self-sufficiency;
- b. Viable sustainability plans;
- c. High-quality faculty, staff, and students;
- d. World-class facilities;
- e. Global recognition;
- f. Faculty productivity at the highest levels;
- g. A reputation as the sole or a major source for knowledge and innovation in its unique focus areas;
- h. uses its strategic status to build institutional capacity and capability (new academic programs, peer-reviewed publications, conferences, consultants, training, on-going research, and facilities) to produce new knowledge;
- i. Raise their visibility and reputation to higher levels; and
- j. Position their students in a more favorable light.

2. **Attributes of CAU Centers of Excellence**

- a. Notable levels of productivity;
- b. National and Global recognition;
- c. Competitiveness and uniqueness;
- d. Financial self-sufficiency;
- e. Institutional economic advancement;
- f. Academic program advancement; and
- g. Highly acclaimed and active world-class advisory boards including external stakeholders.

3. **Generic Internal Standards for CAU Centers of Excellence**

- a. A mission closely aligned with that of the University;
- b. Embraces one or more institutional priorities;
- c. A distinctive scholarship agenda;
- d. Clearly-stated measurable outcomes;
- e. Linkages to one or more academic programs at the University; and
- f. Interdisciplinary commitments.

4. **Developmental Framework for CAU Centers of Excellence (Dimensions)**

- a. **Uniqueness:** A singular and distinctive niche carved out of a body of knowledge and research or service and represents a contribution and potential that might aid in resolving a specific problem that has local or global implications;
- b. **Technology and Innovation:** The ability of the center to predict trends and new directions in achieving its unique mission and to develop and employ ground-breaking strategies and solutions that develop further as protocols for further innovations;
- c. **Budgeting/Resources:** An established plan to secure funds to support Center initiatives and a financial management plan for ensuring that these funds achieve the highest level of mission achievement;

Clark Atlanta University Faculty Handbook and Shared Governance Document

- d. **Governance and Organization:** The function of a Center that focuses on efficiency of management decisions, policy development, short term and long term planning, performance evaluation, center relations, and internal and communications. This dimension also focuses on organizational efficiency and effectiveness and on roles and relationships within the Center as well as within the University;
- e. **Capabilities and Capacity:** The presence of world-class expertise, facilities and products aid the capacity building to address the increasingly complex issues that it confronts in mission performance. This dimension focuses on the growth, preparation, and improvement of the center in order to respond to both present and future problems in the target area; and
- f. **National and Global Impact:** The scope and power of a Center to produce impact within the national and global hemispheres.

Certification of Centers of Excellence. In order to be designated a ***CAU Center of Excellence***, an ***Established Center*** must meet and maintain the above ***Key Qualities***. Following initial certification, ***CAU Centers of Excellence*** will undergo ***fifth-year quality reviews*** to ensure that Center administrators are maintaining key qualities justifying recertification by the Board of Trustees. Subsequent reviews will take place every five (5) years, unless there is a trigger that would cause the review to take place earlier. A trigger could be loss of funding, rapid turnover of staff, other concerns that puts the Center in jeopardy.

The Provost and Vice President for Academic Affairs will appoint ***Review Committees*** composed of three (3) to five (5) members to carry out initial certifications and fifth-year reviews of Centers of Excellence. Each ***Review Committee*** must include qualified representatives from those academic disciplines related to the mission of the Center of Excellence. At least one (1) member of the ***Review Committee*** must be ***external*** to University and occupy a position of eminence in those arenas in which the Center of Excellence is active.

The members of the Review Committee will elect the Chair and report their recommendations to the Provost and Vice President for Academic Affairs with a copy to the Director of the Center of Excellence (or the unit head in cases of initial certifications). The Provost and Vice President for Academic Affairs will forward his/her recommendations regarding initial certification/recertification to the University President, for approval, who will present his/her recommendations to the Board of Trustees as information at its October meeting.

2.15 Clark Atlanta University Equal Opportunity and Affirmative Action Policy

Clark Atlanta University is an equal opportunity/affirmative action employer. The University provides equal employment opportunities to all faculty, staff, students, and applicants without regard to race, color, religion, sex, age, national origin, marital status, physical handicap, military status or status as a Vietnam veteran in compliance with applicable federal and state laws that pertain to nondiscrimination. Such action shall include, but is not limited to, employment, promotion, demotion or transfer; recruitment or recruitment advertising; lay-off or separation; rates of pay or other forms of compensation and selection for training programs.

Clark Atlanta University is committed to providing equal educational opportunity for all qualified student applicants and enrolled students without regard to race, sex, religion, color, national origin, age, ancestry, and physical handicap, and military or marital status. This commitment to equal opportunity includes recruitment, admission, access to and usage of facilities, counseling and testing, financial assistance, placement and curricular programs and activities.

Clark Atlanta University does not discriminate on the basis of race, color, national origin, age, sex, disability, marital status, military or status as a Vietnam veteran in its programs and activities. The

following person has been designated to handle inquiries regarding the non-discrimination policies:

Director of Human Resources
Room 218, Harkness Hall
(404) 880-8050

2.16 Sexual Harassment Policy

It is the policy of Clark Atlanta University that sexual harassment and discrimination on the basis of gender will not be condoned. As a matter of practice and policy, the university is committed to maintaining an educational and working environment free of conduct, which degrades or subjugates employees or students. This policy applies equally to faculty, administrative and support staff and students, and is in keeping with the spirit and intent of Federal guidelines (Title VII of the Civil Rights Act of 1964) on discrimination because of gender.

It is the policy of Clark Atlanta University to provide each student, faculty member, and staff member with an environment free from harassment.

Sexual harassment is any unwelcome sexual advances; requests for sexual favors; or verbal or physical conduct of a sexual nature that interferes with performance by creating a hostile, offensive, or intimidating work environment, or is an expression or implied condition of employment. Such behavior will be subject to disciplinary actions up to and including dismissal.

A. Regulations

1. Any complaints relating to this type of misconduct should be reported to the Director of Human Resources immediately. Complaints will be treated confidentially and promptly, and will be carefully investigated.
2. It is a violation of university policy for any member of the University community to retaliate against an individual who brings forth a complaint of sexual harassment.

B. Responsibilities

1. The Human Resources Department is responsible for the coordination and implementation of the University's sexual harassment policy and the coordination of the grievance process.
2. Each Dean, Department Chair, and administrative unit head is responsible for creating an atmosphere free of discrimination and harassment, sexual or other, and for dissemination and implementation of this policy within the area of responsibility. These individuals are also responsible for referring reported incidents of sexual harassment to Human Resources.
3. It is the responsibility of all members of the university community to discourage sexual harassment, report such incidents, and cooperate in any investigation, which might result.

2.16.1 Procedure for Complaint

- A. Any employee who feels that he or she has been the victim of sexual harassment should contact the Director of Human Resources within **fifteen (15) working days** of the incident. This report can be oral or written, but the complaining employee must submit a written and signed statement of the complaint within **three (3) working days** of the initial report before an investigation can proceed.
- B. Upon receipt of the written complaint, the Director of Human Resources will contact the person who allegedly initiated the sexual harassment, and inform that person of the basis of the complaint and of the opportunity to respond in writing within seven working days of the complaint.

Clark Atlanta University Faculty Handbook and Shared Governance Document

- C. Upon receipt of the written response, the Director of Human Resources after conducting a thorough investigation will submit in writing a confidential summary of the complaint, the response, and the facts of the investigation to the Provost and Vice President for Academic Affairs. After conducting a thorough review of the facts of the investigation, including possible interviews with all parties involved, the Provost and Vice President for Academic Affairs will determine whether sexual harassment has occurred. All parties will be notified in writing of the Provost and Vice President for Academic Affairs' decision.
- D. If it is determined that sexual harassment has occurred, appropriate disciplinary action up to and including discharge will be taken. The severity of the discipline will be determined by the severity and frequency of the offense or other conditions surrounding the incident. If a faculty member wishes to appeal the disciplinary action, he/she may appeal such action by the Provost and Vice President for Academic Affairs under the provisions of Section 2.14.
- E. An employee's failure to report the occurrence of sexual harassment within **fifteen (15) working days** may be deemed a waiver of any university action. Failure to file a written complaint within three working days of the verbal report will be considered a withdrawal of that report. If the person against whom the complaint of sexual harassment is filed fails to respond to the complaint within **seven (7) working days** of notification, the complaint will be taken as true, and the appropriate disciplinary measure will be taken if circumstances warrant.

Employees may not be represented by a lawyer in the complaint resolution process.

2.16.2 Appeals on Disciplinary Actions under the Sexual Harassment Procedures and Policy

Should a faculty member wish to appeal the decision of the Provost and Vice President for Academic Affairs in terms of any disciplinary action taken, the faculty member may appeal under Section 2.14 of the Faculty Handbook.

2.16.3 Civil Rights, Harassment, and Complaints

Clark Atlanta University is committed to maintaining a humane atmosphere in which the race, color, creed, religion, marital status, national or ethnic origin, physical or mental disability or disabled and Vietnam veteran status of an individual or group are respected and not disparaged. Therefore, the following procedure will be followed should any member of this community feel that such an atmosphere is not being maintained.

2.16.4 Investigation Procedure

The procedure utilized in the investigation of any complaint of civil rights infringement and discrimination will be the same as those used for the investigation of sexual harassment complaints. The governing principles shall be applicable local, state and federal non-discrimination laws. Examples of the kinds of discrimination/harassment covered are complaints based on race, gender, national origin, ethnicity, religion, disability, military or veteran status, sexual orientation, gender identity and HIV/AIDS status.

A grievance from a disciplinary action taken by the Provost and Vice President for Academic Affairs under this policy may be filed by a faculty member, staff member, or student of Clark Atlanta University and handled through the procedure in Section 2.14 of the *Faculty Handbook*.

2.16.5 Violations of Faculty Rights, Academic Freedom, and Professional Ethics

The established Grievance Procedures in Section 2.14 will prevail regarding charges by a faculty member that his/her rights or academic freedom has been abrogated or that professional ethics have been compromised. While affirming academic freedom as a right, Clark Atlanta University recognizes that in some circumstances, the questions of academic freedom become enmeshed in questions of professional incompetence or irresponsibility. In the effort to distinguish between these sometimes-confusing issues, the guiding principle is that charges of professional incompetence or irresponsibility shall not be used to limit academic freedom nor shall appeals to academic freedom be acceptable as a shield for professional incompetence or irresponsibility.

2.17 Drug-Free Environment Policy

Clark Atlanta University does not permit or condone the illicit or unauthorized possession, use, consumption, sale or distribution of illegal drugs and/or alcohol by its students and employees on its property or as part of its activities. This policy applies to all full-time and part-time students; and all full-time and part-time permanent and temporary employees, including faculty, administration, all exempt and non-exempt staff and any student employees and interns.

Students who violate this policy will be subject to appropriate disciplinary action consistent with local, state and federal law, which may include counseling, a reprimand and warning, disciplinary probation, suspension, expulsion and referral to the proper law enforcement authorities for prosecution.

Employees who violate this policy will be subject to appropriate disciplinary action consistent with local, state and federal law, which may include counseling, mandatory participation in an appropriate rehabilitation program, being placed on strict probation, unpaid suspension from employment, termination of employment and referral to the proper law enforcement authorities for prosecution.

All disciplinary procedures and appeals presently applicable to students and employees will continue to be available for violations of this policy.

The purpose of this policy is to produce a workplace and campus environment that discourages the unauthorized or illegal use of drugs and alcohol by students and employees. The University has prepared and made available information that is important for each student and employee to read and understand regarding the legal penalties and the health risks that are associated with alcohol and drug abuse.

2.17.1 Clark Atlanta University Drug Prevention Program

The Drug-Free Schools and Communities Act of 1989 requires Clark Atlanta University as an institution of higher education receiving federal funds to certify to the Secretary of Education that it has adopted and implemented an antidrug and alcohol abuse program for its students and employees. Accordingly, the University adopts the following policy:

Clark Atlanta University does not permit or condone the illicit or unauthorized possession, use, consumption, sale, or distribution of illegal drugs and/or alcohol by its students and employees on its property or as part of its activities. This policy applies to all full-time and part-time students; and all full-time and part-time permanent and temporary employees, including faculty, administration, all exempt and nonexempt staff, and any student employees and interns.

Students who violate this policy will be subject to appropriate disciplinary action consistent with local, state, and federal laws, and University policies and procedures which may include counseling, a reprimand and warning, disciplinary probation, suspension, expulsion, and referral to the proper law enforcement authorities for prosecution. Employees who violate this policy will be subject to appropriate disciplinary action consistent with local, state, and federal laws, which may include counseling, mandatory participation in an appropriate rehabilitation program, a warning, placement on strict probation, unpaid suspension from employment, termination of employment and referral to the proper law enforcement authorities for prosecution. All disciplinary procedures and appeals presently applicable to students and all categories of employees will continue to be available for violation of this policy. The purpose of this policy is to produce a workplace and a campus environment that discourage the unauthorized or illegal use of drugs and alcohol by students and employees. The following information is important for each student and employee to read and understand regarding the legal penalties and the health risks that are associated with alcohol and drug abuse

Applicable Laws

Most people know that selling illicit drugs is a criminal offense punishable by a fine or imprisonment depending on the specific offense and other factors such as prior convictions for similar offenses. Most people also know that driving while intoxicated is against the law and can result in driver's license revocation or even imprisonment, in some cases. It is less well known that an individual under the age of 21 could be arrested and prosecuted for purchasing, or even attempting to purchase, alcohol.

The following is a brief overview of local, state, and federal laws governing the possession, use, and distribution of illicit drugs and alcohol. It is not intended to be an exhaustive or definitive statement of various laws, but rather is designed to indicate the types of conduct that are against the law and the range of legal sanctions that can be imposed for such conduct.

A. State Laws

1. **Open Container Law.** The City of Atlanta, like many other cities, towns, and villages, has an ordinance prohibiting the consumption of an alcoholic beverage in any public place or on private property without the owner's permission or possession of an open container of such beverage. Such permission on all University property must be specifically requested and granted in writing by an authorized official. Violations of the ordinance are punishable by a fine of up to \$150 and/or imprisonment for up to 15 days.
2. **Georgia Alcoholic Beverage Control Law.** All states prohibit persons from selling or giving any alcoholic beverage to a minor (defined in Georgia as under age 21) or to a person who is already intoxicated. It is also an offense in Georgia, punishable by a fine of up to \$200 and/or imprisonment for up to 5 days, to misrepresent the age of a minor for the purpose of inducing the sale of an alcoholic beverage. Any minor who uses false identification or the identification of another person to purchase an alcoholic beverage can be convicted and fined up to \$100 and/or sentenced to probation for up to one year. In addition, a minor can be arrested and fined up to \$50 for possessing an alcoholic beverage with the intent to consume it.
3. **Georgia Vehicle and Traffic Law.** All states prohibit drinking and driving. In Georgia, it is a misdemeanor punishable by a fine of at least \$350 and/or imprisonment for up to one year (as well as suspension and/or revocation of your driver's license) to operate a motor vehicle with a blood alcohol content of one-tenth of one percent or higher. Multiple convictions can result in penalties that are more serious.

Legal Sanctions under Georgia Law Concerning Drugs and Alcohol

Georgia statutes cover a wide range of drug offenses including the offer, sale, possession with the intent to sell, gift and the mere possession of various types of drugs [O.C.G.A. 16-13-30, 16-13-31, 16-13-32.4 (1990)]. The state laws create the following mandatory/minimum prison sentences for first-time offenders:

Two (2) years for the purchase, possession, or control of any controlled substance.

1. Five (5) years for the manufacture, delivery, distribution, dispensing, administering, sale, or possession with intent to distribute any controlled substance.
2. One (1) year for the purchase, possession, or control of a drug or other substance that has a low to moderate potential for abuse, low physical dependence or high psychological dependence.

The state laws create the following mandatory minimum prison sentences and fines for trafficking in cocaine, illegal drugs, or marijuana:

1. Ten (10) years and a fine of \$200,000 for the sale, manufacture, delivery or bringing into the state 28 grams or more, but less than 200 grams, of cocaine, including "crack."
2. Five (5) years and a fine of \$50,000 for the sale, manufacture, delivery or bringing into the state, or possession of four (4) grams or more of any morphine or opium, including heroin.
3. Five (5) years and a fine of \$100,000 for the sale, manufacture, growth, delivery, or bringing into the state, or possession of 50 pounds or more, but less than 2,000 pounds, of marijuana.

Convictions for drug-related offenses involving minors or in the proximity of elementary or secondary schools or school boards used for elementary or secondary education shall carry the following mandatory sentences in addition to any term of imprisonment imposed for violations of the statutes which prohibit the distribution, sale, and possession with intent to sell controlled substances or marijuana:

1. No person shall allow or require a person in his employment under 18 years of age to dispense, serve, sell or take orders for any alcoholic beverages. It is unlawful for a person to furnish, sell, barter, or exchange alcoholic beverages to a person who is noticeably intoxicated.
2. Fine of not less than \$300.00 nor more than \$1,000, and not less than ten (10) days nor more than one (1) year imprisonment for driving under the influence of alcohol or drugs for first-time offenders. An alcohol concentration of 0.10 grams or more denotes a presumption that a person is under the influence of alcohol. An alcohol concentration of 0.12 grams at the time or within three (3) hours after, during, or being in actual physical control of a moving vehicle is deemed to be driving under the influence of alcohol or drugs.
3. Not more than twenty (20) years or a fine of not more than \$20,000, or both for the manufacture, distribution, dispensing, possession with intent to distribute a controlled substance or marijuana in, on, or within 1,000 feet of any real property owned by, or leased to, any public or private elementary, secondary school, or school board used for elementary or secondary education. Actual sentences depend upon the severity and the circumstances of the offenses and the character and background of the offender.

Georgia law prohibits the sale, delivery, giving or taking of alcohol to or from minors or intoxicated persons. [O.C.G.A. 3-3-23, 3-3-23.1, 3-3-22, 3-3-24]. Georgia law also prohibits driving under the influence of alcohol or drugs. [O.C.G.A. 40-6-391, 40 6-392]. Georgia statutes create the following mandatory minimum fines and sentences for first-time offenders:

1. Not more than 30 days imprisonment, or a fine of not more than \$300.00, or both upon the first conviction of furnishing to, purchasing of, or possessing alcoholic beverages by persons under 21 years of age.

B. Federal Law

Federal drug laws parallel Georgia's drug laws in many respects. For example, it is a federal offense to manufacture, distribute, or possess with intent to distribute, a controlled substance or a counterfeit controlled substance. As under the Georgia Penal Code, any property associated with the unlawful handling of controlled substance may be forfeited to the authorities. Federal law also provides that a person age 18 or older who distributes a controlled substance to a person under 21 years of age may be sentenced to a term of imprisonment and/or a fine of up to twice the amount authorized for distribution to a person over the age of 21.

An important sanction under federal law is that persons convicted of any federal or state offense involving possession of a controlled substance are ineligible to receive any or all federal benefits (e.g., social security, student loans) for up to one year. If the offense involves distribution of a controlled substance, the guilty person could be ineligible for any or all federal benefits for up to five (5) years.

There are both federal and state laws specifically dealing with the distribution or manufacturing of controlled substances in or near schools or colleges. For example, federal law provides that a drug offense committed within 1,000 feet of school property, including universities, is punishable by a term of imprisonment and a fine of up to twice the amount authorized for the same offense committed away from school property.

Health Risks

Drugs and alcohol are toxic to the human body and if abused can have catastrophic health consequences. Some drugs, such as crack, are so toxic that even one experimental use can be fatal. The following is a summary of the various health risks associated with alcohol abuse and use of specific types of drugs; it is not intended to be an exhaustive or final statement of all possible health consequences of substance abuse.

1. **Alcohol Use and Abuse:** Alcohol is the most widely used and abused drug in the United States. Alcohol consumption has acute effects on the body and causes a number of marked changes in behavior. Even low doses significantly impair the judgment and coordination required to drive a car safely, increasing the likelihood that the driver will be involved in an accident. Low to moderate doses of alcohol also increase the incidence of a variety of aggressive acts, including spouse and child abuse, as well as dangerous risk-taking behavior. Moderate to high doses of alcohol cause marked impairments in higher mental functions, severely altering a person's ability to learn and remember information. Very high doses cause respiratory depression and death. If combined with other depressants of the central nervous system, much lower doses of alcohol can be fatal. Alcohol-related automobile accidents are the number one cause of death among people ages 15 through 24. Furthermore, approximately fifty percent (50%) of all youthful deaths from drowning, fires, suicide, and homicide are alcohol-related.

Repeated use of alcohol can lead to physical and psychological dependence. Dependent persons who suddenly stop drinking are likely to suffer withdrawal symptoms, including severe anxiety, tremors, hallucinations, and convulsions. Alcohol withdrawal can be life threatening. Long-term consumption of large quantities of alcohol, particularly when combined with poor nutrition, can also lead to permanent damage to vital organs such as the brain and the liver.

Mothers who drink alcohol during pregnancy may give birth to infants with fetal alcohol syndrome. These infants have irreversible physical abnormalities and mental retardation.

In addition, research indicates that children of alcoholic parents have an increased risk themselves of becoming alcoholics.

2. **Use of Illicit Drugs:** Drugs interfere with the brain's ability to take in, sort, and synthesize information. They distort perception, which can lead users to harm themselves or others. Drug use also affects sensation and impairs memory. In addition to these general effects, the specific health risks associated with particular types of drugs are as follows.
 - a. **Cocaine and Crack.** Cocaine use is the fastest growing drug problem in the United States. One reason for this is the ready availability of cocaine in a cheap but potent form called "crack" or "rock." Cocaine stimulates the central nervous system. Its immediate effects include dilated pupils and elevated blood pressure, heart rate, respiratory rate, and body temperature. Occasional use can cause a stuffy or runny nose, while chronic use can ulcerate the mucous membrane of the nose. Injecting cocaine with contaminated equipment can cause AIDS, hepatitis, and other diseases. Preparation of freebase, which involves the use of volatile solvents, can result in death or injury from fire or explosion. Cocaine can produce psychological and physical dependency, a feeling that the user cannot function without the drug. In addition, tolerance develops rapidly and leads to higher and higher doses to produce the desired effect. Crack" or freebase rock is a purified form of cocaine that is smoked. "Crack" is far more addictive than heroin or barbiturates. Repeated use of "crack" can lead to addiction within a few days. Once addicted, many users have turned to stealing, prostitution, and drug dealing in order to support their habit. The effects of crack are felt within 10 seconds. The physical effects include dilated pupils, increased pulse rate, elevated blood pressure, insomnia, loss of appetite, tactile hallucinations, paranoia, and seizures. Continued use can produce violent behavior and psychotic states similar to schizophrenia. Cocaine, in any form, but particularly in the purified form known as "crack," can cause sudden death from cardiac arrest or respiratory failure.
 - b. **Marijuana.** Marijuana use causes a substantial increase in the heart rate, bloodshot eyes, a dry mouth and throat, increased appetite, and it may impair short-term memory and comprehension, alter sense of time, and reduce ability to perform tasks requiring concentration and coordination, such as driving a car. Research also shows that motivation and cognition may be altered, making the acquisition of new information difficult. When marijuana contains 2% THC, it can cause severe psychological damage, including paranoia and psychosis. Since the early 1980s, most marijuana has contained from 4 to 6% THC two or three times the amount capable of causing serious damage. Because users often inhale the unfiltered smoke deeply and then hold it in their lungs as long as possible, marijuana is damaging to the lungs and pulmonary system. Marijuana smoke contains more cancer-causing agents than tobacco smoke. Long-term users of marijuana may develop psychological dependence and require more of the drug to get the same effect. The drug can become the center of their lives.
 - c. **Narcotics.** Narcotics such as heroin, codeine, and morphine initially produce a feeling of euphoria that often is followed by drowsiness, nausea, and vomiting. Users also may experience constricted pupils, watery eyes, and itching. An overdose may produce slow and shallow breathing, clammy skin, convulsions, coma, and possible death. Tolerance to narcotics develops rapidly and dependence is likely. The use of contaminated syringes may result in diseases such as AIDS, endocarditis, and hepatitis. Addiction in pregnant women can lead to premature, stillborn, or addicted infants who experience severe withdrawal symptoms.
 - d. **Amphetamines/Other Stimulants.** Amphetamines (speed, uppers), methamphetamines, and other stimulants can cause increased heart and respiratory rates, elevated blood pressure, dilated pupils, and decreased appetite. In addition, users may experience sweating, headache, blurred vision, dizziness, sleeplessness, and anxiety. Extremely high doses can cause a rapid or irregular heartbeat, tremors, loss of coordination, and even physical collapse. An amphetamine injection creates a sudden increase in blood pressure that can result in stroke, very high fever, or heart failure. In addition to the physical effects, users report feeling restless, anxious, and moody. Higher doses intensify the effects. Persons who use large amounts of amphetamines over a long period of time can develop an amphetamine psychosis that includes hallucinations, delusions and paranoia.
 - e. **Barbiturates and Other Depressants.** Barbiturates (downers), methaqualone (quaaludes), tranquilizers (Valium), and other depressants have many of the same effects as alcohol. Small amounts can produce calmness and relaxed muscles, but somewhat larger doses can cause slurred speech,

Clark Atlanta University Faculty Handbook and Shared Governance Document

staggering, and altered perception. Very large doses can cause respiratory depressants, coma, and death. The combination of depressants and alcohol can multiply the effects of the drugs, thereby multiplying the risks. The use of depressants can cause both physical and psychological dependence. Regular use over time may result in a tolerance to the drug, leading the user to increase the quantity consumed. When regular users suddenly stop taking large doses, they may develop withdrawal symptoms ranging from restlessness, insomnia, and anxiety, to convulsions and death. Babies born to mothers who abuse depressants during pregnancy may be physically dependent on the drugs and show withdrawal symptoms shortly after they are born. Birth defects and behavioral problems may also result.

- f. **Hallucinogens.** Phencyclidine (PCP, Angel Dust) interrupts the functions of the part of the brain that controls the intellect and instincts. Because the drug blocks pain receptors, violent PCP episodes may result in self-inflicted injuries. The effects of PCP are predictable and can vary, but users frequently report a sense of distance and estrangement, and body movement is slowed down. Muscular coordination worsens and senses are dulled. Speech is blocked and incoherent. Chronic users of PCP report persistent memory problems and speech difficulties. Mood disorders also occur. In later stages of chronic use, users often exhibit paranoid and violent behavior and experience hallucinations. Large doses may produce convulsions and coma, as well as heart and lung failure. Lysergic acid (LSD, Acid), mescaline, and psilocybin (mushrooms) cause illusions and hallucinations. The physical effects may include dilated pupils, elevated body temperature, increased heart rate and blood pressure, loss of appetite, sleeplessness, and tremors. Sensations and feelings may change rapidly. It is common to have a bad psychological reaction to LSD, mescaline, and psilocybin. The user may experience panic, confusion, suspicion, anxiety, and loss of control. Delayed effects or flashbacks can occur even after use has ceased.
- g. **Designer Drugs.** Underground chemists, who attempt to avoid legal definitions of controlled substances by altering their molecular structure produce "Designer Drugs". These drugs can be several hundred times stronger than the drugs they imitate. Some designer drugs may cause permanent brain damage with a single dose. Many so-called designer drugs resemble amphetamines and have mild stimulant properties but are mostly euphorants. They can cause nausea, blurred vision, chills or sweating and faintness. Psychological effects include anxiety, depression, and paranoia. As little as one dose can cause severe neurochemical brain damage. Narcotic designer drugs can cause symptoms such as those in Parkinson's disease: uncontrollable tremors, drooling, impaired speech, paralysis, and irreversible brain damage.
- h. **Inhalants.** The immediate negative effects of inhalants (laughing gas, whippets) include nausea, sneezing, coughing, nosebleeds, fatigue, lack of coordination, and loss of appetite. Solvent and aerosol sprays also decrease the heart and respiratory rates and impair judgment. Amyl and butyl nitrite cause rapid pulse, headaches, and involuntary passing of urine and feces. Long-term use may result in hepatitis or brain damage. Deeply inhaling the vapors, or using large amounts over a short time, may result in disorientation, violent behavior, unconsciousness, or death. High concentrations of inhalants can cause suffocation by displacing the oxygen in the lungs, or by depressing the central nervous system to the point that breathing stops. Long-term use can cause weight loss, fatigue, electrolyte imbalance, and muscle fatigue. Repeated sniffing of concentrated vapors over time can damage the nervous system permanently.
- i. **Anabolic Steroids.** Steroid users subject themselves to more than 70 side effects ranging in severity from liver cancer to acne and including psychological as well as physical reactions. Steroid use seriously affects the liver, cardiovascular and reproductive systems. In males, use can cause withered testicles, sterility, and impotence. In females, irreversible masculine traits can develop along with breast reduction and sterility. Physical effects in both sexes include jaundice, purple or red spots on the body, swelling of the feet or lower legs, trembling, unexplained darkening of the skin, and persistent unpleasant breath odor. Psychological effects in both sexes include very aggressive behavior known as "roid rage" and depression. While some side effects appear quickly, others, such as heart attacks and strokes, may not show up for years.

2.17.2 Counseling Services

The Clark Atlanta University **Counseling and Disability Services Center (CADS)** provides confidential, professional assessment, behavioral mental health, psycho-education and referral services. These services are rendered by licensed mental health professionals at no cost to CAU

students in an effort to resolve personal problems and concerns, as well as to enhance overall psychological and interpersonal well-being. The **CADS** provides both short-term and long-term counseling services for any presenting problem area. No problem is too big or too small for the services of the **CADS**. In some cases, it may be necessary to refer students to external resources to augment the counseling received at the **CADS** (for example, referrals for acute treatment or hospitalization, or support groups such as Alcoholics Anonymous). The **CADS** professional staff will coordinate referrals and conduct ongoing case management. The **CADS** staff members encourage students to contact the **CADS** before an issue becomes an impairment and before a concern becomes a crisis. The staff will answer questions and respond to any inquiries to assist with problem resolution and lifestyle enhancement.

2.17.3 Employee Assistance Program (EAP) Services for Clark Atlanta University Employees

The University's Employee Assistance Program (EAP) is a free, confidential service to help address substance abuse issues that employees and dependents are facing. This service, staffed by experienced clinicians, is available by calling a toll free phone line available 24 hours a day, seven days a week. A Guidance Coordinator will refer employees to a local counselor for up to five face-to-face counseling sessions per issue, at no per session charge, or to other resources in your community.

2.17.4 Education and Prevention

The **Clark Atlanta University Counseling and Disability Services Center (CADS)** uses a multi-level prevention model to educate and remediate students in the area of alcohol and substance use, abuse and dependence.

A. Primary Prevention

The CADS Center seeks to increase students' knowledge and awareness about the effects of alcohol and drug (A&D) use through a myriad of educational programs, which begins in freshman orientation with the CAU Experience. During the CAU Experience, all incoming students participate in a healthy lifestyles workshop where they receive information pertaining to alcohol and drug use, abuse and dependence. **CADS** also offers an alcohol and drug awareness program during the fall semester (in either late September or early October) as a part of Red Ribbon month. In addition, the Center provides A&D programs upon request in the residence halls and with any organization on campus. The Center additionally disseminates educational material about the effects of alcohol and drug use & abuse at all of its programs and in its office at all times.

B. Secondary Prevention

The **CADS** licensed mental health professionals encourage students to seek counseling when they first experience any challenges with alcohol and/or drug use (i.e., before an issue becomes an impairment). Following an initial comprehensive assessment, the student will be involved in an individualized treatment plan to address issues related to alcohol and/or substance use or abuse. At this stage of intervention, students generally self-refer for services. Counseling services rendered by the CADS are strictly confidential.

C. Tertiary Prevention

There are occasions when CAU students encounter significant difficulties with alcohol and/or other drugs and are referred to the Counseling & Disability Services Center (such as by Judicial Affairs, Residence Life, metropolitan court systems, etc.) for an assessment and remediation, if treatment can be effectively and appropriately rendered by the **CADS**. Following a comprehensive assessment, these students are strongly encouraged to participate in an

individualized treatment program designed to address their presenting problems. An external referral occurs in pronounced cases of alcohol and/or drug dependence.

Contact Information:

Clark Atlanta University Counseling and Disability Services Center (CADS)

223 James P. Brawley Drive, S.W.

242 Bishop Cornelius Henderson Student Center

and

210 Kresge Hall

Atlanta, Georgia 30314

(404) 880-8044

2.18 Intellectual Property Policy and Procedures

2.18.1 Copyright Policy

Except for writings that pertain directly to inventions and discoveries of a patentable nature, writing done under contract with a third party, and copyrightable works for which ownership is ascribed to the University through externally funded projects, all rights to copyrightable material shall be reserved by the author and arrangement for publication and copyrighting shall be left to the individual writer. The University assigns in writing to the School Dean in which the writer is employed the responsibility for negotiating equitable terms covering writing done under contract and ensuring that the University fully carries out its responsibilities under the contract.

2.18.1.1 Compliance with Copyrights Laws

All employees of the University, including but not limited to staff, faculty and administrators, shall conduct their activities on behalf of the University, including but not limited to any research or writing activities, in such a fashion so as to meet and comply with all the requirements of the United States copyright laws and regulations (Title 17 U.S.C.).

As a condition of employment, each employee agrees to accept the responsibility for reading and understanding the requirements of the copyright laws and the policy statement and guidelines of the University. As determined by the University, such acts shall be considered good faith compliance by the University and the employee shall not be required to indemnify the University for any damages, judgments, or costs, which may be obtained against the university for the acts of the employee.

If however, an employee willfully, intentionally, negligently, or without good faith, violates the copyright provisions, the employee shall be solely liable for all losses, damages, judgments, and costs whatsoever kind or nature that may be incurred. Should the University be named in any legal or equitable action arising from such wrongful infringement, the employee agrees to save, hold harmless, and indemnify the University against all losses, damages, fees (*including attorney fees*) incurred because of such conduct.

2.18.1.2 Use of Copyright Material in Teaching

Faculty members are responsible for knowing and observing the laws concerning the use of copyright material.

Clark Atlanta University Faculty Handbook and Shared Governance Document

Section 107 of the *Federal Copyright Law Revision of 1978* provides that *fair use* of a copyrighted work, including use by reproduction in copies, for purposes such as “teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright.” The four statutory criteria used to determine whether the use made of a work in any particular case is a fair use includes:

- A. *“The purpose and character of the use, including whether such use is of a commercial nature of is for nonprofit educational uses;*
- B. *The nature of the copyrighted work;*
- C. *The amount of substantiality of the portion used in relation to the copyrighted work as a whole; and*
- D. *The effect of the use upon the potential market for or value of the copyrighted work.”*

Multiple copies for classroom use cannot exceed the number of pupils in a class; must meet strict tests of brevity, spontaneity, and noncumulative effect; and must include a notice of copyright. *Brevity* is defined in strict and arbitrary volume terms (e.g., no more than 250 words from a poem, between 500 - 1,000 words of prose and up to 2,500 words of a complete article).

Spontaneity requires permission. *Cumulative effect* limits copying by each Instructor of a given item to only one course in the School, not more than nine instances of multiple copying for one course during one class term, and not more than one item from the same author nor three from the same collective work or periodical volume during one class term. Under the guidelines, copies may not be:

- A. Used as a substitute for anthologies, compilations or collective works;
- B. Made of *consumables* such as workbook;
- C. A substitute for purchases, be directed by higher authority, or be repeated with respect to the same item by the same teacher from term to term; and
- D. The subject of a charge to the student beyond actual copying cost.

Faculty should test videotaping of television programs for classroom use from commercial television programming by the above statutory criteria for fair use. Before videotaping television programs for classroom use from a public broadcasting agency, the University should contract the local broadcasting station as to the list of programs, which schools may record off the air.

University employees using copies of material created by others are responsible for determining the copyright status and should obtain written permission from the copyright owner before using the material except when meeting the aforementioned ***fair use criteria***.

2.18.2 Patent Policy

A. General

Research is as an integral part of the educational process to generate new knowledge, encourage the spirit of inquiry, and develop scientists, engineers, and other scholars. Because of such research, faculty, staff, and students of the University may make new discoveries and inventions, which could have material commercial value and which could contribute significantly to scientific, technological, social, and cultural progress. In the best interests of the public, the inventor, the University, and, under certain circumstances, the government, should patent these accomplishments. Specifically, the government may grant patents for new discoveries and inventions for any of the following reasons:

1. To encourage invention and ensure rewards for the inventor
2. To fulfill the terms of the research grant or contract
3. To ensure protection and control in the public interest

4. To provide the commercial and scientific advantages resulting from the development of useful articles, compositions of matter, machines and processes

The University encourages faculty, staff, and students to evaluate the results of their research activities in terms of potential commercial value, the public interest, and the regional and national economy. Research programs culminating in the potentially patentable discoveries and inventions may require further activity to provide protection and control in the public interest or to realize the commercial potential of the discovery or invention.

Certain discoveries and inventions resulting from University research may not be patentable but may have material commercial value or potential to produce revenue. These accomplishments are subject to the same University policies as any patentable invention and the University's **Creative Works Committee** will consider them on an individual basis.

University researchers shall promptly disclose in writing those inventions conceived or first reduced to practice to the Vice President for Research and Sponsored Programs.

B. Title to Patents

The university claims ownership and control of the worldwide patent rights that result from activities of its faculty, staff, and students. University faculty and staff shall include all persons who hold any official faculty or staff relationship to the university, with the exception of those persons who render their services to the university on a gratuitous basis. This exception does not include faculty, who are members of professional corporations affiliated with the university even though the faculty may receive all or part of their compensation from the professional corporation. The inventor normally will receive 25% and the university 75% of the net financial returns from the sale, licensing, or other transfer of such patent rights.

1. Acceptance of these policies by a CAU employee shall be a condition of employment.
2. If, however, the inventor or another institution believes that the circumstances surrounding the invention, including such factors as support provided by other than the University, place where the discovery was made, or lack of relevance to the regular work of the faculty or staff member, warrant another distribution, the inventor or the institution may request the **Creative Works Committee** to review the circumstances. After the review, the **Creative Works Committee** may determine a different distribution of the net proceeds.
3. The University, as determined by the **Creative Works Committee**, may choose to waive all rights to a patent, thus granting the inventor permission to proceed in whatever manner he shall deem appropriate.
4. Patent rights resulting from research carried on by a student in fulfillment of requirements for an academic degree, including the preparation of a thesis or dissertation, are constructed as making use of University resources and shall be subject to the provisions of *Section 1* above.
5. Patent rights resulting from government-sponsored research grants, contracts, fellowships, or other such arrangement, are controlled by the terms of those agreements, but as between the university and faculty members and staff accepting such grants, *Section 1* above shall govern.
6. Patent rights resulting from the research grants or contracts of non-government agencies or sources, as between the University and faculty and staff member, are subject to provisions of *Section 1* above.

C. Creative Works

The University reserves all publication rights relating to sponsored research or research supported entirely or largely by University resources for itself and its faculty, staff, and students, subject to the following conditions:

1. The University may withhold publication for a maximum period of six months if required for the filing of a patent application. The ***Creative Works Committee*** should expedite such application.
2. Any patent or commercial product mentioned in a publication may not be referred to by its trade name without the consent of both the University and the sponsoring agency.
3. The University on request submits any publication to the sponsoring agency before printing and considers any recommendations made by the sponsoring agency. However, the University makes the final determination as to the form, scope, and content of such publication.

D. Management of Patents

The University administers and controls inventions and discoveries resulting from University research in a manner determined to be in the best interests of the public, the inventor, and the University. The responsibility for the management is through the University ***Creative Works Committee***.

E. University Procedures for Patents

1. Application to the *Creative Works Committee* - Disclosure Statement

The inventor shall prepare and submit a Disclosure of Invention in triplicate to the ***Creative Works Committee***. The supporting information will include a description of the prior art, the problem solved or technical advantage, a full technical description of the development, an opinion on potential marketability, including possible commercial suggestions, and the potential long-term commercial interest.

2. Action by the *Creative Works Committee* - Patentability Evaluation

The ***Creative Works Committee*** may submit to counsel the disclosure statement to initiate a patentability evaluation including, if desirable, a patent search. Such a decision would be based on committee review, including consultation on a confidential basis with appropriate qualified University personnel.

Prior to initiating any patentability evaluation, search, patent application, or other legal costs, the inventor(s) will obtain an assignment of all worldwide rights, title, and interest to the University in the development and improvements therein.

If patentable, the University may elect to file domestic or foreign patent applications as it in its sole discretion determines. The University shall have sole discretion for maintaining or abandoning any such patent applications or patents. In the event that the University intends to abandon any such applications or patents, the inventor(s) shall have the opportunity to assume full control over and receive a transfer of any such application or patent.

If the ***Creative Works Committee*** does not approve the disclosure for a search or filing of patent applications after meeting any sponsor's requirements (*such as those of a government agency*), the University will provide to the inventor a release from any constraints or interest on the part of the University subject to reservation or an irrevocable nontransferable royalty-free license in the University.

3. **Action by the *Creative Works Committee* - License by Sale**

Based on information in the disclosure, supporting statements, and patent search, the ***Creative Works Committee*** may:

- a. Authorize licensing on an exclusive or nonexclusive basis and/or an option to obtain a license (*subject to any proper limits and sponsor's requirements*)
- b. Sell the rights
- c. Secure technology-marketing services to identify appropriate licenses

The ***Creative Works Committee*** takes these actions in consultation with the inventor(s) and after thorough review of the potential commercial interest.

4. **Distribution of Income from Licensing or Sale of Patent Rights or Other Technology Rights**

- a. First income will reimburse the University for legal, professional, and governmental fees paid for outside services.
- b. The balance of proceeds from royalty or sale shall be distributed as follows:
 - 1) 25% to inventor(s), subject to any sponsoring agency limitations
 - 2) 15% to school of the inventor
 - 3) 5% to the department of the inventor
 - 4) In the event that total net income for a patent or group of related patents or technology rights exceeds \$100,000, the above distribution of royalties shall be changed in accordance with a plan approved by the University President, but not so as to reduce the inventor's share
 - 5) In the event an inventor entitled to compensation under paragraphs b. 1) and b. 4) hereof shall voluntarily or involuntarily leave the University, such inventor shall continue to remain entitled to receive payments under paragraphs b. 1) and b. 4) hereof, but shall not in any fashion be entitled directly or indirectly to continue to receive or transfer any other rights or benefits under paragraph b. 1) hereof. In the event of death of an inventor entitled to receive compensation under paragraphs b. 1) and b. 4) hereof, such payments shall continue to be paid to the inventor's estate and subsequently to those lawfully taking thereunder in accordance with a court-approved distribution

F. **Public Disclosure**

No public disclosure, publication, placing on sale, or selling of the development shall be made without prior approval of the ***Creative Works Committee***.

G. **Patent Clauses**

The terms of the invention, disclosure to other parties, and patent clauses in agreements for sponsored research are subject to the review, negotiation, and acceptance by the Vice President for Research and Sponsored Programs. In the event that clauses in any such agreement appear to be unusual or to require special consideration, the Vice President for Research and Sponsored Programs shall submit the agreement to the ***Creative Works Committee*** for its consideration and recommendation.

2.18.3 Policy Revisions

Copyright and patent law is a constantly changing area of expertise. Due to changes in the laws, which may occur, this policy may undergo revision from time to time in order to adapt to the legislative changes or differing interpretations of the laws. Annually, the Creative Works Committee shall review the policy and recommend necessary changes to the University President. All faculty and staff shall receive updated information on the changes as they occur.

2.18.4 Creative Works Committee

The University shall establish a standing *Creative Works Committee* in order to administer this policy. Committee members shall serve at the pleasure of the Provost and Vice President for Academic Affairs and shall include seven members as follows:

- A. Provost and Vice President for Academic Affairs (*Chair*)
- B. Vice President for Research and Sponsored Programs
- C. Four faculty members with research credentials
- D. General Counsel

The committee shall operate in accordance with *Robert's Rules of Order*. Committee members with a conflict or potential conflict of interest shall excuse themselves from committee service to the extent of the conflict. The Provost and Vice President for Academic Affairs shall fill all vacancies on the committee. The Provost and Vice President for Academic Affairs shall determine all questions concerning committee operations or decisions.

2.18.5 Sale of Employee Created Materials to College Students

Faculty and staff often create materials in which they hold commercial interests and which they might use in courses or programs, which the faculty or staff are teaching or administering for the University. It is the policy of the University that faculty or staff may require students to purchase materials in which the faculty and staff hold a commercial interest for courses or programs administered by that faculty or staff member. In this situation, however, the faculty or staff member shall assign all income rights for all the materials sold to the University. The University shall place any income thus received in a special fund managed by the individual department. In consultation with the School Dean, such funds will be available for faculty for professional development in order to promote research, publication, or other creative activities.

2.18.6 Fundraising Policy

While the University encourages employee fund-raising on its behalf, proper coordination and approval is necessary to avoid conflicts and confusion.

Therefore, all fund-raising activities conducted on behalf of or in the name of the University by any employee shall be subject to the coordination of the Office of Institutional Advancement and University Relations. The University may not accept grants or gifts unless approved by the Vice President for Institutional Advancement and University Relations or his/her designee. Employees may not solicit funds on behalf of any organization other than an approved University organization on University property unless prior approved by the Office of Institutional Advancement and University Relations. Employees may not sell or solicit the sale of products on University property other than University approved products, the sale of which is part of the employee's official duties or responsibilities.

It is unlawful for anyone to appropriate to one's own use or the use of another the University name, logo, seal, emblem, or any other trademarks or service marks of the University without the written permission of the University President.

2.18.7 Research Policies and Procedures

Prior to beginning a research project, faculty should consult established University policies, which are applicable to all areas of organized research activity. The following are some major areas of concerns covered in the procedures:

A. Human Subjects

A function of the ***Institutional Review Board (IRB)*** is to concern itself with human subjects that are involved in research projects. The University complies with the public law and also with ***Title 45 of the Code of Federal Regulations***, to review projects and activities that involve human subjects. ***Institutional Review Board*** determines whether subjects are at risk and if risk is involved, whether the risks to the subject are so outweighed by the benefit to the subject and the importance of the knowledge to be gained as to warrant the subject to accept these risks.

B. Laboratory Animal Care

The ***Institutional Review Board*** is responsible for monitoring the care of the University's research animals. The ***Laboratory Animal Care Coordinator***, who chairs the ***Laboratory Animal Care Committee***, carries out this responsibility. This committee's assignment is to ensure that each researcher is supporting his/her animals according to guidelines published by the Department of Health, and Human Services, the United States Department of Agriculture, and the University.

C. Hazardous Waste

Employees who handle toxic or hazardous substances on behalf of the University are required to maintain, use, and dispose of such substances in accordance with applicable state, federal and local laws and regulations as a condition of their employment. Employees may obtain assistance in ascertaining their obligations under these laws and regulations from the ***Institutional Review Board***. Employees, who violate any such laws, unless such violation occurs despite reasonable reliance upon advice given by the University, will have acted outside the scope of his/her authority.

D. Institutional (Research) Review Board

(IRB for protecting human and animal subjects, and use of hazardous chemicals)

1. Function

- a. To accept institutional responsibility for protecting the rights and welfare of human or animal subjects serving as research participants.
- b. To accept institutional responsibility for environmental health and safety associated with the use or disposal of hazardous chemicals within research projects.
- c. To uphold ethical principles regarding research of human participants as set forth in the report of the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research titled Ethical Principles and Guidelines for the Protection of Human Subjects of Research, the Belmont Report.
- d. To comply with the Department of Health and Human Services (*HHS*) regulations for the protection of humans involved as participants in research (***45 CFR 46, as amended***) and file the necessary assurances.
- e. To review all research activities involving human and animal subjects as participants or of hazardous chemicals, when any of the following is present:
 - 1) Extra-institutional funding is involved.
 - 2) Persons employed by or agents of the institution are involved.
 - 3) Institutional facilities, property, or resources are used.
 - 4) Nonpublic institutional information is used.
- f. To receive from the research investigators through their department head all research proposals, which involve human or animal subjects, or hazardous chemicals.
- g. To assure research proposals, which apply for exemption from coverage under 45 CFR 46.101 actually qualify.

Clark Atlanta University Faculty Handbook and Shared Governance Document

- h. To assure Institutional Review Board reviews, approves, disapproves, or changes all research proposals nonexempt by 45 CFR 46 meet these ethical guidelines.
 - i. To establish guidelines on policy regarding institutional research review and distribute such policy to all involved.
 - j. To maintain confidential repository records of institutional research proposals, Institutional Review Board's activities and consent documents signed by human research subjects.
- 2. Membership**
- a. Composition — a minimum of five (5) members from diverse backgrounds to promote complete and adequate review of research activities.
 - 1) Three (3) faculty members from different departments, who have professional competence necessary to review research activities, as appointed by the Executive Committee of the University Senate
 - 2) One (1) faculty alternate elected by the University Senate to participate when a given member in review of a project has a conflicting interest or expects to provide information requested by the Institutional Review Board
 - 3) One (1) member, whose primary concerns are in nonscientific areas (i.e., clergy, ethicist, lawyer, artist), as appointed by the University President.
 - 4) Two (2) administrators — the Provost and Vice President for Academic Affairs and the Vice President for Research and Sponsored Programs, ex officio with vote.
 - 5) One (1) member, unaffiliated with the University, and who is not a part of the immediate family of a person affiliated with the University, as appointed by the University President (*may be same person as [3]*)
 - 6) The Institutional Review Board shall include both male and female members.
 - 7) The Institutional Review Board shall include members representing a variety of professions.
 - 8) The Institutional Review Board shall include members with sufficiently diverse backgrounds, including consideration to race and culture and sensitivity to community attitudes.
 - 9) When research involves vulnerable subjects (i.e., prisoners, institutionalized mentally ill, children), the Institutional Review Board shall include one or more alternate individuals who have as a concern the welfare of these subjects, as appointed by the chair.
 - b. Term of Office
 - 1) Term of office shall be for a staggered three (3) years, with eligibility for renewal for one additional term.
 - 2) Continuity of membership will ensure staggered elections of no more than two (2) faculty members each year.
 - c. Officers
 - 1) Chairperson, as elected annually by the committee
 - 2) Vice Chairperson, elected annually by the committee
 - 3) Secretary, elected by the committee
- 3. Meeting times — as called by the chairperson.**

Appendix A-1

Sabbatical Leave Application Process

Tenured faculty may apply for sabbatical leave after a minimum of six (6) consecutive years of full-time employment by the University. A sabbatical leave is an opportunity to broaden or deepen educational interests, to explore new areas, or examine instructional methods to enhance the mission of the college. A sabbatical leave gives faculty a respite from their normal duties in order to provide them an opportunity to grow professionally. The goal of a sabbatical leave project is to engage faculty in the areas of study, research, travel, work experience, or other creative activity, and to contribute to the institution as a whole upon their return. A sabbatical leave is a competitive process awarded to eligible faculty on the strength of their applications.

1. Eligible faculty members submit applications for sabbatical leaves, giving particulars of his/her request to the Department Chair (or directly to the School Dean if there is no departmental structure) on or before **October 15**.
2. Department Chair forwards his/her recommendations to the School Dean on or before **November 15**.
3. The School Dean submits his/her recommendations to the Provost and Vice President for Academic Affairs on or before **January 10**.
4. The Provost and Vice President for Academic Affairs submits his/her recommendations for sabbatical leaves to the President for approval on or before **February 5**.
5. The University President will notify the applicants in writing regarding approval/disapproval on or before **March 15**.
6. The University President presents a summary report of approved sabbatical leaves to the Chair of the Academic Affairs Committee of the Board of Trustees at its May Meeting.

NOTE: *The University President may approve sabbatical leaves for **two (2) semesters** at one-half (1/2) of faculty members' base salaries or for **one (1) semester** at faculty members' full base salaries. The President will **not** approve sabbatical leaves **for more than two (2) semesters**. Faculty members should consult with the Office of Human Resources in the event that a change in salary distribution affects their employee benefits, during the sabbatical period. The President can suspend sabbatical leaves because of financial reasons or personnel shortages.*

Appendix B-1

Promotion and Tenure Application Review Schedule

1. The School Deans disseminate within their respective schools on or before **August 15**, the Schedule of Deadlines and Instructions to Academic Departments for faculty submitting Promotion and Tenure applications and supporting documentation.
2. Faculty members applying for promotion and/or tenure inform their respective School Promotion and Tenure Committees on or before **September 1**.
3. The Chairs of the School Promotion and Tenure Committees inform all candidates about the specifics for compiling a review file and the appropriate deadlines on or before **September 15**.
4. Promotion and/or Tenure applications are submitted by the faculty member with all supporting documentation to the Chair of the Department Promotion and Tenure Committee (*or the Chair of School Promotion and Tenure Committee, if the school does not have departments*) on or before **October 15**.
5. The Chair of the Department Promotion and Tenure Committee transmits the committee's recommendations and the applicant's file with all documentation to the Department Chair (*or the Chair of the School Promotion and Tenure Committee, transmits to the School Dean, if the school does not have departments*) on or before **November 15**.
6. The Chair of the Department Promotion and Tenure Committee notifies the applicants in writing of his/her recommendations.
7. The Department Chair transmits the applications with his/her recommendations and all other recommendations and documentation to the Chair of the School Promotion and Tenure Committee on or before **December 5**.
8. The Department Chair notifies the applicants in writing of the Committee's recommendations.
9. The Chair of the School Promotion and Tenure Committee transmits the recommendations of the Committee and all other recommendations and documentation to the School Dean on or before **January 15**.
10. The Chair of the School Promotion and Tenure Committee notifies the applicants in writing of the Committee's recommendations.
11. The School Dean transmits the applications with his/her recommendations and all other recommendations and documentation to the Provost and Vice President for Academic Affairs on or before **February 15**.
12. The School Dean notifies the applicants in writing of his/her recommendations.
13. The Provost and Vice President for Academic Affairs notifies the unsuccessful applicants in writing of his/her recommendations on or before **March 6**.
14. The Provost and Vice President for Academic Affairs transmits the applications with his/her recommendations and all other recommendations and documentation to the University President for approval on or before **March 31**.
15. The University President notifies the applicants in writing of his/her decisions.
16. The University President presents a summary of his/her decisions for information to the Chair of Academic Affairs Committee of the Board of Trustees at its May Board Meeting.

Appendix C-1 Cover Sheet Promotion and Tenure Reviews

Academic Year _____

Name:	Academic Department:	
Current Academic Rank:	School:	
Highest Degree:	Date Awarded:	Major Field:
Years of Experience:	Higher Education:	
Other Employment:		

Date of Hire as CAU faculty (<i>full-time</i>):
Probationary End Year:
Number of Years in Current Rank:
Date Current Rank Awarded:
Date Tenure Awarded (<i>if applicable</i>):
Dates of Leaves (<i>Sabbaticals, Leaves of Absence, etc.</i>):

Applicant is being Reviewed for the Following:

Promotion to the Rank of:	
Tenure:	
Promotion and Tenure:	

Applicants Signature: _____ **Date:** _____

Recommendations		Approved	Denied	Signature	Date
Departmental Committee Chair	Promotion				
	Tenure				
Department Chair	Promotion				
	Tenure				
School Committee on Promotion and Tenure Chair	Promotion				
	Tenure				
School Dean	Promotion				
	Tenure				
Provost and Vice President for Academic Affairs	Promotion				
	Tenure				

Promotion:	Approved <input type="checkbox"/>	Denied <input type="checkbox"/>
Tenure:	Approved <input type="checkbox"/>	Denied <input type="checkbox"/>

President: _____ **Date:** _____

Appendix D-1 Post-Tenure Review Schedule

1. The School Deans disseminate the **Schedule of Deadlines and Instructions** (including members of **Department Post-Tenure Review Committees (DPTRCs)** and **School Post-Tenure Review Committees (SPTRCs)** to Academic Department Chairs (*or program Managers*), Chairs of **DPTRCs and SPTRCs** and tenured faculty undergoing **Post-Tenure Review** within their respective schools on or before **May 15th**.
2. Tenured faculty, who are undergoing **Post-Tenure Review** submit all supporting documentation to the Chair of his/her **DPTRC** on or before **October 15th**.
3. The Chair of each **DPTRC** transmits the committee's recommendations with all supporting documentation to the respective Department Chair (*or Program Manager*) on or before **November 15**.
4. The Chair of the **DPTRC** will notify tenured faculty in writing of the committee's recommendations.
5. The Department Chair (*or Program Manager*) transmits his/her recommendations and the recommendations of the **DPTRC** to the Chair of the **SPTRC** on or before **December 5th**.
6. The Department Chair (*or Program Manager*) will notify tenured faculty in writing of his/her recommendations.
7. The Chair of the **SPTRC** transmits the committee's recommendations and all other recommendations and supporting documentation to the School Dean on or before **January 15th**.
8. The Chair of the **SPTRC** will notify tenured faculty in writing of the committee's recommendations.
9. The School Dean transmits his/her recommendations and all other recommendations and supporting documentation to the Provost and Vice President for Academic Affairs on or before **February 15th**.
10. The School Dean will notify tenured faculty in writing of his/her recommendations.
11. The Provost and Vice President for Academic Affairs will notify tenured faculty in writing of his/her recommendations on or before **March 31st**.

Appendix E-1

Procedures for Revising the Clark Atlanta University Faculty Handbook

The *Clark Atlanta University Faculty Handbook* is a shared governance document. The Faculty Assembly elects members to the **Faculty Handbook Committee** from among the full-time teaching faculty of the University. Members of the **Faculty Handbook Committee** members will serve three (3) year staggered terms of appointment and must be members of the Faculty Assembly. The members of the **Faculty Handbook Committee** shall elect the Committee Chair. The Committee Chair shall be an *Associate or Full Professor*. The Provost and Vice President for Academic Affairs will appoint three (3) administrative officers of the University, ex officio and without vote, to assist the **Faculty Handbook Committee**. These officers shall have one (1) year terms of appointment. In its notice of the election of officers (thirty (30) days prior to the meeting at which voting will occur for the ensuing academic year), the Faculty Assembly will elect the members of the **Faculty Handbook Committee**, who will elect a Chair at their first meeting.

Upon (1) petition by one-third (1/3) of the full-time faculty, (2) unanimous petition by the Steering Committee of the Faculty Assembly, or (3) petition by the University President, the **Faculty Handbook Committee** will initiate a review of proposed revisions. By **October 1 of each academic year**, the Chair of the **Faculty Handbook Committee** will receive proposed revisions for review and disposition. The Chair of the Faculty Assembly will communicate the committee's recommendations to the full-time faculty for comment **at least thirty (30) calendar days** prior to the Faculty Assembly meeting at which a quorum of the members will vote whether to approve the proposed revisions.

On approval by a quorum of the members, the Chair of the Faculty Assembly will present the proposed changes to the *Faculty Handbook* to the Provost and Vice President for Academic Affairs for review and recommendation to the University President. In consultation with the University Senate, the University President will forward his/her recommendations for revisions to the *Faculty Handbook* to the Board of Trustees for approval at its May Board meeting.

Subsequent to approval by the Board of Trustees, the Provost and Vice President for Academic Affairs will distribute all official copies of the revised **Faculty Handbook** to the following offices:

1. University President
2. Provost and Vice President for Academic Affairs
3. General Council
4. Assistant Vice President for the Office of Planning, Assessment, and Institutional Research (OPAR)
5. School Deans
6. Dean of the Office of Graduate Studies
7. Executive Director of the Center for Academic and Student Success (CASS)
8. Academic Departments
9. Director of Human Resources
10. Chair of the Faculty Assembly
11. Robert W. Woodruff Library (*two copies*)
12. Institutional Advancement and University Relations (for posting to the CAU Website)

Faculty members are responsible for obtaining personal copies of the *Faculty Handbook* from the CAU Website.

Section II

Shared Governance at Clark Atlanta University

University Governance at Clark Atlanta University

Clark Atlanta University operates under a lay Board of Trustees (Board), vested with the legal authority for the governance of all policies and decisions pertaining to the property, business, and affairs of the corporation. The duties of the Board are set forth in the University Charter granted by the State of Georgia on July 11, 1988, and its By-laws, approved November 20, 1988.

The Board in accordance with the University's understanding of shared governance carries out its fundamental fiduciary accountability and overall good stewardship responsibilities and actively participates in the University's Strategic Planning through its seven standing committees (Executive, Academic Affairs, Finance and Audit, Development, Student Affairs, Buildings and Grounds, and Governance and Compensation). The current Board, consisting of 26 members from corporate business sector, government, legal, medical, religious community (United Methodist Church), higher education, meets during the fall, spring, and summer of each year.

The Board has delegated the day-to-day operation of the University to the President who is the Chief Executive Officer, selected and appointed by the Board, responsible to and reports directly to the Board. All education and/or administrative policies are approved by the President and the Board with a clear distinction, observed in practice, between the policy-making functions of the Board and the responsibility of the administration and faculty to administer and implement policies.

The duties of the University President include supervising all of the interests of the University and providing overall leadership and administrative direction to ensure that the institution meets its strategic goals and objectives with the aid of the faculty and administrative staff. The administrative divisions directly reporting to the President are the Provost and Academic Affairs, Finance and Business Services, and Institutional Advancement and University Relations. In addition, the President's division consists of University Operations and Board Relations, General Counsel, University Compliance, and Title III Administration while the Provost and Academic Affairs division consists of Research and Sponsored Programs, Enrollment Services and Student Affairs, Information Technology and Communications, and the Office of Planning, Assessment and Institutional Research. The President with the Board or its Executive Committee establishes or restructures administrative offices as may be necessary for carrying on the work of the University.

In accordance with the principles of shared governance and participatory democracy, the University faculty and administration operate collaboratively as a whole and through committees of the faculty and administration. There are several interrelated governance entities, such as the Faculty Assembly; the University Senate; the Academic Council; the Student Government Association; and the University Staff Assembly, empowered by the President or the Trustees to consider, investigate, advice and make recommendations to the appropriate decision-making bodies of the University concerning matters of general university governing policies, interests and issues, and any other matter referred to it related to the welfare of the University.

Findings from faculty, staff, and student concerns, environmental scan, SWOT, and document analysis are reviewed, analyzed and incorporated into operational objectives, which are designed to improve day-to-day policies, procedures, and practices. Such reviews are reflective of the President's focus on assessment and accountability systems that enhance learning in safe, caring and nurturing environment. Final decisions are made with input from all constituent stakeholders and in compliance with the University's mission, vision, core values, priorities, goals and objectives.

The University's strategic priorities are continually identified and developed for implementation to meet the complex needs for organizational change, growth and improvement in efficiency and economics to incorporate standards, guidelines and regulations of the University Senate of The United Methodist Church, the Southern Association of Colleges and Schools Commission on Colleges and other professional accrediting agencies and federal, state, local regulatory bodies.

Introduction

In an era of significant educational change, the success of the University and the positive morale of the faculty and administration are dependent upon continued use of the collective intelligence of the University community in planning and decision-making. Shared governance requires mutual participation in policy decisions by faculty, staff, students, administrators, and members of the Board of Trustees along with shared confidence. Therefore, faculty, staff, students, and administrators must share valid, relevant, and reliable information and an understanding that faculty representatives and administrators strive for informed mutual support through the dialogue of shared governance. Depending on the issues, faculty consultation with the administration can take many forms and involve a multitude of faculty members. The administration may choose to weigh the counsel of various faculty members or faculty groups differently, depending on the circumstances. The administration will consult with students and staff members and their organizations as well as faculty and weigh their concerns. However, the administration must routinely consult with the primary bodies including the Faculty Assembly, Staff Assembly, Student Government Association, University Senate, and Academic Council. These bodies include a majority of faculty representatives. The ***Shared Governance Structure of Clark Atlanta University***, the ***By-Laws of the Clark Atlanta University Faculty Assembly, Staff Assembly, Student Government Association, University Senate, Academic Council***, and ***Board of Trustees*** memorialize the respective jurisdictions of each of these bodies.

1.0 The University Senate

Within its charge, the University Senate is empowered to consider and make recommendations concerning matters of general interest to University community. It may consider matters referred to it by the University President or the Board of Trustees and on its own initiative, submit recommendations to the University President on matters affecting the interests of the University.

The University Senate shall also have the authority to consider and investigate any question of University policy, any aspect of University governance, and any general issue related to the welfare of the University. It shall also have the authority to make recommendations regarding any such matters to the appropriate decision-making bodies of the University or to the appropriate officers of the University. The University Senate shall determine a means for distributing its minutes in a manner to ensure easy access by all members of the University community. The University Senate must expeditiously publish all deliberations and decisions to the University community. The University Senate shall have the authority to adopt such By-Laws and Procedural Rules necessary or convenient for the conduct of its business.

The members of the University Senate include:

Ex Officio Members (voting):

1. University President
2. Provost and Vice President for Academic Affairs
3. Vice President for Finance and Business Services
4. Vice President for Student Affairs
5. Executive Director of the Center for Academic and Student Success
6. Dean of the Office of Graduate Studies

7. Dean of the School of Arts and Sciences
8. Dean of the School of Business Administration
9. Dean of the School of Education
10. Dean of the Whitney M. Young, Jr. School of Social Work
11. Chair of the Faculty Assembly
12. Chair-Elect of the Faculty Assembly
13. President of the Staff Assembly
14. Undergraduate President of the Student Government Association
15. Graduate President of the Student Government Association

Elected Members:

1. Three (3) elected faculty representatives, one (1) from each of the three (3) professional Schools
2. Four (4) elected faculty representatives, one (1) each from the four (4) Divisions of the School of Arts and Sciences
3. Six (6) elected faculty representatives from the Faculty Assembly
4. Three (3) elected representatives from the Staff Assembly

At least two (2) of the elected faculty representatives to the University Senate shall be ***non-tenured***. Tenured and tenure-track faculty representatives will have completed a minimum of two (2) years of full-time service at the University. Elected faculty and staff representatives will serve three (3) year terms of appointment. Other members of the University Senate will serve one (1) year terms of appointment.

The Chair and the Chair-Elect of the Faculty Assembly, the President of the Staff Assembly, and the student membership on the University Senate shall be for a one (1) year period. Upon the invitation of the University Senate or its Executive Committee, other members of the University community who are not members of the University Senate may also participate in deliberations of the University Senate without voting privileges.

The University President, or in the President's absence, the Provost and Vice President for Academic Affairs, shall be the presiding officer at meetings of the University Senate. The Secretary of the University Senate shall maintain the minutes of all meetings, notify members of the University Senate of special meetings and of important matters proposed for action at any meetings, make public to the University community the reports and the minutes of all University Senate meetings and its committees not held in Executive Session. With the advice and consent of the University Senate, the Executive Committee of the University Senate shall appoint the Secretary of the University Senate to serve a three (3) year term of appointment. The University Senate shall schedule a minimum of three (3) meetings per semester. At its first meeting of the academic year, the University Senate shall adopt and publish for the University community a schedule of its meetings for the remainder of the academic year. Any member of the University Senate may submit agenda items for consideration to the Secretary of the University Senate. The Secretary of the University Senate shall refer all proposed agenda items for appropriate disposition to the University President in consultation with the Executive Committee of the University Senate. The Secretary of the University Senate shall inform the proposing members of the disposition of their agenda items. The University President shall deliver the proposed meeting agenda to the Secretary of the University Senate ***not less than five (5) calendar days*** preceding the meeting at which the University President or University Senate members will present the agenda items.

The parliamentary procedures at meetings of the Senate shall be those of ***Robert's Rules of Order***.

1.2 Standing Committees of the University Senate

The following are the ***Standing Committees*** of the University Senate:

1. Executive Committee
2. Committee on Governance, Rights, and Rules
3. Committee on Budget and Planning
4. Committee on Community Relations
5. University Effectiveness Committee
6. Committee on Athletics
7. University Blue Ribbon Honorary Degree Committee
8. Enrollment Management Committee

Senate may charge ***Ad-Hoc Committees*** with responsibilities and tasks.

Members of the Standing Committees of the University Senate need not be members of the University Senate and shall be chosen with due consideration of the following: the importance of allowing each member of the University Senate to actively participate on a Standing Committee, the variety of interests represented in the University community, and the desirability of continuity of committee membership. Faculty representation and participation shall be broad, including tenured, non-tenured, senior, and junior faculty. Unless otherwise provided, members of Standing Committees shall serve terms of one (1) year and are re-electable.

Chairs of Standing Committees shall be members of the University Senate. The University President, in consultation with the Executive Committee of the University Senate, shall appoint the Chairs of the Standing Committees. Except for the Committee on Budget and Planning, Standing Committee Chairs shall serve one (1) year terms without reappointment limitations. Standing Committee Chairs are responsible for orienting new committee members with the charge and procedures of the committee. At their discretion, Standing Committee Chairs may invite nonmembers to attend committee meetings.

With the consent of the Executive Committee, Standing Committees of the University Senate may appoint subcommittees. Members of subcommittees need not be members of the University Senate. Appointments to Standing Committees of the University Senate should provide for continuity of membership. Except for Executive Sessions, all meetings of the University Senate shall be open to the University community.

1.2.1 Executive Committee of the University Senate

In alignment with the University's strategic initiatives, the Executive Committee shall set the order of business of the University Senate and shall recommend the annual order of business for Standing Committees. On an emergency basis, the Executive Committee conducts business between University Senate meetings, makes recommendations for assignments to other committees, and establishes ad hoc committees for approval by the University Senate. The Executive Committee reviews and recommends long- and short-range plans for the University and may consider all matters within its charge. The University Senate will consider for approval recommendations from the Executive Committee. Specific responsibilities of the Executive

Clark Atlanta University Faculty Handbook and Shared Governance Document

Committee of the University Senate include making recommendations to the University Senate regarding:

1. Appointments to the Standing Committees
2. Additions, deletions, and consolidations of Standing Committees
3. Charges and reporting mechanisms for Standing Committees
4. Filing Executive Committee reports, minutes, and significant documents in the Office of the President and submitting annual committee reports to the University Senate

The members of the **Executive Committee** of the University Senate include:

Ex Officio Members (voting):

1. University President
2. Chair of the Committee on Rights and Rules
3. Chair of the Committee on Governance
4. Chair of the Committee on Budget and Planning
5. Chair of the Committee on Community Relations
6. Chair of the Educational Technology Advisory Committee
7. Chair of the University Effectiveness Committee
8. Chair of the Committee on Athletics
9. Chair of the Blue Ribbon Honorary Degree Committee
10. Chair of the Enrollment Management Committee

Ex Officio Members (nonvoting):

1. Provost and Vice President for Academic Affairs
2. University President's Chief-of-Staff

Other officers of the University may meet with the Executive Committee.

The University President, or in his/her absence the Provost and Vice President for Academic Affairs, shall preside at meetings of the Executive Committee of the University Senate and may call meetings of the Executive Committee at his/her discretion. The University President, or in his/her absence the Provost and Vice President for Academic Affairs, shall call meetings of the Executive Committee as necessary to conduct business or when requested to do so by unanimous request of the Chairs of the Standing Committees.

As designated by the University President, the Secretary of the University Senate shall meet with the Executive Committee but shall not vote unless he/she shall be a regularly elected member of the committee. It shall be the Secretary's responsibility to maintain the minutes of the meetings and to disseminate and make public to the University Community the recommendations and proceedings of the Executive Committee.

1.2.2 Committee on Governance, Rights, and Rules of the University Senate

In alignment with the University's strategic initiatives, the Committee on Governance, Rights, and Rules of the University Senate investigates issues related to the governance of the University and shall recommend to the University Senate the adequacy of all rules regarding the conduct of members of the University community and the adequacy of procedures for establishing and implementing such rules. Annually, and more often if requested by the University Senate or its Executive Committee, the Governance, Rights, and Rules Committee shall report its findings and recommendations to the University Senate.

Clark Atlanta University Faculty Handbook and Shared Governance Document

The members of the Committee on Rights and Rules include:

Ex Officio Members (voting):

1. Dean of Student Development and Campus Life
2. Dean of the Office of Graduate Studies
3. Executive Director of the Center for Academic and Student Success
4. Associate Vice President for Academic Affairs
5. Chair of the Faculty Assembly
6. President of the Staff Assembly

Elected Members:

1. Three (3) elected faculty representatives from the Faculty Assembly
2. Two (2) elected staff representatives from the Staff Assembly
3. Two (2) elected student representatives, one (1) each from the Undergraduate and Graduate Student Government Association

Ex Officio Members (nonvoting):

1. Provost and Vice President for Academic Affairs

The University General Counsel shall meet with the Committee as necessary in an advisory capacity only.

1.2.3 Committee for Budget and Planning of the University Senate

In alignment with the University's strategic initiatives, the Committee for Budget and Planning makes recommendations to the University Senate regarding future revenues (from both institutional and restricted sources) and expenditures in accordance with operational and economically feasible operating and capital budgets. Annually and more frequently as requested by the University Senate or its Executive Committee, the Committee for Budget and Planning reports its activities and recommendations to the University Senate.

The members of the Committee for Budget and Planning include:

Ex Officio Members (voting):

1. University President
2. Provost and Vice President for Academic Affairs
3. Vice President for Finance and Business Services
4. Assistant Vice President for the Office of Planning, Assessment, and Institutional Research, who shall serve as the Executive Secretary
5. Chair of the Faculty Assembly
6. President of the Staff Assembly

Elected Members:

1. Two (2) elected faculty representatives from the Faculty Assembly
2. One (1) faculty representative nominated by the Provost and Vice President for Academic Affairs
3. Two (2) elected student representatives, one (1) each from the Undergraduate and Graduate Student Government Associations

Ex Officio Members (nonvoting):

1. Vice President for Student Affairs
2. Vice President for Research and Sponsored Programs
3. Vice President for Institutional Advancement and University Relations
4. Chief Compliance Officer
5. University President's Chief-of-Staff
6. Associate Vice President for Academic Affairs
7. Budget Director
8. Director of the Title III Program

The Provost and Vice President for Academic Affairs shall serve as the Chair of the Committee on Budget and Planning of the University Senate. Faculty representatives to the Committee on Budget and Planning are elected for three (3) year terms. The General Counsel serves in an advisory capacity.

1.2.4 Committee on Community Relations of the University Senate

In alignment with the University's strategic initiatives, the Committee on Community Relations will recommend to the University Senate outreach programs related to community improvements in which the University may commit its resources. Annually and more often if requested by the University Senate or by its Executive Committee, the Committee on Community Relations shall report its activities and recommendations for improving the University's interactions with its community of stakeholders to the University Senate.

The members of the Committee on Community Relations include:

Ex Officio Members (voting):

1. Vice President for Finance and Business Services
2. Executive Director of Strategic Communications and University Relations
3. Media Relations Managers

Elected Members:

1. Three (3) elected faculty representatives from the Faculty Assembly
2. Two (2) elected staff representatives from the Staff Assembly
3. Two (2) elected student representatives, one (1) each from the Undergraduate and Graduate Student Government Association

The Committee on Community Relations shall inform the University President and the Executive Committee of the University Senate in advance of consultations or information gathering with members of communities outside of the University.

1.2.5 University Effectiveness Committee of the University Senate

In alignment with the University's strategic initiatives and regional and professional accreditation standards, the University Effectiveness Committee (UEC) of the University Senate provides oversight and guidance regarding the development and implementation of the University's assessment framework and processes. The **UEC** is responsible for reviewing the effectiveness of institutional planning and assessment for academic programs and administrative and educational support units. Specifically, the **University Effectiveness Committee:**

- A. Provides leadership for assessing institutional outcomes and assessment practices

Clark Atlanta University Faculty Handbook and Shared Governance Document

- B. Reviews annual assessment and strategic planning reports against plans submitted by academic programs and administrative and educational support units, and recommends revisions as appropriate
- C. Reviews and recommends institutional assessment tools and instruments
- D. Assures that all University constituencies receive and understand the process for “closing the loop” (continuous improvement) based on assessment results.
- E. Reviews the effectiveness with which the University’s strategic plan is implemented and evaluated
- F. Advises the academic programs and administrative and educational support units on situations relative to the institutional assessment and strategic planning process
- G. Serves as the liaison to all University committees concerning implementation and evaluation of planning and assessment policies and procedures

The **University Effectiveness Committee (UEC)** meets a minimum of four (4) times during the academic year. Meetings address the administration of the following activities:

- A. Academic Program Reviews and Administrative and Educational Support Unit Periodic Reviews
- B. Program Quality Enhancement Plans (PQEPs) and Unit Quality Improvement Plans (UQIPs)
- C. Annual Assessment Plans (TracDat Electronic System) for all units of the University
- D. Strategic Plan Assessments
- E. Budgeting (resource allocations) based on planning, assessment, and evaluation
- F. Presentation of findings to University administrators

Annually and more often, if requested, by the University Senate, the University Effectiveness Committee reports its activities and assessments of the University’s strategic plans, academic and support programs.

The members of the University Effectiveness Committee include:

Ex Officio Members (voting)

- 1. Assistant Vice President, Office of Planning, Assessment, and Institutional Research (OPAR)
- 2. Director of Academic Enrichment and Success
- 3. Executive Director of the Center for Leadership, Academic, and Student Success
- 4. Coordinator, Testing
- 5. Compliance Audit Manager
- 6. Director of Admissions
- 7. University Registrar
- 8. Director of Recruitment and Marketing
- 9. Senior Research Administrator (Office of Research and Sponsored Programs)
- 10. Budget Director
- 11. Dean, School of Arts and Sciences
- 12. Dean, School of Business Administration
- 13. Dean, School of Education
- 14. Dean, Whitney M. Young, Jr. School of Social Work

Elected Members (voting):

- 1. Six (6) elected faculty representatives, two (2) each from the three (3) professional Schools
- 2. Eight (8) elected faculty representatives, two (2) each from the four (4) Divisions of the School of Arts and Sciences

Ex Officio Members (nonvoting):

1. Provost and Vice President for Academic Affairs
2. Associate Vice President for Academic Affairs
3. Assistant Director of Assessment (OPAR)
4. Assistant Director of Institutional Research (OPAR)

1.2.6 Committee on Athletics of the University Senate

In alignment with the University's strategic initiatives, the Committee on Athletics of the University Senate provides advice to the University President and Athletics Director on how the programs of the Department of Athletics can best complement and support the educational objectives of the University. In addition, the Committee periodically apprises faculty, staff, and student organizations of the status of athletics at Clark Atlanta University.

The Committee on Athletics reviews the policies and procedures, which guide the intercollegiate and intramural athletic programs and ensures that the philosophy and purpose of the programs align with the University's mission. The Committee will promote the intercollegiate and intermural athletic programs and provide oversight for the University's compliance with the National Collegiate Athletic Association (*NCAA*) and the Southern Intercollegiate Athletic Conference (*SIAC*) rules and regulations. The Committee will review all actions regarding the admission of athletes to the University.

The committee will consult with the Athletic Director regarding how to assure an intercollegiate, intramural, and recreational program of the highest quality. Annually and more often, if requested, the Athletic Committee reports its activities and recommendations to the University Senate.

Specific responsibilities of the Committee on Athletics include:

- A. Reviewing the schedules for all university athletic events
- B. Reviewing the criteria, policies, and procedures for awarding athletic scholarships
- C. Reviewing proposals to establish intramural and intercollegiate athletic programs to determine their financial and educational impact on the University
- D. Reviewing rules and regulations which relate to students' eligibility for participation in intercollegiate and intramural athletics
- E. Conducting reviews regarding the cost effectiveness of the University's athletic program

The members of the Committee on Athletics include:

Ex Officio Members (voting):

1. Director of Athletics
2. Executive Director of the Center for Academic and Student Success
3. Dean of Student Development and Campus Life
4. Director of Admissions
5. Director of Financial Aid
6. One (1) NCAA faculty representative appointed by the University President

Elected Members:

1. Four (4) elected faculty representatives, one (1) from each of the four (4) Schools
2. One (1) elected faculty representative from the Faculty Assembly
3. Two (2) University alumni representatives

Clark Atlanta University Faculty Handbook and Shared Governance Document

4. Four (4) student representatives, at least two (2) who participate in intercollegiate athletic programs
5. At-large members elected in compliance with National Collegiate Athletic Association rules

Ex Officio Members (nonvoting):

1. Chief Compliance Officer
2. University Registrar
3. Budget Director

1.2.7 University Blue Ribbon Honorary Degree Committee of the University Senate

The University Blue Ribbon Honorary Degree Committee of the University Senate elevates the stature of the honorary degree selection process and ensures broad-based participation in the process by academic and other constituent communities to identify, evaluate, and nominate qualified candidates for award of honorary degrees. Clark Atlanta University confers the following honorary degrees:

- A. Doctor of Laws (LL.D.)
- B. Doctor of Divinity (D.O.)
- C. Doctor of Letters (Litt.O.)
- D. Doctor of Humane Letters (L.H.O.)

Specific responsibilities and milestones for the University Blue Ribbon Honorary Degree Committee include the following:

- A. Not-later-than **October 1** of the preceding academic year in which the University will bestow honorary degrees, the Committee will secure candidate recommendations for honorary degrees from the faculty, staff, students, alumni, the University President, and the Board of Trustees. Recommendations will include candidates' names, contact information, background data (biographies, curriculum vitae, resumes), and letters of support.
- B. Not later than **January 15** of preceding academic year in which honorary degrees are to be bestowed, the Committee will review supporting documentation and evaluate the suitability of recommended candidates as specified in the statement on criteria for consideration for awarding of the honorary degree approved by the Board of Trustees.
- C. Not later than, **April 15** of the preceding academic year in which honorary degrees are to be bestowed, the Committee will refer candidates to the University President for advancement to the Governance and Compensation Committee of the Board of Trustees and final approval by the Board at its **October** meeting.
- D. Once Board-approved candidates have accepted offers to receive honorary degrees, the Committee will refer the names of the candidates to the Ceremonials Committee to coordinate the awardees' participation in Commencement exercises.
- E. Upon acceptance of honorary degrees, the Office of Institutional Advancement and University Relations will develop a prospectus to engage and cultivate the awardees in programs and initiatives sponsored by the Clark Atlanta University community.

The members of the University Blue Ribbon Honorary Degree Committee include:

Ex Officio Members (voting):

1. Provost and Vice President for Academic Affairs
2. Vice President for Institutional Advancement and University Relations

Clark Atlanta University Faculty Handbook and Shared Governance Document

3. Executive Director of the Center for Academic and Student Success
4. Dean of the Office of Graduate Studies
5. Dean of the School of Arts and Sciences (or designee)
6. Dean of the School of Business Administration (or designee)
7. Dean of the School of Education (or designee)
8. Dean of the Whitney M. Young, Jr., School of Social Work (or designee)
9. Chair of the Faculty Assembly (or designee)
10. President of the Staff Assembly (or designee)
11. Chair of the Ceremonials Committee
12. Director of Alumni Relations

Elected Members:

1. Elected Undergraduate Student Representative from the Student Government Association
2. Elected Graduate Student Representative from the Student Government Association

Ex Officio Members (nonvoting):

1. Coordinator for Board Relations
2. University President
3. University President's Chief-of-Staff

The Provost and Vice President for Academic Affairs and the Vice President for Institutional Advancement and University Relations serve as the Chair and Vice Chair, respectively of the University Blue Ribbon Honorary Degree Committee.

In the event of a tie, The University President may cast the deciding vote.

1.2.8 Enrollment Management Committee of the University Senate

The ***Enrollment Management Committee*** develops and assesses policies, processes, and procedures regarding the evolution and implementation of the University's strategic ***Enrollment Management Plan***. Specific responsibilities and activities of the Enrollment Management Committee include:

- A. Recommending policies, processes, and procedures for sustaining enrollments of high quality undergraduate, graduate, and continuing education students concerning:
 - Marketing academic programs
 - Recruiting and admitting students
 - Student retention and persistence
 - Engaging faculty, staff, student ambassadors, administrators, alumni, trustees, and other stakeholders (e.g., bridge program sponsors, secondary school counselors, community colleges, donors, foundations, and employers)
- B. Recommending policies and procedures for implementing and maintaining a comprehensive ***financial planning framework*** for undergraduate and graduate students as they matriculate to graduation
- C. Occasional attendance (as necessary) at national and regional conferences (e.g. AACRAO, AAC&U, AIR, Noel-Levitz) for best practices in enrollment management
- D. Coordination with professional consultants from Ellucian's Banner System, DegreeWorks, and Noel-Levitz

Clark Atlanta University Faculty Handbook and Shared Governance Document

- E. Site visits to peer and aspirant institutions known for successful enrollment management programs
- F. Assisting with preparation of enrollment management assessment reports

Annually and more often, if requested, the Enrollment Management Committee reports its activities and recommendations to the University Senate. The members of the Enrollment Management Committee include:

Ex Officio Members (voting):

- 1. Associate Vice President for Academic Affairs
- 2. Dean of the School of Arts and Sciences
- 3. Dean of the School of Business Administration
- 4. Dean of the School of Education
- 5. Dean of the Whitney M. Young, Jr., School of Social Work
- 6. Dean of the Office of Graduate Studies
- 7. Executive Director of the Center for Academic and Student Success (CASS)
- 8. Chair of the Faculty Assembly
- 9. Vice President for Student Affairs
- 10. Vice President for Institutional Advancement and University Relations
- 11. Vice President for Finance and Business Services
- 12. Assistant Vice President for the Office of Planning, Assessment and Institutional Research
- 13. Director of Admissions

Elected Members:

- 1. One (1) elected faculty representative from each of the three (3) professional Schools
- 2. One (1) elected faculty representatives from each from the four (4) Divisions of the School of Arts and Sciences
- 3. Elected Undergraduate Student Representative from the Student Government Association
- 4. Elected Graduate Student Representative from the Student Government Association

Ex Officio Members (nonvoting):

- 1. University Registrar
- 2. Director of Financial Aid
- 3. Director of Student Accounts Receivable
- 4. Director of Alumni Relations
- 5. Chief Information Officer

2.0 The Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the Academic Council of Clark Atlanta University is responsible for reviewing all academic programs and related matters. The Academic Council shall receive and review, from the Schools, proposals and policy decisions regarding the schools' respective programs. The Academic Council is a policy recommending body, which may initiate studies and reviews in consultation with the School Deans. In such cases, the Academic Council will conduct reviews in a manner that is consistent with policies and procedures established by the

Clark Atlanta University Faculty Handbook and Shared Governance Document

Schools. The Academic Council makes recommendations to the University President in consultation with the University Senate on all academic matters of the University.

The members of the Academic Council include:

Ex Officio Members (voting):

1. Provost and Vice President for Academic Affairs
2. Dean of the Office of Graduate Studies
3. Executive Director of the Center for Academic and Student Success (CASS)
4. Chair of the Faculty Assembly

Elected Members:

1. Six (6) elected faculty representatives, two (2) each from the three (3) professional Schools
2. Eight (8) elected faculty representatives, two (2) each from the four (4) Divisions in the School of Arts and Sciences
3. Four (4) elected faculty representatives from the Faculty Assembly
4. One (1) elected representative from the Council of Deans
5. Two (2) elected student representatives, one (1) each from the Undergraduate and Graduate Student Government Association

Ex Officio Members (nonvoting):

1. Associate Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs serves as the Chair of the Academic Council. Elected representatives to the Academic Council serve two (2) year terms. Tenured and tenure-track faculty representatives will have completed a minimum of two (2) years of full-time service at the University.

Within ***fifteen (15) working days***, the Faculty Assembly will review and respond to matters at issue presented at meetings of the Academic Council. The Provost and Vice President for Academic Affairs forwards the recommendations of the Academic Council to the University President in consultation with the University Senate for approval.

At the discretion of the Provost and Vice President for Academic Affairs, and in consultation with the University President, the Academic Council will create by-laws, policies, and procedures that are consistent with those approved by the Clark Atlanta University Board of Trustees. Through its by-laws, the Academic Council establishes and charges committees to conduct its business.

2.1 Standing Committees of the Academic Council

The Academic Council transacts much of its business through its Standing Committees. The Academic Council may appoint ***subcommittees*** to assist with special projects or with its deliberations. Upon presentation of substantive evidence not previously considered, the University President and the Provost and Vice President for Academic Affairs may request Standing Committees to review prior recommendations of the Academic Council.

The members of the Standing Committees of the Academic Council include:

1. Executive Committee
2. University Curriculum Committee
3. Committee on External Programs and Continuing Education
4. Committee on Research and Sponsored Programs
5. Library Advisory Committee
6. Committee on Admissions, Financial Aid, and Scholarships
7. Undergraduate Council
8. Graduate Council
9. Committee on Student Life

2.1.1 Executive Committee of the Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the Executive Committee sets the order of business of the Academic Council and recommends the annual order of business for Standing Committees. In addition, the Executive Committee of the Academic Council ensures communication and exchanges between and within the faculty and the administration through an institutionalized network of Standing Committees. The Executive Committee of the Academic Council recommends establishing Standing Committees of the Academic Council enabling the faculty, staff, and administrators to fulfill their responsibilities to the orderly and effective functioning of Academic Departments, Schools, and the University.

Specific responsibilities of the Executive Committee of the Academic Council include making recommendations to the Academic Council regarding:

- A. Appointments to Standing Committees
- B. Additions, deletions, and consolidations of Standing Committees
- C. Charges and reporting mechanisms for Standing Committees
- D. Filing Executive Committee reports, minutes, and significant documents in the Office of the Provost and Vice President for Academic Affairs and submitting annual committee reports to the Academic Council

The members of the Executive Committee of the Academic Council include:

Ex Officio Members (voting):

1. Provost and Vice President for Academic Affairs
2. Chair, University Curriculum Committee
3. Chair, Committee on External Programs and Continuing Education
4. Chair, Committee on Research and Sponsored Programs
5. Chair, Library Advisory Committee
6. Chair, Undergraduate Council
7. Chair, Graduate Council
8. Chair, Committee on Student Life

Ex Officio Members (nonvoting):

1. Associate Vice President for Academic Affairs

2.1.2 University Curriculum Committee of the Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the University Curriculum Committee of the Academic Council recommends

Clark Atlanta University Faculty Handbook and Shared Governance Document

appropriate action on matters related to educational policies of the undergraduate and graduate degree programs. It reviews the actions of Schools with respect to their graduate and undergraduate curricula and courses of study. The University Curriculum Committee is particularly concerned with degree requirements; methods of instruction; programs of study, and regulations concerning academic standing; and the policies for new courses of study and the modification of existing courses.

The University Curriculum Committee is responsible for the following:

- A. Reviewing proposals for the establishment, modification, or discontinuance of undergraduate and graduate programs and degrees
- B. Reviewing proposals to establish new departments, schools, centers, institutes and other academic units and submitting recommendations to the Academic Council
- C. Ensuring that a periodic review and evaluation of all academic programs are conducted by the respective area
- D. Reporting the recommendations of the committee to the Academic Council

The University Curriculum Committee will seek the advice of the Faculty Assembly prior to making its recommendation(s) to the Academic Council. The committee submits its annual report regarding its activities and recommendations to the Academic Council. The Chair of the University Curriculum Committee disseminates minutes of meetings of the University Curriculum Committee to the faculty.

The members of the University Curriculum Committee include:

Ex Officio Members (voting):

1. Dean of the Office of Graduate Studies
2. Executive Director of the Center for Academic and Student Success (CASS)
3. University Registrar

Elected Members:

1. Three (3) elected faculty representatives, one (1) each from the three (3) professional Schools
2. Four (4) elected faculty representatives, one (1) each from the four (4) Divisions of the School of Arts and Sciences
3. One (1) elected faculty representative from the Faculty Assembly

Ex Officio Members (nonvoting):

1. The Provost and Vice President for Academic Affairs
2. Dean of the School of Arts and Sciences (or designee)
3. Dean of the School of Business Administration (or designee)
4. Dean of the School of Education (or designee)
5. Dean of the Whitney M. Young, Jr. School of Social Work (or designee)

The School Deans will sit as ex officio, nonvoting members of the committee during those deliberations regarding academic programs sponsored by their respective Schools.

No more than one (1) faculty member from any Academic Department may serve on the University Curriculum Committee. The committee will consult with the Department Chair and other representatives of sponsoring Academic Departments before the committee recommends revisions to programs of study to the Academic Council.

2.1.3 Committee on External Programs and Continuing Education of the Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the Committee on External Programs and Continuing Education recommends to the Academic Council:

- A. Plans, policies, and procedures for promoting and implementing market-driven, high quality external and continuing education programs
- B. Plans for assessing the effectiveness and viability of external and continuing education programs sponsored by the University
- C. Administrative procedures staffing requirements and pricing policies for conducting external and continuing education programs
- D. Criteria for granting Continuing Education Unit (*CEU*) credits for continuing education activities

The Committee submits an annual report regarding its activities and recommendations to the Academic Council.

The members of the Committee on External Programs and Continuing Education include:

Ex Officio Members (voting):

1. Director of Continuing Education
2. Associate Vice President for Academic Affairs
3. Director of Global Education, Study Abroad, and Student Exchanges
4. Executive Director of the Center for Academic and Student Success (CASS)
5. Dean of the Office of Graduate Studies

Elected Members:

1. Four (4) elected faculty representatives, one (1) each from the four (4) Schools
2. One (1) elected faculty representative from the Faculty Assembly

2.1.4 Committee on Research and Sponsored Programs of the Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the Committee on Research and Sponsored Programs of the Academic Council formulates policies for sponsored research and sponsored educational programs.

Specific responsibilities of the committee include:

- A. Making recommendations for the planning, establishment, and operation of facilities for the conduct of sponsored research at the University
- B. Serving as a communication link among the administrators of the University and the faculty and staff engaged in sponsored research and sponsored educational programs
- C. Disseminating to the faculty information about committee actions and receiving suggestions for future action

The Committee submits an annual report to the Academic Council regarding its activities and recommendations.

The members of the Committee on Research and Sponsored Programs include:

Ex Officio Members (voting):

1. Vice President for Research and Sponsored Programs
2. Dean of the Office of Graduate Studies

3. Vice President for Finance and Business Services

Elected Members:

1. Six (6) elected faculty representatives, two (2) each from the three (3) professional Schools
2. Four (4) elected faculty representatives, one (1) each from the four (4) Divisions in the School of Arts and Sciences

Ex Officio Members (nonvoting):

1. Chief Compliance Officer
2. Director of Title III Programs

2.1.5 Library Advisory Committee of the Academic Council

In alignment with the University's strategic initiatives, the Library Advisory Committee addresses institutional concerns regarding the Robert W. Woodruff Library and reports its recommendations to the Academic Council. The Robert W. Woodruff Library serves all institutions of the Atlanta University Center (*AUC*).

The Library Advisory Committee serves as the primary faculty, student, and staff advisory body to the Chief Executive Officer of the Library. Specific responsibilities of the Library Advisory Committee in its primary role in representing campus faculty, students, and staff of the University include:

- A. Advising on funding needs necessary to efficiently provide the type and quality of services needed by the university community within the context of a research university
- B. Advising on general policies related to the quality and depth of collections, services, instruction programs, and infrastructure, as well as on new initiatives and assessment processes
- C. Reviewing future plans for the Robert W. Woodruff Library and participating in strategic visioning including benchmarking criteria
- D. Considering broad national issues pertinent to scholarly communication and open access, and communicating its perspectives to the University community
- E. Facilitating communication with and obtaining feedback from the University community on library collections, programs, services, infrastructure, and communication mechanisms
- F. Ensuring that the operating schedule of the Robert W. Woodruff Library meets the standards required for the conduct of the academic and research activities of the University, as well as the standards of accrediting agencies

The Committee submits an annual report to the Academic Council regarding its activities and recommendations.

The members of the Library Advisory Committee include:

Ex Officio Members (voting):

1. Associate Vice President for Academic Affairs
2. Executive Director of the Center for Academic and Student Success (or designee)
3. Dean of the Office of Graduate Studies (or designee)

Elected Members:

1. Six (6) elected faculty representatives, two (2) each from the three (3) professional Schools

2. Four (4) elected faculty members, one (1) each from the four (4) Divisions in the School of Arts and Sciences
3. Three (3) elected faculty representatives from the Faculty Assembly

Representatives from the University, who serve as members of the Robert W. Woodruff Library Council also serve on the Library Advisory Committee of the Academic Council. The Chair of the Library Advisory Committee serves as the representative to the Robert W. Woodruff Library Council.

2.1.6 Undergraduate Council of the Academic Council

In alignment with the University's strategic initiatives and **Comprehensive Enrollment Management Plan**, the Undergraduate Council recommends to the Academic Council policies and procedures for administrating undergraduate programs of study and the academic standing of undergraduate students. In conformity with these policies and procedures, it determines whether students have met the qualifications for retention in undergraduate programs of study, academic standing, classification, and the award of undergraduate degrees.

The Undergraduate Council makes recommendations regarding dismissals and readmissions of undergraduate students, who have been academically deficient. It is also responsible for recommending policies related to maintaining and securing undergraduate student records.

Specific responsibilities of the Undergraduate Council include:

- A. Recommending new and revised undergraduate degree programs including General Education to the University Curriculum Committee
- B. Preparing periodic reports for the Academic Council regarding the effectiveness of policies and procedures related to academic standards of undergraduate programs
- C. Recommending actions regarding undergraduate student appeals relating to financial aid and scholarship awards
- D. Monitoring satisfactory academic progress of undergraduate students

The Undergraduate Council submits an annual report to the Academic Council regarding its activities and recommendations. The members of the Undergraduate Council include:

Ex Officio Members (voting):

1. Executive Director of the Center for Academic and Student Success (CASS)

Elected Members:

1. Four (4) elected faculty representatives, one (1) from each of the Schools, whose primary responsibilities include undergraduate education
2. One (1) elected faculty representative from the Faculty Assembly, whose primary responsibilities include undergraduate education
3. Two (2) elected undergraduate student representatives from the Student Government Association

Ex Officio Members (nonvoting):

1. Director of Admissions
2. University Registrar
3. Director of Financial Aid
4. Director of Counseling and Disability Services

2.1.7 Graduate Council of the Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the Graduate Council of the Academic Council recommends to the Academic Council policies and procedures for maintaining high quality graduate programs and administering graduate programs of study. In conformity with these policies and procedures, it determines whether students have met the qualifications for retention in graduate programs of study, academic standing, and the award of graduate degrees.

The Graduate Council makes recommendations regarding dismissals and readmissions of graduate students, who are academically deficient. It is also responsible for recommending policies related to maintaining and securing graduate student records. Specific responsibilities of the Graduate Council include:

- A. Recommending new and revised graduate degree programs to the University Curriculum Committee
- B. Preparing periodic reports to the Academic Council regarding the effectiveness of policies and procedures related to academic standards of graduate programs
- C. Recommending actions regarding graduate student appeals relating to financial aid and scholarship awards
- D. Monitoring satisfactory academic progress for all graduate students

The Graduate Council submits an annual report to the Academic Council regarding its activities and recommendations. The members of the Graduate Council include:

Ex Officio Members (voting):

1. Dean of the Office of Graduate Studies

Elected Members:

1. Four (4) elected faculty representatives, one (1) each from the four (4) Divisions of the School of Arts and Sciences, whose primary responsibilities include graduate education
2. Three (3) elected faculty representatives, one (1) each from the three (3) professional Schools, whose primary responsibilities include graduate education
3. One (1) elected faculty representative from the Faculty Assembly, whose primary responsibilities include graduate education
4. Two (2) elected graduate student representatives from the Student Government Association

Ex Officio Members (nonvoting):

1. Director of Admissions
2. University Registrar
3. Director of Financial Aid
4. Dean of the School of Arts and Sciences (or designee)
5. Dean of the School of Business Administration (or designee)
6. Dean of the School of Education (or designee)
7. Dean of the Whitney M. Young, Jr. School of Social Work (or designee)

Faculty, who are active in graduate degrees programs are eligible for election to the Graduate Council.

The Dean for Graduate Studies, in consultation with the Graduate Council recommends to the Provost and Vice President for Academic Affairs faculty, who are eligible to provide graduate instruction (*see Section 1.3 of the Faculty Handbook*). Faculty members elected to serve on the

Clark Atlanta University Faculty Handbook and Shared Governance Document

Graduate Council should have an earned doctorate, hold a minimum academic rank of Associate Professor with a tenure-track or tenured University appointment, and be:

- A. Active in scholarship and research
- B. Engaged in grantsmanship and other funded research and scholarly activities
- C. Master Teachers
- D. Eligible to Chair master's theses and doctoral dissertations

2.1.8 Committee on Student Life of the Academic Council

In alignment with the University's strategic initiatives and ***Comprehensive Enrollment Management Plan***, the Committee on Student Life recommends to the Academic Council policies and procedures involving those aspects of student life at the University that are of concern to both graduate and undergraduate students. The charge to the Committee includes but is not be limited to student housing, health, conduct, organizations, extracurricular activities, and career planning and placement. The Committee shall represent student opinion on academic matters and is the point of entry for student proposals. It maintains liaison with the elected officers of the Student Government Association and with appropriate University offices. The Committee on Student Life is the advisory body of the Academic Council to the Vice President for Enrollment Management and Student Affairs. It maintains liaison with student organizations as appropriate.

Specific responsibilities of the Committee on Student Life of the Academic Council include:

- A. Reviewing the policies and procedures which relate to student activities and the extracurricular programs of student organizations, clubs, fraternities, and sororities
- B. Reviewing policies for extracurricular awards and other student honors
- C. Recommending policies to guide career development and placement services for students and prospective employers
- D. Recommending policies governing student publications
- E. Recommending policies and procedures to the Academic Council regarding issues impacting the University's health, social, and political environments
- F. Reviewing the Student Code of Conduct and assisting with developing disciplinary policies and procedures

The Committee on Student Life submits an annual report to the Academic Council regarding its activities and recommendations.

The members of the Committee on Student Life include:

Ex Officio Members (voting):

1. Dean of Student Development and Campus life
2. Director of Student Activities
3. Director of Global Education, Study Abroad, and Student Exchanges
4. Executive Director of Strategic Communication and University Relations
5. Executive Director of the Center for Academic and Student Success (or designee)
6. Dean of the Office of Graduate Studies (or designee)

Elected Members:

1. Four (4) elected faculty representatives, one from each of the four (4) Schools
2. Four (4) elected student representatives, two (2) each from the Undergraduate and Graduate Student Government Association

Ex Officio Members (nonvoting):

1. Director of Admissions
2. University Registrar
3. Director of the Honors Program
4. Undergraduate President of the Student Government Association
5. Graduate President of the Student Government Association

3.0 Shared Governance for Information Technology

In alignment with the strategic initiatives of the University, information technology (IT) at Clark Atlanta University includes five institutional internal control objectives. The governance process for information technology monitors progress toward achieving these objectives. The governance committees for information technology recommend to University administrators policies, procedures, priorities, and projects for ensuring information technology at the University is:

1. Aligned with the enterprise – focus on aligning with the business and collaborative solutions (***Strategic Alignment***)
2. Delivering value to the enterprise – concentrating on optimizing expenses and proving the value of IT (***Value Delivery***)
3. Reducing risk to an acceptable level – addressing the safeguard of IT assets, disaster recovery, and continuity of operations (***Risk Management***)
4. Yielding a satisfactory return on investment – realizing the optimal investment in and proper management of critical IT resources (***Resource Management***)
5. Operating at a high service level – tracking and monitoring strategy implementation, project success, resource usage, process performance and service delivery (***Performance Measurement***)

3.1 Information Technology Steering Committee (ITSC)

In alignment with the strategic initiatives of the University, the ***Information Technology Steering Committee*** reviews the University’s portfolio of information systems investments and is central to the effectiveness of the IT governance process. The ***Information Technology Steering Committee*** recommends to the University President objectives and institutional criteria for prioritizing information technology initiatives as well as information systems strategic plans, policies, procedures, and organization. The committee’s recommendations ensure that information technology decisions have strategic fit, functional utility and balanced investment across the University.

Specific responsibilities of the ***Information Technology Steering Committee*** include:

- A. Providing guidance for IT strategic planning
- B. Recommending resource allocations and funding sources for IT initiatives
- C. Assessing benefits and monitoring progress of IT initiatives
- D. Recommending campus-wide IT policies and standards
- E. Coordinating IT activities with other University committees

Annually and more frequently as requested, the ***Information Technology Steering Committee*** reports its activities and recommendations to the University President.

The members of the Information Technology Steering Committee include:

Ex Officio Members (voting):

1. Provost and Vice President for Academic Affairs (***Co-Chairperson***)

2. Vice President for Finance and Business Services (***Co-Chairperson***)
3. Vice President for Student Affairs
4. Vice President for Research and Sponsored Programs
5. Vice President for Institutional Advancement and University Relations
6. Assistant Vice President for the Office of Planning, Assessment, and Institutional Research
7. General Counsel
8. Chief Compliance Officer
9. University President's Chief-of-Staff
10. Chair of the Faculty Assembly
11. President of the Staff Assembly

Ex Officio Members (nonvoting):

1. Chief Information Officer

The University President attends committee meetings as required and in the event of a tie, casts a deciding vote. The ***Information Technology Steering Committee*** meets monthly. The Chief Information Officer is responsible for preparing and disseminating meeting agendas and recording and publishing minutes of committee meetings.

3.2 Administrative Systems Operating Committee (ASOC)

In alignment with the University's strategic initiatives, the ***Administrative Systems Operations Committee*** recommends new information technology projects and enhancements and resolution of operational issues related to administrative systems to the ***Information Technology Steering Committee***. Administrative systems include all applications used by the Office of the President, Division of Academic Affairs, Division of Finance and Business, Office of Institutional Advancement, and the Board of Trustees. Review of all plans, projects, and priorities applicable to administrative information systems are within the charge of the ***Administrative Systems Operations Committee***. The Office of Information Technology and Communications (OITC) serves the committee in a dual role, as service provider for the committee process and functional group with a "***request list***".

Specific responsibilities of the ***Administrative Systems Operations Committee*** include:

- A. Providing guidance for ongoing administrative systems operations, support efforts, and enhancements
- B. Approve priorities for administrative systems work
- C. Recommending resource allocations and funding for administrative systems work
- D. Assessing degree of fit for new administrative systems projects in alignment with the ***Vision for the Future (IT Strategic Plan)***
- E. Monitoring progress of administrative systems enhancements and projects
- F. Assessing benefits of new administrative systems projects
- G. Assessing the impact of administrative systems changes to University policies, standards, and processes
- H. Monitoring staffing related to information system socialization (change management and training)
- I. Resolving escalation of issues regarding unit boundaries
- J. Facilitating integration of information systems and data across functional boundaries
- K. Approving terms of reference for functional working groups
- L. Each September, completing a comprehensive review of IT priorities to assist the Chief Information Officer to prepare University service plans

The members of the **Administrative Systems Operations Committee** include:

Ex Officio Members (voting):

1. Vice President Student Affairs (**Chairperson**)
2. Vice President for Institutional Advancement and University Relations
3. Assistant Vice President for the Office of Planning, Assessment, and Institutional Research
4. Associate Vice President for Academic Affairs
5. Associate Vice President, Controller
6. Associate Vice President for Business Services
7. Director for Human Resources
8. University Registrar
9. Director of Admissions
10. Director for Financial Aid
11. Executive Director of the Center for Academic and Student Success
12. Dean of the Office of Graduate Studies
13. Chief Information Officer

Ex Officio Members (nonvoting):

1. Manager for Application Services
2. Manager for Information Technology Operations

The **Administrative Systems Operations Committee** meets monthly or more often as required (e.g., prior to significant “go-lives”, such as upgrades to the University’s Banner system. The Chief Information Officer is responsible for preparing and disseminating meeting agendas and recording and publishing minutes of committee meetings.

3.3 Educational Technology Advisory Committee (ETAC)

In alignment with the University’s strategic initiatives, the **Educational Technology Advisory Committee** develops vision, strategies, policies, and procedures, which promote, encourage, and recognize the innovative use of instructional technologies for high quality teaching and learning both within and outside the classroom.

Specific responsibilities of the **Educational Technology Advisory Committee** include:

- A. Creating a unified vision for the innovative use of educational technology
- B. Recommending strategies, policies, and procedures for planning, budgeting, selecting, diffusing, and supporting instruction at Clark Atlanta University as well as protecting the privacy and intellectual property rights of instructional technology users
- C. Providing guidance and recommendations for selecting emerging instructional technology applications and diffusing instructional technologies to the University community
- D. Establishing a framework for cross-functional units to coordinate and resolve instructional technology issues
- E. Developing a consistent and standardized set of learning systems tools delivered and maintained by the University’s support units
- F. Developing grant proposals and other funding opportunities for acquiring and supporting educational technologies

Clark Atlanta University Faculty Handbook and Shared Governance Document

Annually and more often, if requested by the University Senate, the **Educational Technology Advisory Committee** reports its activities and recommendations for the acquisition and deployment of instructional technologies at Clark Atlanta University.

The members of the **Educational Technology Advisory Committee** include:

Ex Officio Members (voting):

1. Associate Vice President for Academic Affairs
2. Chair of the Department of Computer and Information Science
3. Director for the Center for Faculty Development
4. Chief Information Officer
5. Associate Vice President for Business Services

Elected Members:

1. Three (3) elected faculty representatives, one (1) each from the three (3) professional Schools
2. Four (4) elected faculty representatives, one (1) each from the four (4) Divisions of the School of Arts and Sciences
3. One (1) elected faculty representative from the Faculty Assembly (from the scientific research community)
4. Two (2) elected student representatives, one (1) each from the Undergraduate and Graduate Student Government Association

Ex Officio Members (nonvoting):

1. Manager of Instructional Technology (OITC)
2. Director of Instructional Media Center
3. Director of Graduate Technology and Academic Support Program (GTASP)

The Associate Vice President for Academic Affairs serves as the Chair of the **Educational Technology Advisory Committee of the University Senate**. The Chief Information Officer is responsible for preparing and disseminating meeting agendas and recording and publishing minutes of committee meetings.

Appendix A-2 The Faculty Assembly

The faculty has chosen to conduct its business through the agency of the Clark Atlanta University Faculty Assembly. The Faculty Assembly is the officially recognized governance body of the faculty and has the right and responsibility to engage formally in matters of the University that affect academic policies and programs that impact the quality of life at the institution.

The provisions of the CAU Faculty Handbook and all referenced materials related to faculty are applicable to all members of the faculty. The terms and conditions of his/her appointment determine each CAU faculty member's status with the University. Only full-time members of the CAU faculty have voting privilege in faculty meetings. Faculty members who serve as University administrators may attend meetings of the Faculty Assembly without voting privileges. Adjunct faculty and part-time faculty do not have voting privileges.

Under the authority of the University President and the Board of Trustees, the faculty is responsible for developing academic programs and its own governance. This is an essential element in the decision-making processes of the University. In addition, the faculty must be involved in decisions of the University concerning its academic structure and the well-being of the Clark Atlanta University community.

This includes, but is not limited to, the following:

A. Academic Affairs

1. General academic policies and academic regulations
2. Academic matters affecting more than one school
3. Requirements for degrees in all programs
4. General admission requirements
5. Curricula and program changes
6. Residency requirements
7. Language requirements for admissions of foreign students
8. Grading system and quality point average system
9. Academic regulations for students in matters such as attendance, examinations, grading, scholastic standing, and honors

B. Student Affairs

Student policies and regulations, which interface with Academic Affairs

C. Faculty Status and Welfare

1. Guidelines governing administrative action on policies affecting faculty members
2. Policies governing the following:
 - a. The selection and appointment of university administrators
 - b. The selection and appointment of Deans, Associate Deans, Department Chairs and faculty
 - c. Faculty appointments and academic rank
 - d. Faculty promotions
 - e. Tenure and sabbatical leaves
 - f. The economic welfare of the faculty, including salaries, other compensation, retirement, and fringe benefits
 - g. Teaching, research, service, and workloads
 - h. The University's academic calendar
 - i. Faculty representation to committees of the Board of Trustees

Clark Atlanta University Faculty Handbook and Shared Governance Document

- j. The nomination and election of faculty delegates to the Board of Trustees
- k. Academic freedom
- l. Faculty participation in the selection, evaluation, and retention of administrators

Appendix B-2

Constitution of the Clark Atlanta University Faculty Assembly

We, the Faculty of Clark Atlanta University, hereby establish the Clark Atlanta University Faculty Assembly as our right as academicians to come together in free, open, and democratic debate upon matters of academic and professional concern. We hereby establish the Clark Atlanta University Faculty Assembly as the autonomous vehicle for deliberations on decisions regarding matters of academic and professional concern. We hold this right to be inherent within the tradition of the academic profession.

Article I Name

The name of this organization is the Clark Atlanta University Faculty Assembly.

Article II Purpose

The threefold purpose of the Clark Atlanta University Faculty Assembly is to:

1. Serve as the official, autonomous governing body of the faculty.
2. Address items of concern to members of the faculty.
3. Consider items presented to it by the Board of Trustees or the Administration of Clark Atlanta University.

Article III Membership

1. The Clark Atlanta University Faculty Assembly is the collective entity of the full-time faculty of the University.
2. All full-time faculty members of the Faculty Assembly have the right to vote on matters before the Assembly.
3. Full-time faculty, for the purpose of the Article, is defined as employees of the University, whose primary responsibility is teaching and/or research.
4. Faculty representatives to the Board of Trustees are tenured members of the faculty, who have been active in the Faculty Assembly for three or more years, and are elected by the Assembly to serve three staggered terms, according to the Board's Classes.

Article IV Officers

1. The officers of the Clark Atlanta University Faculty Assembly are the Chair, the Chair-Elect, the Corresponding Secretary, the Recording Secretary, the Treasurer and the Parliamentarian.
2. The Chair, a tenured member of the faculty who has been active in the Assembly for three or more years, is the chief officer of the Faculty Assembly and, as such:
 - a. Presides, as Chief Officer, at general and called meetings
 - b. Implements all decisions of the membership and transmits positions to the Administration
 - c. Appoints members of all standing and ad hoc committees with the advice and consent of the Steering Committee
 - d. Serves as an ex officio member of all committees

Appendix B-2

Constitution of the Clark Atlanta University Faculty Assembly (cont'd)

3. The Chair-Elect, a tenured member of the faculty who has been active in the Faculty Assembly for three or more years, assumes the position of Chair in the following Academic Year. The Chair-Elect, as such:
 - a. Presides at meetings in the absence of the Chair.
 - b. Assumes the duties of the Chair in the event of the resignation or incapacitation of the Chair.
 - c. Carries out tasks assigned to her/him by the Chair.
4. The terms of the Chair and Chair-Elect commence August 1 and end July 31 of the calendar term.

Article IV Officers

1. The Secretaries
 - a. The Recording Secretary keeps accurate and official records of all meetings of the Assembly and of the Steering Committee.
 - b. The Corresponding Secretary is responsible for executing and maintaining all correspondence of the Faculty Assembly.
2. The Treasurer
 - a. Receives all dues and other funds on behalf of the Faculty Assembly.
 - b. Disburses funds as authorized by the Assembly.
 - c. Maintains accurate financial records.
3. The Parliamentarian
 - a. Is appointed by the Chair with the advice and consent of the Steering Committee.
 - b. Ensures the proper application of parliamentary procedures (*as detailed in Robert's Rules of Order, Newly Revised*).
 - c. Assists the Recording Secretary in maintaining attendance records at the meetings.
 - d. Arranges for the orderly distribution of documents at meetings.
 - e. Indicates to the Chair the order of persons wishing to make comments during meetings.

Article V Steering Committee

1. The Steering Committee is composed of the following members:
 - a. Officers of the Faculty Assembly and the immediate past chair.
 - b. Faculty representatives currently serving on the Clark Atlanta University Board of Trustees.
 - c. One member from each of the schools to be elected by members in their respective schools.
2. The Steering Committee shall conduct the business of the Assembly between meetings of the full Assembly.
3. The Steering Committee:
 - a. Meets at least once a month during the academic year to set the agenda for the regular meeting of the Faculty Assembly and to consider other business. The agenda is to be circulated to all faculty members at least three days prior to the time of the scheduled meeting.
 - b. A quorum of the Steering Committee consists of a simple majority of its members.
 - c. Meetings of the Steering Committee shall be open to all faculty members.

Appendix B-2

Constitution of the Clark Atlanta University Faculty Assembly (cont'd)

- d. Minutes of the Steering Committee meetings are available upon request of such from the Recording Secretary.
4. Tenure of the Steering Committee:
 - a. The chair, chair-elect, immediate past chair, recording secretary, corresponding secretary, treasurer, parliamentarian, and all other members of the steering committee, except faculty representatives to the Board of Trustees, serve for one year.
 - b. Terms of the Steering Committee members commence August 1 and ends July 31.
 - c. Faculty representatives to the Clark Atlanta University Board of Trustees serve as staggered three-year terms as defined by the Board's class designations.
 - d. Officers and members of the Steering Committee shall remain in office until their successors are elected.

Article VI Standing and Ad Hoc Committees and Other Representative Bodies

1. Standing committee members are appointed by the Chair with the advice and consent of the Steering Committee
2. The Standing Committees are:
 - a. Academic Freedom
 - b. Community Relations
 - c. Educational Policies
 - d. Employee Affairs
 - e. Faculty Handbook
 - f. Nominating
 - g. Physical Facilities
 - h. University Grievance Committee, an elected pool of ten members, who will each serve three-year terms
 - i. Academic Council: four members who will each serve staggered two-year terms
 - j. University Senate: four (4) members, one from each school, who will each serve staggered three-year terms
 - k. University-wide Curriculum Committee: two members who will each serve staggered two-year terms

Article VII Elections and Vacancies

1. Elections: The Nominating Committee shall propose a slate of candidates from which the Faculty Assembly shall elect its officers and representatives to the Board of Trustees. This slate shall be presented to the faculty at its April meeting. Other persons may be nominated from the floor at that meeting. At the April meeting, the candidates for office receiving a majority of votes shall be elected. The vote shall be by written ballot. The ballots shall be collected by the Nominating Committee and the results made known. In the event that a run-off election is required, it shall be held at the same meeting.
2. Vacancies: In the event that a vacancy occurs in an elected position (*e.g., officers, Steering Committee or Faculty Representative to the Board of Trustees*) as a result of death, illness, resignation or for any other reason, a special election shall be held to fill the vacancy no later than the second regularly scheduled meeting after the effective date of the vacancy.

Appendix B-2 Constitution of the Clark Atlanta University Faculty Assembly (cont'd)

Article VIII Meetings of the Faculty Assembly

The Full Assembly:

1. Meets at least once per month during the Academic Year.
2. May hold special meetings called by the Chair at his\her discretion or upon petition of ten percent the membership.
3. Conducts all meetings according to *Robert's Rules of Order*, Newly Revised.
4. Requires that a quorum be present to vote on matters before the Faculty Assembly.
5. Defines a quorum as 30 members of the Faculty Assembly.
6. Stipulates that a vote is carried by a simple majority of the members present.

Article IX Dues

1. The Faculty Assembly assesses dues for the Academic Year, which are payable at the beginning of each academic year.
2. The amount of the dues shall be determined each year at the first regular meeting of the Faculty Assembly.

Article X. Ratification and Amendments

1. This Constitution of the Clark Atlanta University Faculty Assembly shall become effective when **ratified by a two-thirds vote of the members of the Faculty Assembly** who cast ballots. Ratification is by printed ballot provided to each full-time faculty member.
2. The Constitution may be amended by a two-thirds vote of the votes cast by members of the Faculty Assembly at a regular meeting or a special meeting called for the purpose of voting on proposed amendments. Proposed amendments must be **circulated at least 30 days before the vote** being taken on their adoption.

Amended Academic Year 1992-93

Officers of the Clark Atlanta University Faculty Assembly August 20XX-July 20XX

Chair and Chair-Elect
Recording Secretary
Corresponding Secretary
Treasurer
Parliamentarian
Two (2) Faculty Representatives to the Board of Trustees

School Representatives

School of Arts and Sciences
School of Business Administration
School of Education
Whitney M. Young, Jr., School of Social Work

Appendix C-2

By-Laws of the Clark Atlanta University Academic Council

1.0 Powers and Authority

- 1.1 The Academic Council (*hereinafter referred to as the Council*) operates under authority delegated to it by the Clark Atlanta University Board of Trustees.
- 1.2 The Council has the authority and responsibility to oversee, review, and evaluate all academic programs, courses, and curricula of the University.
- 1.3 The Council has the authority to make recommendations to the President through the Provost and Vice President for Academic Affairs on all matters relating to the academic programs of the University.
- 1.4 The Council has responsibility to make policy recommendations and may initiate studies of the need for new academic programs in consultation with the schools.
- 1.5 The Council shall receive for review proposals from the Schools regarding their academic programs.
- 1.6 The Provost and Vice President for Academic Affairs shall be the Chair of the Academic Council.
- 1.7 The Council shall elect a Vice Chair from its membership by simple majority in a duly constituted meeting.
- 1.8 The Council shall have the power to appoint from its membership other officers as required.
- 1.9 The Chair of the Council shall preside over its meetings. In the absence of the Chair, the Vice Chair shall preside.
- 1.10 The Council has the power to establish advisory, standing, and ad-hoc committees to assist in the efficient conduct of its business.
 - 1.11 The committees of the Council report only to the Council.

2.0 Membership

- 2.1 The membership of the Academic Council shall include faculty, administrative officers, and students.
- 2.2 The Council shall include in its membership full-time faculty representatives elected as designated below in clause 2.6 by each of the Schools and by the Faculty Assembly.
- 2.3 The Council shall include in its membership the Provost and Vice President for Academic Affairs, a representative elected from the Council of Deans, the Dean for Graduate Studies, and the Executive Director of CLASS.
- 2.4 The Provost and Vice President for Academic Affairs as the Chair of the Council may invite administrative officers to participate in Council deliberations, who shall not have voting privileges.
- 2.5 The Chair of the Faculty Assembly shall serve as an ex officio member of the Council.
- 2.6 The faculty-at-large shall elect representatives to the Council as follows: two each from the Schools of Business, Education, and Social Work; two from each of the divisions of the School of Arts and Sciences; and four representatives from the Faculty Assembly.
- 2.7 The Student Government Association shall elect two (2) student representatives (one undergraduate and one graduate) to the Council.
- 2.8 Faculty representatives to the Council shall hold tenured or tenure-track appointments and have completed a minimum of two (2) years of full-time service to the University. Neither fewer than eight (8) nor more than twelve (12) elected faculty members to the Council shall be tenured.

Appendix C-2

By-Laws of the Clark Atlanta University Academic Council (cont'd)

- 2.9 Elected faculty and student representatives to the Council shall serve two-(2) year terms and at the end of their terms shall be eligible for reelection.
- 2.10 The election of faculty and student representatives shall be staggered so that each professional school, division of the School of Arts and Sciences, and student organization shall not have to replace both representatives simultaneously.
- 2.11 If the position of a faculty or student representative to the Council becomes vacant before his/her two-(2) year term of office has expired, the constituent organization shall elect a replacement to serve out the remainder of the term. The candidate must be eligible for election as a representative to the Council.
- 2.12 The Council may unseat a member, who misses four (4) or more scheduled meetings of the Council or who is negligent in participating in the work of the Council. If a constituent body has elected the Council member, the electing body shall recall the member and elect a replacement to serve the remaining term.

3.0 Meetings of the Academic Council

- 3.1 The Council shall hold at least five (5) regularly scheduled meetings per academic year on the first Friday of the month. In cases where the first Friday falls on a holiday, the chair of the Council shall arrange an alternate date.
- 3.2 The Chair may schedule "Called" meetings of the Council. In addition, upon written request from one-third of the members, the Chair will schedule "Called" meetings of the Council.
- 3.3 At least three (3) working days prior to scheduling a "Called" meeting, the Chair will notify all Council members.
- 3.4 A majority of the membership shall constitute a quorum for conducting the business of the Academic Council.

4.0 Communications

- 4.1 The Provost and Vice President for Academic Affairs, the members shall establish the agenda for deliberation by the Academic Council.
- 4.2 The Provost and Vice President for Academic Affairs shall forward recommendations by the Academic Council to the University President for deliberation by the University Senate and shall provide summaries of recommendations by the Academic Council to the faculty of the University and to the Chair of the Faculty Assembly.
- 4.3 The *Procedures for Submission of Proposals to the Academic Council* shall guide the agenda for deliberations by the Council.

5.0 Committees, Subcommittees, and Taskforces of the Academic Council

- 5.1 On recommendation by the Academic Council, the University President in consultation with the University Senate, may establish or dissolve Standing Committees of the Academic Council. Appendix B to the By-Laws of the Academic Council lists the approved standing committees.
- 5.2 In consultation with the membership, the Provost and Vice President for Academic Affairs may establish subcommittees, ad-hoc committees, and taskforces of the Academic Council.

Appendix C-2

By-Laws of the Clark Atlanta University Academic Council (cont'd)

- 5.3 Criteria for membership and the composition of membership on standing committees, ad hoc committees, subcommittees, and task forces shall be consistent with University policies.
- 5.4 Standing committees, ad-hoc committees, subcommittees, and task forces may establish their own subcommittees and meeting schedules and must designate a Chair and Secretary from its membership. The charge to such bodies must appear in the minutes of the meetings of the Academic Council.
- 5.5 A quorum for a duly constituted meeting of standing committees, ad-hoc committees, subcommittees, and task forces shall be a majority of the authorized membership.
- 5.6 The Chair shall notify members of scheduled meetings, set the meeting agendas, and ensure that the conduct of meetings is consistent with the charge to the body.
- 5.7 The secretary shall maintain and distribute the minutes of the proceedings in accordance with the procedures established by the Academic Council.
- 5.8 The format and the distribution of minutes of all meetings of the Academic Council, its committees, subcommittees, ad-hoc committees, and taskforces shall be consistent with the procedures for committee reporting set out in Appendix C to these By-Laws.

6.0 Amendments to the By-Laws of the Academic Council

- 6.1 The Academic Council may recommend to the University President for approval (in consultation with the University Senate) alterations, amendments, or repeal of these By-Laws consistent with the policies of the University and the charge to the Academic Council.
- 6.2 Recommendations for alterations, amendments, or repeal of these By-Laws shall require the approval of two-thirds of the membership of the Academic Council.

Appendix D-2

Procedures for Submission of Proposals to the Clark Atlanta University Academic Council

I. Introduction

The purpose of these guidelines is to assist sponsors in the process of proposing new and revised academic programs. Sponsoring organizations should include all required information on the accompanying forms.

II. Routing of Proposals

Submit proposals (in turn) for recommendation according to the following protocol.

1. Department Curriculum Committee
2. School Curriculum Committee
3. School Dean
4. University Curriculum Committee
5. Provost and Vice President for Academic Affairs
6. Academic Council
7. University Senate

The Provost and Vice President for Academic Affairs will recommend new programs and program modifications to the University President. In consultation with the University Senate, the University President approves new programs and program modifications for implementation and presents his/her decisions to the Chairperson of the Clark Atlanta University Board of Trustees for information purposes.

III. Proposal Design Requirements

1. All proposals for new programs and program revisions must be cost/beneficial to the University.
2. All proposals must align with the Clark Atlanta University Strategic Plan and regional and professional accreditation standards and conform to the required content of Southern Association for Colleges and Schools Commission on Colleges (SACSCOC) Substantive Change Prospectus Policy. **(See Appendix I)**
3. Program sponsors must submit all completed proposals and all required information in the following approved format.

**Appendix D-2
 Procedures for Submission of Proposals to the
 Clark Atlanta University Academic Council (cont'd)**

Academic Program Proposal Cover Page

Program Title: _____ Level: _____
 School: _____ Academic Department: _____
 Department Chair: _____ Date of Submission: _____
 Proposed Implementation Date: _____ New Program: _____
 Program Revision: _____ Program Elimination: _____
 Other: (Explain) _____

	Recommend Approval		Signature	Date
	Yes	No		
Chair, Department Curriculum Committee				
Department Chair				
Chair, School Curriculum Committee				
School Dean				
Academic Council (by vote of a quorum)				
Provost and Vice President for Academic Affairs				
Chair, University Senate				

President's Approval

Signature: _____ Date: _____

Appendix D-2 Procedures for Submission of Proposals to the Clark Atlanta University Academic Council (cont'd)

Academic Program Proposal Template

1. **ABSTRACT** (limit to one page or less)

Describe the proposed change; list the initial date of implementation; projected number of students, if applicable; description of primary target audience; projected life of the program (single cohort or ongoing); instructional delivery methods and, if the change involves the initiation of an off-campus site, its complete physical address.

2. **BACKGROUND INFORMATION**

Provide a clear statement of the nature and purpose of the change in the context of the University's mission and goals; evidence of the legal authority for the change (if authorization is required by the governing board or the state); and whether the proposed degree program or similar program is offered on the main campus or at other **approved** off-campus sites. List certificate, diploma, or degree programs which are related to the proposed program(s).

3. **ASSESSMENT OF NEED AND PROGRAM PLANNING/APPROVAL**

Briefly discuss the rationale for the change, including an assessment of need; evidence of inclusion of the change in the institution's ongoing planning and evaluation processes; and documentation that faculty and other groups were involved in the review and approval of the new site or program. List institutional strengths that facilitate the offering of the proposed programs(s).

4. **DESCRIPTION OF THE CHANGE**

Provide a description of the proposed change, including the specific outcomes and learning objectives of the program and a schedule of proposed course offerings. In the case of a change involving the initiation of a branch campus or an off-campus site, indicate the educational program(s) to be offered.

Describe any differences in admission, curriculum, or graduation requirements for students enrolled at new site(s), or any special arrangements for grading, transcripts, or transfer policies. Demonstrate compliance with **SACSCOC FR 4.9 (Definition of Credit Hours)** of the *Principles of Accreditation*. Describe administrative oversight to ensure the quality of the program or services to be offered. A prospectus for approval of distance learning should describe the infrastructure supporting the delivery method (training of faculty, development of courses for distance delivery, technical support for student and faculty).

5. **FACULTY**

Provide a complete roster (using the **SACS [Faculty Roster form](#)**) of those faculty employed to teach in the program(s) referred to in the prospectus, including a description of those faculty members' academic qualifications and other experiences relevant to the courses to be taught in the program in question, course load in the new program, and course work taught in other programs currently offered. Please consult the SACS **["Faculty Roster Instructions"](#)** for guidance in completing the Roster for current faculty who will be supporting the change. Provide a narrative with supporting evidence that the number of full-time faculty members is adequate to support the program; and describe the impact of the new initiative on faculty workload. For distance learning programs, describe processes in place to ensure that students have structured access to faculty. For graduate programs, document scholarship and research capability of faculty; for doctoral programs, document faculty experience in directing student research.

Appendix D-2

Procedures for Submission of Proposals to the Clark Atlanta University Academic Council (cont'd)

6. LIBRARY AND LEARNING RESOURCES

Describe library and information resources—general as well as specific to the program—and staffing and services that are in place to support the initiative. If reliant upon other libraries, describe those collections and their relevance to the proposed program(s) and include a copy of formal agreements in the appendix. Relative to electronic resources, describe how students and faculty will access information, training for faculty and students in the use of online resources, and staffing and services available to students and faculty. If you are citing electronic databases accessed through consortial or statewide groups, please describe the discipline-specific suites of resources and not just the name of the consortium (such as Viva, Tex-Share, Galileo, Louis, etc.). For doctoral programs, document **discipline-specific refereed journals and primary source materials**.

7. STUDENT SUPPORT SERVICES

Provide a description of student support programs, services, and activities—general as well as specific to the change—in place to support this initiative.

8. PHYSICAL RESOURCES

Provide a description of physical facilities and equipment to support this initiative. Assess the impact that the proposed change will have on existing programs and services.

9. FINANCIAL SUPPORT

Provide a business plan that includes all of the following:

- a. A description of financial resources to support the change, **including a budget** for the first year of the proposed change (a three-year budget is requested for a new branch campus). The budget must be specific to the proposed change.
- b. Projected revenues and expenditures and cash flow.
- c. The amount of resources going to institutions or organizations for contractual or support services.
- d. The operational, management, and physical resources available for the change.

Note: Please provide contingency plans in case required resources do not materialize.

10. EVALUATION AND ASSESSMENT

Describe how the institution assesses overall institutional effectiveness as well as the means used to monitor and ensure the quality of the degree program(s), off-campus site(s), or other changes. Summarize procedures for systematic evaluation of instructional results, including the process for monitoring and evaluating programs at the new site, as well as using the results of evaluation to improve institutional programs, services, and operations. For compressed time frames describe the methodology for determining that levels of knowledge and competencies comparable to those required in traditional formats have been achieved.

11. APPENDICES

Appendices may include items such as copies of library and other cooperative or contractual agreements. All appendices should be referenced in the text.

Appendix E-2
By-Laws of the Clark Atlanta University Staff Assembly

Adopted November 1, 1989
Amended December 6, 1989; May 2, 1990

ARTICLE I
NAME

The organization of full-time regular and part-time regular staff personnel employed at Clark Atlanta University shall be named the **Clark Atlanta University Staff Assembly**, hereafter referred to as the **'Staff Assembly' or "Assembly."**

ARTICLE II
PURPOSE

The purposes of the Staff Assembly shall be to:

- A. Serve as the official organization of the Clark Atlanta University staff.
- B. Promote effective communication and improve the overall working relationship between staff and administration.
- C. Provide the administration with advice and recommendations from Assembly and University committees for resolving problems unique to the staff.
- D. Recommend ways of improving skills of staff members to support their professional development and enhance their service to the University.
- E. Work with other organized University bodies in addressing issues that impact the University as a whole.

ARTICLE III
FUNCTIONS

The functions of the Staff Assembly shall be to:

- A. Identify and respond to issues within the University that affect staff and which merit attention, inquiry, or investigation.
- B. Provide a forum for discussion of issues that affect staff of the University.
- C. Develop recommendations for administrative action to resolve issues that affect the staff.

ARTICLE IV
MEMBERSHIP

All full-time regular and part-time regular University employees who are not members of the faculty or the Administrative Cabinet are members of the Staff Assembly, are eligible to hold Assembly office and to serve on Assembly committees, and can vote on matters brought before the Assembly.

ARTICLE V
OFFICERS

The officers of the Staff Assembly shall be a president, vice president, recording secretary, corresponding secretary, business manager, parliamentarian, and such other officers, as the Assembly may deem desirable.

Appendix E-2

By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

Section 1. ELECTION AND TERM OF OFFICE

Election of officers shall take place at the May Staff Assembly meeting. A majority vote of assembled members is required for election. Officers, except for the President, shall serve a one-year term, beginning July 1 of the year elected and ending June 30 of the following year. The President shall serve a two-year term, beginning July 1 of the year elected and ending June 30, two years following election.

After being out of office for one term (two years), a former President may be nominated for reelection. Other officers shall serve for a one-year term and may succeed themselves for one additional term. Election shall be conducted from a slate prepared by the nominating committee and made up of two members from each category of staff at the University.

Section 2. REMOVAL OF OFFICERS

The Executive Committee may recommend to the Assembly that an officer be removed for failure to perform duties. Such removal requires a two-thirds affirmative vote of both the Executive Committee and the Assembly membership.

Any officer of the Assembly may resign by filing written notice with the Executive Committee.

Following removal or resignation of an officer, the president (or vice president, in the case of the president's removal or resignation) shall direct the Nominating Committee to conduct a special election to fill the vacancy.

Section 3. DUTIES OF THE PRESIDENT

The president shall preside at all meetings of the Assembly and Executive Committee and perform all duties incident to the office of the president, in addition to such other duties as may be prescribed by the Assembly.

The president shall serve as a conduit for all University business directed to the Staff Assembly, bringing such matters to the attention of the Executive Committee and Assembly and, where a decision is made or action taken, communicating decisions or actions to the initiating party.

The president shall represent the staff at official University functions and in activities or deliberations, which requires staff representation.

The president shall approve official Assembly announcements, statements, and correspondence when, in the president's opinion, such documents accurately reflect the consensus opinion of the Assembly.

The president shall accept volunteers for or appoint members to Assembly committees as necessary. In addition, the president shall receive reports, proposals, and minutes of Assembly committees for transmittal to and appropriate action by the Executive Committee and the staff at large.

Appendix E-2

By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

The president shall continue as a member of the Executive Committee for one year after official service to aid in smooth transition of affairs to succeeding administrations.

The president shall serve as an ex-officio member of the University Senate. In this capacity, the president is subject to the provisions of Article VII, Section 2.

Section 4. DUTIES OF THE VICE PRESIDENT

The vice president shall act for the president when the president is unable to attend an Assembly meeting, an Executive Committee meeting, or a University function where staff representation is required or desirable.

For all Assembly meetings, the vice president shall reserve a meeting site and requisition the equipment and furnishings required for the meeting.

In addition, the vice president shall serve as coordinator of ad hoc committees, keep a calendar of all committee meetings (Executive, standing, and ad hoc), and perform such other duties as may be prescribed by the president.

Section 5. DUTIES OF THE RECORDING SECRETARY

The recording secretary shall keep minutes of regular meetings, called meetings, and Executive Committee meetings and shall disseminate minutes of Assembly meetings to the staff and minutes of Executive Committee meetings to the Executive Committee.

The recording secretary shall assist in identifying and selecting material relevant to proposed agenda items and shall collaborate with the corresponding secretary in disseminating such material to all members prior to Assembly meetings.

In addition, as necessary, the recording secretary shall assist the corresponding secretary in notifying the membership of meetings and perform all duties incident to the office, or as prescribed by the president.

Section 6. DUTIES OF CORRESPONDING SECRETARY

The corresponding secretary shall send written notice of regular and called meetings and conduct the correspondence of the Assembly.

The corresponding secretary shall assist the recording secretary in gathering and preparing materials relevant to Assembly meetings.

Section 7. DUTIES OF THE BUSINESS MANAGER

The business manager shall oversee all fund raising conducted by the Assembly and serve as financial advisor to committees engaged in fund raising.

Appendix E-2

By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

The business manager shall keep records of monetary transactions entered into by the organization. Additionally, the business manager shall receive and deposit Assembly funds to the appropriate budget line items, initiate purchase orders and check requisitions to be authorized by the president, reconcile budget line items on a monthly basis, and present a monthly financial statement to the Executive Committee.

Section 8. DUTIES OF THE PARLIAMENTARIAN

The parliamentarian shall have responsibility for ensuring that meetings are conducted in accordance with parliamentary procedure as outlined in *Robert's Rules of Order*. Additionally, the parliamentarian shall prepare the Assembly for silent meditation at the beginning of each meeting.

ARTICLE VI

EXECUTIVE COMMITTEE

The Executive Committee shall be composed of the Assembly's officers, the standing committee chairpersons, and the delegates to the University Senate.

Section 1. FUNCTIONS AND AUTHORITY

- A. The Executive Committee shall conduct the business affairs of the Assembly and set the agenda for Assembly meetings. The Executive Committee shall meet to prepare the agenda for the full Assembly one (1) week prior to Assembly meetings and shall have the corresponding secretary circulate the agenda to all staff members within three (3) working days of the Assembly meeting.
 - a. Other called or regular planning and working meetings shall be set by the members of the Executive Committee.
- B. The Executive Committee shall be authorized to initiate the removal of an Assembly officer as provided in Article V, Section 2.
- C. At the request of staff members who have filed grievances, the Executive Committee shall serve as an intermediary or advisory group in the grievance procedure.
- D. The Executive Committee shall act as an oversight committee on policies affecting conditions of staff employment, giving particular attention to the disposition of recommendations emanating from Assembly committees or from the Assembly as a whole.

Section 2. SELECTION AND TENURE OF REPRESENTATIVES

Selection and tenure of Executive Committee members will be the same as for officers of the Assembly as outlined in Article V. Tenure for University Senate delegates is governed by the rules of that body.

Appendix E-2
By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

ARTICLE VII
DELEGATES TO THE UNIVERSITY SENATE

Section 1. SELECTION OF DELEGATES AND TERM OF OFFICE

The full Staff Assembly will nominate and elect the prescribed number of staff representatives to the University Senate. The Staff Assembly president's tenure on the University Senate shall not exceed the president's term of elected office as set forth in Article V, Section I (proposed: see page 2 above). All other delegates serve for the length of time prescribed by the University Senate.

Section 2. DUTIES OF DELEGATES

Although elected representatives shall be members of the University Senate and subject to the rules of that body, their first obligation is to fairly and fully represent the interests of the Staff Assembly. In keeping with this responsibility, staff representatives are expected to: 1) regularly attend and fully participate in Staff Assembly and Executive Committee meetings; 2) regularly attend and fully participate in University Senate meetings and the meetings of any committees on which they serve; 3) promote the interests and adopted positions of the Staff Assembly; and 4) keep the Staff Assembly apprised of issues brought before the University Senate.

Section 3. REMOVAL OF DELEGATES

Staff Assembly delegates to the University Senate are subject to the guidelines for removal of officers as stated in Article V, Section 2.

Section 4. MEMBERSHIP ON EXECUTIVE COMMITTEE

Staff Assembly delegates to the University Senate are members of the Executive Committee but do not have specific duties on that Committee.

Appendix E-2

By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

ARTICLE VIII

STANDING AND AD HOC COMMITTEES

The Assembly shall have three (3) standing committees: The Staff Development Committee, the Staff Committee on Personnel, and the Nominating Committee. In addition, the Assembly may establish or the president may appoint ad hoc committees as may be required to address concerns of the membership. All committees shall communicate and cooperate with University committees as appropriate.

Section 1. COMMITTEE MEMBERSHIP

Standing committee members shall be appointed by the president in consultation with the Executive Committee. Membership on ad hoc committees shall be voluntary, although the Assembly president may appoint ad hoc committee members in the event of an insufficient number of volunteers to conduct the work of the committee. Upon its formation, each committee shall elect a chairperson and recorder and any other officers it deems necessary.

Section 2. TERM OF COMMITTEE MEMBERSHIP

Each member shall serve on a committee for the duration of his or her appointment.

- A. Standing Committees: Standing committee members shall be appointed by the incoming president following the last annual meeting of the Assembly and shall serve from October 1 through September 30. The chairperson of a standing committee shall continue as a regular member of the committee for one additional year following the term of office.
- B. Ad Hoc Committees: Each member shall serve until the committee has completed its task and submitted a written report of its work to the Executive Committee.

Section 3. RULES

Each committee shall adopt rules for its own governance in keeping with these bylaws.

Section 4. QUORUM

A majority of each committee shall constitute a quorum and action taken by the majority present shall constitute the act of the committee.

Section 5. VACANCIES

A vacancy on either a standing or ad hoc committee may be filled by the Assembly president as provided for in Section 1 of this Article.

Appendix E-2
By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

Section 6. NOMINATING AND VOTING PROCEDURES

A nomination form is submitted to each member of the nominating committee. These members have the responsibility of nominating possible candidates for vacant positions; also, staff members are encouraged to contact members of the nominating committee to suggest possible candidates. Names are compiled for each vacant office. Each person nominated is asked if he/she would accept the nomination.

The names are then placed on the official ballot. The form lists the office and names of candidates. It also contains a blank line in each category for nominations from the floor. As per the bylaws, three days prior to the May meeting, notices of the election and other agenda items are made available to each member of the staff. Included in this information will be a list of names of all accepted nominations.

The voting hour for the May meeting will be 4:00 P.M. - 6:00 P.M. by secret ballot. The nominating committee will request that each candidate prepare a pre-election statement for presentation at the May meeting. At this meeting, ballots are distributed and tallied. The results will be announced the following day.

Appendix E-2

By-Laws of the Clark Atlanta University Staff Assembly (cont'd)

ARTICLE IX

FULL STAFF ASSEMBLY MEETINGS

Regular meetings of the Staff Assembly shall be held on the first Wednesday of each month from 4:00 P.M. to 5:00 P.M.

Section 1. NOTICE OF REGULAR MEETINGS

Members are to be notified in writing of all regular meetings. The corresponding secretary, in collaboration with the recording secretary, shall see that meeting notices, agenda, and related materials are delivered to department secretaries or administrative assistants for dissemination to staff members in their departments not less than three (3) working days before the meeting date.

Section 2. QUORUM

A quorum for full Staff Assembly meetings shall consist of 20% of the membership. Even when a quorum is present, however, the Staff Assembly president may entertain a motion to adjourn the meeting if the number present is judged insufficient to consider the business at hand. Actions approved by a majority vote of the quorum shall constitute the act of the body.

A majority vote of those assembled shall constitute a quorum and action taken by a quorum vote shall constitute the act of the body.

Section 3. CALLED MEETINGS

The Assembly president or a majority vote of the Assembly may call special meetings for a specified purpose or agenda item. When time permits, notice of called meetings shall be disseminated in the same time frame as are notices of regular meetings. In any event, notice shall be in writing.

Section 4. CONDUCT OF MEETINGS

All regular and called meetings of the Assembly shall be conducted in accordance with an adaptation of *Robert's Rules of Order*.

ARTICLE X

AMENDMENTS

Amendments may be made to these Bylaws by a two-thirds vote of those present at a regular meeting of the Staff Assembly.

Appendix F-2

The Clark Atlanta University Student Government Association (CAUSGA)

Students at the University serve in many decision-making capacities. The Clark Atlanta University Student Government Association (CAUSGA) speaks for the student body. CAUSGA officers and the presidents of all chartered student organizations comprise the Council of Chartered Organizations (CCO), which is the executive arm of student government. The Council of Chartered Organizations represents the student body in its formal relations with the administration, faculty, other institutions, and the public. The objective of student organizations is to contribute to the continuous improvement of the University where the views of the students are valued. The Undergraduate and Graduate Presidents of the SGA represent the CAUSGA on the University's Board of Trustees.

Appendix G-2 Constitution and By-Laws of the Clark Atlanta University Student Government Association

PREAMBLE

Whereas Clark Atlanta University recognizes the legitimate prerogative of its students to participate in the governance and affairs of the University; and whereas such participation shall be consistent with applicable University policies; Clark Atlanta University does hereby establish and create the Student Government Association in accordance with the provisions of this Constitution.

ARTICLE I: NAME

The name of this organization shall be the Clark Atlanta University Student Government Association (CAUSGA).

ARTICLE II: PURPOSES

The purposes of the Clark Atlanta University Student Government Association shall be:

1. to represent the welfare and interests of the student body and the University
2. to facilitate communication and dialogue among students, faculty, staff, administration, and alumni in matters affecting the welfare of the student body
3. to promote academic excellence and good moral and ethical practices
4. to provide opportunities for the development of superior character and leadership ability among its members
5. to exercise the prerogatives and the responsibilities of student government as provided in this Constitution in cooperation with the University administration
6. to give students an active voice in the governance of Clark Atlanta University
7. to play a lead role in planning activities which are of recreational, social, and developmental interest to the student body.

ARTICLE III: MEMBERSHIP

All students matriculating and enrolling at Clark Atlanta University shall be members of CAU SGA.

ARTICLE IV: OFFICERS

Section 1: The officers of CAUSGA are Executive Board members, Class officers, House of Delegates members, and Miss Clark Atlanta University.

Section 2: Officer Selection

Section 2A: Officers of CAUSGA shall be elected annually in a University-wide election of the student body.

Appendix G-2 Constitution and By-Laws of the Clark Atlanta University Student Government Association (cont'd)

Section 2B: Only enrolled graduate students shall vote for graduate officers, e.g., President, Vice President, House of Delegates representatives and any other graduate officers as may be established through the provisions of Article IX. Only enrolled undergraduate students shall vote for undergraduate officers, e.g., President, Vice President, House of Delegates representatives and any other undergraduate officers as may be established through the provisions of Article IX.

ARTICLE V: ORGANIZATIONAL STRUCTURE

Section 1: The members of the Executive Board shall consist of two Presidents (one graduate and one undergraduate), two Vice Presidents (one graduate and one undergraduate), Secretary, and Treasurer.

Section 2: The House of Delegates

Section 2A: All legislative and deliberative authority of the Student Government Association shall be vested in the House of Delegates.

Section 2B: The House of Delegates shall be established and apportioned annually in accordance with the following representation:

- 1 representative for each undergraduate class
- 1 representative for each residence hall
- 1 graduate representative for each School
- 3 undergraduate representatives for commuter students
- 2 graduate representatives for commuter students
- 1 undergraduate representative for international students
- 1 graduate representative for international students
- 1 at-large representative per 1,000 students

Section 2C: The number and distribution of at-large representatives to the House of Delegates shall be based on the University's official Fall Semester Census preceding the University-wide election.

Section 2D: Each of the following divisions shall elect from its membership representatives to the House of Delegates: graduate, seniors, juniors, sophomores, freshmen, residence hall representatives, graduate commuter and international representatives, undergraduate commuter and international representatives.

ARTICLE VI: TERM OF OFFICE

Section 1: The term of officers of CAUSGA shall approximate one year beginning and ending with the Spring Commencement of the University.

Section 2: Miss Clark Atlanta University shall not serve more than one term.

Section 3: All other elected officers of CAUSGA may serve more than one term if reelected. However, an officer may not exceed two terms in a particular office.

Appendix G-2
Constitution and By-Laws of the
Clark Atlanta University Student Government Association (cont'd)

ARTICLE VII: STUDENT ELECTION COMMITTEE

- Section 1:** The Student Election Committee (SEC) shall derive from the House of Delegates by majority vote of the House of Delegates.
- Section 2:** Election for CAUSGA officers shall take place during Student Election Week. All of the election activities shall take place under the supervision of SEC and their advisor(s) with the date of elections being established each year by the Associate Dean of Student Affairs in conjunction with the House of Delegates.
- Section 3:** The SEC shall conduct elections as directed by the House of Delegates following the guidelines of the Election Code, with the advisement of the Associate Dean of Student Affairs. Any proposed changes of rules by the SEC must be submitted to the House of Delegates to be approved before the Election Code becomes effective.
- Section 4:** Student body elections may not occur within the two-week period immediately preceding midterm or final examinations.
- Section 5:** Voting in all elections shall be by secret ballot.

ARTICLE VIII: CONSTITUTION AMENDMENTS

- Section 1:** The Constitution shall be reviewed annually by a committee derived from the House of Delegates.
- Section 2:** Any Clark Atlanta University student may submit changes or recommendations in writing to the committee.
- Section 3:** Any proposed change by the committee shall be ratified by the student body by 2/3 vote of those students voting in a University-wide election.
- Section 4:** This Constitution shall be considered enacted if approved by 2/3 majority vote of those students voting in a University-wide election.

I
Meetings

- Section 1:** A notice of any meeting of Clark Atlanta University Student Government Association (CAUSGA) shall be posted at least one week in advance.
- Section 2:** CAUSGA shall hold at least two meetings per semester—one prior to and one following the midterm. The House of Delegates shall hold two formal business meetings per semester - one prior to and one following the CAUSGA meeting.
- Section 3:** Fifty percent of the House of Delegates shall constitute a quorum for formal meetings.
- Section 4:** Additional meetings may be called by the Presidents of CAUSGA or by one-fourth of the House of Delegates, provided they present such a request in writing to the CAUSGA Presidents.

Appendix G-2 Constitution and By-Laws of the Clark Atlanta University Student Government Association (cont'd)

Section 5: One-third of the House of Delegates shall constitute a quorum for called meetings.

Section 6: Failure of a representative to attend two consecutive formal meetings without approval from the House of Delegates shall result in his or her suspension or expulsion from the House of Delegates.

Section 7: Failure of a CAUSGA officer to attend two CAUSGA meetings without approval from the House of Delegates shall result in his or her suspension or expulsion from his or her position.

II Qualifications

Section 1: The Presidents and Vice Presidents of Clark Atlanta University Student Government Association shall meet the following qualifications immediately prior to and for the duration of their tenure:

- A. Must be at least a full-time junior by the fall semester that the office is sought or must be a graduate student by the semester in which the office is sought and have at least one year of matriculation at CAU immediately prior to that semester.
- B. Must have recommendations from two faculty or staff members and two Clark Atlanta University students.
- C. Must have a cumulative grade point average of 2.5 for the undergraduate and 3.0 for the graduate officers.
- D. Must be in good financial standing with the University.
- E. Must be in good judicial standing with the University.

Section 2: The members of the House of Delegates shall meet the following qualifications immediately prior to and for the duration of their tenure:

- A. Must be at least a full-time student having achieved classification consistent with the office being sought by the fall semester.
- B. Must have recommendations from two faculty or staff members and two Clark Atlanta University students.
- C. Must have a cumulative grade point average of 2.5 for the undergraduate and 3.0 for the graduate offices.
- D. Must be in good financial standing with the University.
- E. Must be in good judicial standing with the University.
- F. Position eligibility must be approved by the Student Election Committee and the Associate Dean of Student Affairs (i.e., only a commuter student may be eligible to be Commuter Student Representative).

Appendix G-2 Constitution and By-Laws of the Clark Atlanta University Student Government Association (cont'd)

- Section 3:** Miss Clark Atlanta University shall meet the following qualifications immediately prior to and for the duration of her tenure:
- A. Must be at least a full-time junior or a graduate student having at least one year of matriculation at CAU immediately prior to the semester in which the office is sought.
 - B. Must have a cumulative grade point average of 2.5 for the undergraduate and 3.0 for the graduate.
 - C. Must be in good financial standing with the University.
 - D. Must be in good judicial standing with the University.
 - E. Must have recommendations from two faculty or staff members and two Clark Atlanta University students.
- Section 4:** All other officers of CAUSGA shall meet the following qualifications immediately prior to and for the duration of their tenure:
- A. Must be at least a full-time student having achieved classification consistent with the office being sought by the fall semester.
 - B. Must have recommendations from two faculty or staff members and two Clark Atlanta University students.
 - C. Must have a cumulative grade point average of 2.5 for undergraduate and 3.0 for the graduate officers.
 - D. Must be in good financial standing with the University.
 - E. Must be in good judicial standing with the University.

III Duties

- Section 1:** The Presidents of CAUSGA shall be the chief executive officers of Student Government.
- Section 1A:** The Executive Board Presidents shall serve as spokespersons for the student body.
- Section 1B:** The Class Presidents shall serve as spokespersons for their respective class.
- Section 2:** The Executive Board Presidents shall be ex officio voting members of all committees of CAUSGA.
- Section 3:** The Executive Board Presidents shall be empowered to appoint committees to assist in the executive functions of CAUSGA and to promote broad participation of students in the affairs of the student body and the University.
- Section 4:** The Executive Board Presidents shall recommend and nominate students to serve on appropriate University committees.
- Section 5:** The Vice Presidents of CAUSGA shall be empowered to carry out the duties and responsibilities of either president in his/her absence.
- Section 6:** The Executive Board Vice Presidents shall be nonvoting members in the House of Delegates and shall preside over that body.

Appendix G-2 Constitution and By-Laws of the Clark Atlanta University Student Government Association (cont'd)

- Section 7:** The Vice Presidents shall assist and represent the Presidents in performing the executive and administrative duties of CAUSGA.
- Section 8:** The Secretary shall be responsible for taking and maintaining minutes and permanent records of all CAUSGA business. These records shall be open to any CAUSGA member.
- Section 9:** The Executive Board Treasurer shall chair the Budget Committee and recommend to the House of Delegates an operating budget for the ensuing year and maintain records of funds.
- Section 10:** The Treasurer shall monitor all CAUSGA financial transactions.
- Section 11:** The Treasurer shall make a year-end report describing revenues, disbursements, and encumbrances and shall carry forward balances of the CAUSGA's funds to the House of Delegates and the University so as to reflect the business of CAUSGA at the close of the academic year.
- Section 12:** The body of the House of Delegates shall elect its Chair.
- Section 13:** The Chair of the House of Delegates shall call and preside over meetings, of which he or she shall be a member with voting privileges.

IV Vacancies

- Section 1:** Any office shall be declared vacant when an incumbent fails to satisfy any requirements as set forth in these bylaws.
- Section 2:** Any elected officer of CAUSGA may be removed from office by two-thirds vote of the student body.
- Section 3:** Should the office of President become vacant for any reason, the Vice President shall serve the rest of the term as President.
- Section 3A:** Should the Vice President fail to serve, a special election for replacement shall be held by the SEC. Should a Vice President fail to be elected, the President shall appoint a replacement with approval from the House of Delegates.
- Section 4:** Should the office of Treasurer and/or Secretary become vacant, the President shall appoint replacements with approval from the House of Delegates.
- Section 5A:** Should Miss Clark Atlanta University fail to comply with her duties, her position becomes vacant and the line of succession falls in order to the first attendant, second attendant. Should the line of succession fail to produce a replacement, the office shall fall in order to Miss Senior, Miss Junior, etc.
- Section 5B:** Miss Clark Atlanta University may be removed from office by two-thirds vote of those students voting in a university-wide election, if the incumbent's behavior, conduct, or demeanor reflects unfavorably on the office, the student body, or the University.

Appendix G-2 Constitution and By-Laws of the Clark Atlanta University Student Government Association (cont'd)

Section 5C: The successor to Miss Clark Atlanta University as described in Section 5A shall hold office for the unexpired duration of the term of office.

V Election Code

Section 1: The House of Delegates in conjunction with the Student Election Committee shall review and approve election requirements and procedures with the signature of the Associate Dean of Student Affairs.

VI Amendments

Section 1: Any proposed by-law amendment must be circulated to the student body at least 30 days prior to the next scheduled CAUSGA meeting before it may be submitted to and adopted by the House of Delegates.

VII Parliamentary Procedure

Section 1: In all matters not covered by this Constitution and bylaws, this organization shall be governed by *Robert's Rules of Order*.

Preamble

In keeping with the purpose of this Corporation to create and maintain a successor institution of higher learning to Clark College and Atlanta University, to offer instruction and granting degrees in such courses of study and in such curricula, and sponsoring and undertaking such research and studies as the Board of Trustees shall determine are in the best interests of the institution, the following by-laws are adopted for the Corporation (hereinafter sometimes referred to as the "University").

ARTICLE I SEAL

Section 1. Seal. The seal of the Corporation shall be in such form as the Board of Trustees may from time to time determine. The signature of the Corporation followed by the word "Seal" enclosed in parenthesis or scroll shall be deemed the seal of the corporation, if affixed by appropriate authority. The seal may be affixed by the President, Secretary, or the Assistant Secretary, or such other person or persons as may be designated by the Board of Trustees.

ARTICLE II FISCAL YEAR

Section 1. Fiscal Year. The fiscal year of the corporation shall be fixed and may be changed from time to time, by the Board of Trustees.

Appendix G-2
Constitution and By-Laws of the
Clark Atlanta University Student Government Association (cont'd)

ARTICLE III
THE BOARD OF TRUSTEES

Section 1. Management of Corporation. The Board of Trustees is vested with final authority for all policies and decisions pertaining to the property, business and affairs of the Corporation.

Section 2. Number, Tenure and Classification of Board Members. The business and affairs of the Corporation shall be conducted and managed by the Board of Trustees, consisting of at least thirty (30) Trustees, which number may be increased as provided in Section 5 of this Article. Clark Atlanta University will continue the historical relationship with the United Methodist Church, which existed with Clark College, by inviting the Bishop of the North Georgia Conference of the United Methodist Church to be an ex officio member of the Board of Trustees.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees

Terms of Trustees, except ex officio and Trustees-Emeriti, shall be so structured that approximately one-third shall expire at each Annual Meeting. Said Trustees shall be elected or reelected to serve for terms of three years, regularly expiring at the third Annual Meeting following their election, or when a qualified successor has been elected unless he is sooner removed from office, he resigns his office, or he otherwise fails or ceases to serve. Said Trustees shall be elected to the Board of Trustees by vote of a majority of the Trustees then sitting and qualified to vote on matters coming up before the Board of Trustees.

An officer of the Board of Trustees in his or her last year of permitted service as a Board member may be granted, at the discretion of the Board, up to one full year of additional Board membership to complete his or her term as an officer of the Board of Trustees.

Section 3. Qualifications. Trustees shall be nominated by the Governance and Compensation Committee as provided herein. To qualify for election to the Board of Trustees, a candidate must satisfy such criteria as the Board of Trustees may establish from time to time.

Section 4. Vacancies. In case of any vacancy in the Board of Trustees, regardless of cause, a majority of the remaining Trustees, by an affirmative vote, may elect a successor to hold office until the next Annual Meeting of Trustees of the Corporation or, the Board may permit such vacancy to remain until the next Annual Meeting of Trustees.

Section 5. Increase or Decrease in Number of Trustees. The Board of Trustees, by a vote of a majority of the entire Board, may increase the number of Trustees to a number not exceeding forty-nine (49), and consistent with the criteria established in Section 3, may elect Trustees to fill the vacancies created by any such increase in the number of Trustees, and such Trustees shall have tenure as if elected at the preceding Annual Meeting. The Board of Trustees, by the vote of a majority of the entire Board, may likewise decrease the number of Trustees to a number not less than thirty (30), but the tenure of office of any Trustee then incumbent shall not be affected by any such decrease made by the Board.

Section 6. Removal of Trustees. Any Trustee who has failed to discharge his or her duties as a Trustee may be removed from his or her position as a Trustee as follows. In order for a Trustee to be removed, a written proposal for his or her removal must first be made by any current voting member of the Board of Trustees to the Executive Committee. Any Trustee whose removal has been proposed shall, prior to any vote thereon by the Executive Committee, be given an opportunity to be heard by the Executive Committee and may also submit a written response to the proposal to the Executive Committee. The Executive Committee must, by majority, vote to remove the Trustee in question, and this action must then be approved by majority vote of the Board of Trustees at any regular or special meeting duly called. The Trustee in question shall be given an opportunity to be heard prior to the vote thereon. A successor may then and there be elected to fill the vacancy thus created. Neither external nor internal attorneys may be allowed to participate in any hearing provided for hereunder.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Section 7. Place of Meeting. The Trustees may hold the meetings of the Board within or without the State of Georgia as they may, from time to time by resolution, determine or as shall be specified or fixed in the respective notices or waivers of notice thereof. Members of the Board of Trustees may participate in a meeting of such Board by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other and participating in a meeting pursuant thereto shall constitute presence in person at such meeting.

Section 8. Regular Meetings. Regular meetings of the Board of Trustees shall be held at such time and on such notice, if any, as the Trustees may from time to time determine.

Section 9. Annual Meetings. The Annual Meeting of the Board of Trustees for the appointment of officers and for the transaction of such business as may properly come before the Board shall be held in October of each year on such date and at such place as may be designated by the Board of Trustees or Executive Committee. The Executive Committee shall also have the authority to change the date of the Annual meeting from time to time, as the Executive Committee may see fit. Any adjourned Meeting may be held at the pleasure of the Board.

Section 10. Special Meetings. The Chairperson of the Board of Trustees may at any time call a special meeting of the Board of Trustees if he or she deems it necessary. The Chairperson shall set forth the purpose of the special meeting of the Board of Trustees on the written request of five (5) members of the Board of Trustees. In the case of death, absence, or disability of the Chairperson of the Board, the calling of special meetings shall be the duty of the Vice-Chairperson.

Section 11. Quorum. One-half of the total number of members plus one shall constitute a quorum for the transaction of business in any meeting of the Board, but a lesser number may adjourn from time to time until a quorum is obtained.

Section 12. Absence. Any member of the Board of Trustees who is absent from two consecutive annual meetings without being excused by a majority vote of those present at such meetings from which the member is absent shall be dropped from membership on the Board unless they elect after being given the opportunity in writing to do so, to become a Trustee-Emeritus, and meet eligibility requirements for such position. The procedure for removal set forth in Section 6 above shall not apply to trustees removed hereunder.

Section 13. Trustees-Emeriti. At the Annual Meeting, any member of the Board of Trustees who has served continuously for eight (8) years and who meets any other criteria established by the Board may be elected by the Board as Trustee-Emeritus. A Trustee-Emeritus shall be entitled to attend and shall receive notices of all meetings of the Board of Trustees and shall have every privilege of regular membership on the Board except that of voting. Trustee-Emeriti shall not be counted in determining the number of Trustees permitted by these By-Laws. The Secretary shall notify, in writing, all persons who have been elected Trustees-Emeriti.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Section 14. Order of Business. At the appointed hour, the meeting shall be called to order by the Chairperson of the Board or, in his or her absence, by the Vice-Chairperson. Otherwise, the order of business shall be determined by the presiding officer after consultation with the President of the University.

Section 15. Notice. Written notice of the time and place of all regular meetings of the Board of Trustees shall be sent to each Trustee at least ten (10) days before the date of the proposed meeting. Any business may be transacted at any meeting of the Board of Trustees whether it be the annual meeting or a special meeting, and the purposes for which special meetings are called shall be set forth in the notice of the special meeting sent to the members.

ARTICLE IV

OFFICERS AND COMMITTEES

Section 1. Officers. The regular officers of the Board shall consist of a Chairperson, Vice Chairperson, and Secretary. The officers of the Board shall be elected annually and shall continue in office for one year or until their successors are named. Any officer of the Board may be removed from office at the will of the Board at any time.

The Chairperson. The Chairperson of the Board of Trustees shall call to order and preside at all meetings of the Board, and as the authoritative head of the Board, shall represent the Board at the public meetings of the University. The Chairperson shall be an ex-officio member of all standing and special committees, with the right to vote, but shall not be counted in determining the presence of a quorum at meetings of committees. Unless otherwise provided in these By-Laws, the Chairperson shall also have the power to designate any member or members of the Board of Trustees to represent the University at public meetings, and to perform other functions of the Chairperson in the event for any reason the Vice Chairperson is not available.

The Vice-Chairperson. The Vice Chairperson shall perform the duties of the Chairperson in the event of the absence or disability of the Chairperson, and such other duties as may be properly delegated by the Chairperson.

The Secretary. The Secretary shall record and preserve the minutes of the meetings of the Board of Trustees and the minutes of the meetings of the Executive Committee and shall affix the seal and attest such documents as may be required for the transaction of the University's business. The Board of Trustees may, if it desires, elect an Assistant Secretary who need not be a member of the Board and who shall be empowered to exercise all the duties of the Secretary in the absence of the Secretary.

Section 2. Official Signatures. All official papers, documents, contracts and other written instruments necessary to carry on the administration of the affairs of the University and the work of the Board of Trustees shall be signed by the Chairperson of the Board of Trustees or the President of the University or by such other person or persons as may from time to time be directed by the Executive Committee.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Section 3. Standing Committees. The Chairperson of the Board of Trustees shall select the chairman and committee members for all standing Committees of the Board of Trustees. Standing Committees shall consist of the following committees:

The Executive Committee. There shall be an Executive Committee composed of the Chairperson, Vice Chairperson, and Secretary of the Board of Trustees, the Chairperson of each standing committee, and such additional members as may be annually elected by the Board of Trustees. The Board of Trustees shall have the right at any annual meeting to increase or decrease the number of Executive Committee members.

Between meetings of the Board of Trustees, the Executive Committee shall have general charge of the affairs of the University; shall carry out any directions or resolutions of the Board of Trustees; shall fill, until the next meeting of the Board, any vacancy occasioned by the death, sickness or disability of any officer of the University or of the Board. The Executive Committee shall collaborate and consult with the President or his designee to monitor and evaluate the University's athletic program, policies, and athletic facilities. The Executive Committee shall collaborate and consult with the President or his designee to monitor and evaluate policies regarding such non-faculty personnel matters as employment, promotions, retirement, leaves, fringe benefits, dismissals, and grievances.

Meetings of the Executive Committee shall be private and shall be attended only by members of the Committee, its duly elected officers, the President of the University, such other persons as may be invited to attend by the President of the University or the Chairperson of the Executive Committee, and such persons as the Executive Committee shall invite to appear before it from time to time.

Buildings and Grounds Committee. This Committee shall investigate and recommend to the Executive Committee or to the Board of Trustees appropriate action on all matters dealing with the erection, alteration, maintenance or destruction of any buildings or grounds owned by the University either on or off the campuses of the University. Except to the extent authority is delegated to the President, this Committee shall supervise the issuance of invitations to bid on any work to be done or for the construction of any buildings owned by the University and shall receive all bids submitted on work to be done on University buildings, making an appropriate recommendation to the Executive Committee thereon.

Finance and Audit Committee. This committee shall collaborate with the President of the University in the preparation of the annual budget of the University. The Finance and Audit Committee shall also serve as an audit committee and shall arrange for, examine, and report to the Board of Trustees the annual audit of the University's financial records. In addition, the Finance and Audit Committee shall, upon preparation and presentation by the President or his designee, be responsible for:

- a. reviewing the general fiscal procedures and policies of the University;
- b. reviewing the annual report which is to be presented at the Annual Meeting of the Board of Trustees showing the financial condition of the University as of the end of the preceding fiscal year;
- c. reviewing the financial records of the endowment, quasi-endowment, special and general funds; and

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

- d. ensuring that the University is maintaining uniform and effective procedures of accounting, budgetary control, internal checks and audits, inventory controls and business practices.

Academic Affairs Committee. This Committee shall review recommendations for continuous appointment and recommendations pertaining to the appointment or retention of faculty and administrators by the President and shall make recommendations on these matters to the Executive Committee or Board of Trustees. The Academic Affairs Committee shall review proposed additions or deletions of degree offerings for which the Trustees have final authority.

Institutional Advancement and University Relations Committee. This Committee shall take cognizance of and recommend for approval to the Executive Committee and the Board of Trustees all basic programs concerned with public and alumni relations of the University and its various divisions. This Committee shall be particularly concerned with fund-raising programs of the University and its various entities and shall make appropriate recommendations to the Executive Committee and the Board of Trustees concerning fund-raising policies and programs.

Student Affairs Committee. This Committee shall perform the function of familiarizing itself with the responsibilities and duties assigned to those administrative offices of the University in the area of student services and shall make appropriate recommendations to the Executive Committee and the Board of Directors concerning the conduct of those offices.

Governance and Compensation Committee. This committee shall, after due consultation and deliberation, present to the Board nominations for membership on the Board as vacancies may occur. The Committee shall nominate officers and members to the Trustee Board after a search through an active pool of men and women who satisfy the personnel needs of the Board.

The Committee shall make sure that there is diversity of interest, field and support represented among the members. This Committee shall also have the obligation to evaluate the performance of the members of the Board and make a report on such at the Annual Meeting of the Board of Trustees. The Committee shall receive recommendations for honorary degree recipients from the President and make recommendations to the Board of Trustees.

This Committee shall ensure corporate compliance with the By-laws and shall recommend by-law amendments to the Board of Trustees. This Committee shall serve in an advisory capacity to the Board Chairperson in assigning trustees to standing committees and in matters of parliamentary procedure. This Committee shall also devise and oversee the University's executive compensation strategy and program. It shall, where appropriate, retain external management consultants to periodically review peer institution compensation packages, conduct salary and compensation surveys to assist in structuring a competitive compensation program for the President and/or his or her direct reports. This Committee shall make its recommendation to the Board of Trustees or the Executive Committee regarding executive compensation plans, pay levels, and for the approval of contracts and employment agreements with the President and/or with his or her direct reports. This Committee shall produce an annual executive compensation report.

This Committee shall evaluate the President's performance on an annual basis and make recommendations to the Executive Committee where appropriate.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Special Committees. The Board of Trustees or its Executive Committee shall have the authority to create such special committees as may from time to time be necessary or desirable for the proper transaction of business and supervision of the affairs of the University, and may upon the nomination of the Chairperson from the membership of the Board of Trustees elect members of such committees.

The Chairperson of the Board of Trustees shall have the right to appoint such other advisory committees as may from time to time be required to carry on the work of the University.

The Chairperson of the Board of Trustees is authorized to appoint any member of the Board of Trustees as a temporary member of any standing or special committee of the Board in lieu of any regular member of the committee absent at a particular meeting of the committee; and such temporary appointees shall have all the powers and privileges of regular members of the committee during the course of the meeting for which they were appointed, or any adjourned session thereof, and shall be counted in the determination of a quorum; provided, however, that not more than three (3) such temporary appointments shall be made by the Chairperson for any one committee meeting.

ARTICLE V

ADMINISTRATION

Section 1. The President. There shall be a President of the University, who shall be elected by the Board of Trustees, to serve at the pleasure of the Board. The President shall be an ex-officio member of the Board of Trustees. The President shall be the Chief Executive Officer of the University, responsible to and reporting directly to the Board of Trustees. The President shall be charged with the duty of supervising all of the interests of the University with the aid of the faculty and the administrative staff of the University. The President shall establish, with the approval of the Board of Trustees or its Executive Committee, such administrative offices and faculty positions as necessary for carrying on the work of the University. The President shall nominate for approval by the Board of Trustees or its Executive Committee all principal executive officers of the University and all faculty members recommended for continuous appointment.

The President shall represent the University on public occasions and shall confer all properly authorized degrees. The President shall organize the faculty of the University and of the several schools or colleges, direct the methods of their meeting, hiring, termination and supervision of their work. The President is charged particularly with responsibility for the committees of the Board, participate in the discussions of such committees, and submit recommendations on matters falling within the purview of such committees as proper.

The President shall cause accurate reports of the fiscal and other affairs of the University to be prepared and submitted to the Board of Trustees and to its committees. It is the President's duty to bring to the attention of the Board of Trustees all known matters, which affect the interests of the University and require consideration of the Board.

The Board of Trustees or its Executive Committee shall as promptly as possible designate an Acting President to serve until a President shall have been elected and shall have assumed office.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Section 2. Other Administrative Officers. As provided in Section 1 of this Article, the President shall establish, with the approval of the Board of Trustees or its Executive Committee, such other administrative officers as necessary for the carrying on of the work of the University, shall nominate persons to hold such offices, and shall define their duties. The President shall have the authority also to appoint such committees, boards, or councils from members of the administrative staff and faculty of the University as may be deemed necessary.

ARTICLE VI

INSTRUCTION

Section 1. Faculty. Responsibility for the instructional programs of the University shall be vested in the University Faculty under the direction of the President. The Faculty shall include individuals appointed to the ranks of Professor, Associate Professor, Assistant Professor, Instructor and persons of such other rank or title as the President may recommend.

Section 2. Deans. The Dean of the school or college may be appointed by the Board of Trustees or its Executive Committee upon recommendation of the President, who shall have conferred regarding such recommendation with an appropriate committee of the members of the Faculty of the school or college. The Dean of a school or college shall have general responsibility for the direction of work in the Dean's division and shall be responsible to the President for the administration thereof. The Dean shall exercise leadership in the development of educational policies and programs. The Dean shall preside at meetings of the school, division or college faculty except when the President chooses to preside; the Dean shall supervise the work and direct the discipline of the division; shall consult with the President in the formation of the faculty, the curricula, and concerning all the interests of the division including its relationships to other divisions of the University and to the interests of the University as a whole.

Section 3. Faculty Appointments. Appointments to membership on the Faculty shall be of two kinds: tenured and non-tenured. A non-tenured appointment is one, which is terminated at the close of a period of time specified in writing to the appointee. A tenured appointment is one, which will not be terminated by the University except for adequate cause as specified in the principles approved and published in a *Faculty Handbook* approved by the Board of Trustees.

ARTICLE VII

BOARD OF VISITORS

Section 1. Membership. There shall be a Board of Visitors to the University whose membership shall not exceed fifteen (15) members, and shall include, ex-officio, the President (and the Vice President if such office is created) of the University. Subject to alteration or veto by the Board of Trustees, the Board of Visitors shall adopt such policies, procedures, and By-Laws regarding membership and the conduct of its affairs as it deems appropriate. The Initial Board of Visitors shall be named by the Board of Trustees.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Section 2. Functions. The Board of Visitors, subject to the powers vested in the President of the University and the Board of Trustees, shall consider and make recommendations concerning the University's interest. It shall also consider and make recommendations on any matters referred to it by the President or Board of Trustees. On its own initiative, the Board of Visitors may submit recommendations to the President on any matter affecting the interests of the University.

ARTICLE VIII

CURRICULA AND DEGREES

Section 1. Curricula. Courses of study in the University, including admission and degree requirements, shall be arranged by the deans and faculties of the several schools and colleges, with due consideration of inter-divisional relationships; and when such courses have been approved by the President of the University after conference with the appropriate dean, they shall be published as the authorized curricula of the University.

Section 2. Degrees in Course. Degrees in course, as authorized, shall be conferred upon students who have completed satisfactorily the courses of study prescribed for such degrees, who are recommended by the dean and faculty of the appropriate school or college, and who are approved for such degrees by the Board of Trustees or its Executive Committee.

Section 3. Honorary Degrees. Honorary Degrees may be conferred upon such persons as may from time to time, be selected by a two-thirds vote of the Board of Trustees. The Faculty may, in accordance with procedures prescribed in the *Faculty Handbook*, make recommendations for honorary degrees to the Governance and Compensation Committee of the Board of Trustees. Such recommendations must have the approval of the President of the University prior to being submitted to the Board of Trustees for vote. All members of the Board shall be furnished with written statements of the qualifications of each nominee prior to any ballot being taken. Ballots on honorary degrees may be taken by mail or by voice vote at any meeting of the Board of Trustees.

ARTICLE IX

AMENDMENT AND SUSPENSION OF THE BY-LAWS

Section 1. These By-Laws may be amended by a vote of two-thirds of the members of the Board of Trustees.

Section 2. Three-fourths of those Trustees present at any meeting in the presence of a quorum may suspend any By-Law during the continuation of that meeting, provided such suspension shall not operate to diminish the requirement for granting of an honorary degree nor to permit a waiver of the disclosure requirements contained in Article XI of these By-Laws, nor to defeat the due process procedure for trustee removal set forth in Article III, Section 6 of these By-laws.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

ARTICLE X

CONFLICT OF INTEREST POLICY

Any duality of interest or possible conflict of interest on the part of any trustee or administrative official or employee should be disclosed to the President and through the President to the Executive Committee and made a matter of record, either through an annual procedure or when the interest becomes a matter of administrative or trustee action.

Any such Trustee, administrative official, or employee having duality of interest or possible conflict of interest of any matter should not vote, or use personal influence on the matter, and in case of a Trustee, should not be counted in determining the quorum for the meeting, even where permitted by law, and in the case of an administrative official or employee should not determine or take action on such matter. In the case of a Trustee, the minutes of a meeting involving such vote should reflect that a disclosure was made, the abstention from voting, and the quorum situation. In the case of an administrative official or employee, appropriate record should be made to evidence that such disclosure of duality of interest was made and that they abstained from taking such action.

ARTICLE XI

INDEMNIFICATION

Section 1. Under the circumstances prescribed in Sections 3 and 4 of the Article XI, the University shall indemnify and hold harmless any person who was or is a party or is threatened to be made a party of any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of the University) by reason of the fact that the person is or was a trustee, officer, employee, or agent of the University, or is or was serving at the request of the University as a trustee, director, officer, employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred in connection with such action, suit, or proceeding if the person acted in a manner reasonably believed to be in or not opposed to the best interests of the University, and, with respect to any criminal action or proceeding, had no reasonable cause to believe the conduct was unlawful. The termination of any action, suit, or proceedings by judgment, order, settlement, conviction, or upon a plea of "nolo contendere" or its equivalent, shall not of itself, create presumption that the person did not act in a manner which was reasonably believed to be in or not opposed to the best interests of the University, and with respect to any criminal action or proceeding, had reasonable cause to believe that the conduct was unlawful.

Section 2. Under the circumstances prescribed in Sections 3 and 4 of Article XI, the University shall indemnify and hold harmless any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the University to procure judgment in its favor by reason of the fact that the person is or was a trustee, officer, employee or agent of the University, or is or was serving at the request of the University as a trustee, director, officer, employee or agent of the University or is or was serving at the request of the University as a trustee, director, officer, employee or agent of another corporation, partnership, joint venture, trust, or other enterprise, against expenses (including attorneys' fees) actually and

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

reasonably incurred by him in connection with the defense or settlement of such action or suit, if the person acted in good faith and in a manner reasonably believed to be in or not opposed to the best interests of the University, except that no indemnification shall be made in respect to any claim, issue no matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of the person's duty to the University, unless and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which the court shall deem proper.

Section 3. To the extent that a trustee, director, officer, employee, or agent referred to in Sections 1 and 3 hereof has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in Section 1 or 2, or in defense of any claim, issue, or matter therein, they shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred in connection therewith.

Section 4. Except as provided in Section 3 hereof and except as may be ordered by a court, and any indemnification under Sections 1 of 2 hereof shall be made by the University only as authorized in the specific case upon a determination that indemnification of the trustee, director, officer, employee, or agent is proper in the circumstances because the person has met the applicable standard of conduct set forth in Sections 1 and 2. Such determination shall be made (1) by the Board of Trustees by a majority vote of a quorum consisting of trustees who were not parties to such action, suit, proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable, if a quorum of disinterested trustees so directs, by the firm of independent legal counsel then employed by the University, in a written opinion.

Section 5. Expenses incurred in defending a civil or criminal action, suit, or proceeding may be paid by the University in advance of the final disposition of such action, suit, or proceeding as authorized by the Board of Trustees in the specific case upon receipt of an undertaking by or on behalf of the trustee, director, officer, employee, or agent to repay such amount unless it shall ultimately be determined that the person is entitled to be indemnified by the University as authorized in this section.

Section 6. The indemnification provided by the Article XI shall not be deemed exclusive of any other right to which the persons indemnified hereunder shall be entitled and shall inure to the benefit of the heirs, executors or administrators of such persons.

Section 7. The University may purchase and maintain insurance on behalf of any person who is or was a trustee, officer, employee, or agent of the University, or is or was trustee, director, employee or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against and incurred in any such capacity, or arising out of the status as such, whether or not the University would have the power to indemnify against such.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

Section 8. If any expenses or other amounts are paid by way of indemnification, other than by court order or by an insurance carrier pursuant to insurance maintained by the University, the University shall, within fifteen (15) months from the date of such payment, send by first class mail to the members of the Board of Trustees of the University a statement specifying the persons paid, the amounts paid, the nature and status at the time of such payment of the litigation or threatened litigation.

ARTICLE XII

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION POLICY

Clark Atlanta University, Inc. is an equal opportunity/affirmative action employer and is committed to recruit, employ, and promote personnel without regard to race, color, sex, age, national origin, or handicap in compliance with all federal and state statutes and regulations that pertain to nondiscrimination. University administrators, faculty, and staff are expected to teach, work with, supervise or be supervised by others without regard to race, color, sex, age, national origin or handicap.

Clark Atlanta University is committed to provide equal educational opportunities for all student applicants and enrolled students without regard to race, color, sex, age, national origin or handicap. This commitment to equal opportunity includes recruitment, admission, access to and usage of facilities, counseling and testing, financial assistance, placement, and co-curricular programs and activities.

ARTICLE XIII

DRUG-FREE WORKPLACE POLICY

Clark Atlanta University does not permit or condone the illicit or unauthorized possession, use, consumption, sale or distribution of illegal drugs and/or alcohol by its students and employees on its property or as part of its activities. This policy applies to all full-time and part-time students; and all full-time and part-time permanent and temporary employees, including faculty, administration, all exempt and non-exempt staff and any student employees and interns.

Students who violate this policy will be subject to appropriate disciplinary action, consistent with local, state and federal law, which may include counseling, a reprimand and warning, disciplinary probation, suspension, expulsion and referral to the proper law enforcement authorities for prosecution.

Employees who violate this policy will be subject to appropriate disciplinary action, consistent with local, state and federal law, which may include counseling, mandatory participation in an appropriate rehabilitation program, a warning, placed on strict probation, unpaid suspension from employment, termination of employment and referral to the proper law enforcement authorities for prosecution.

All disciplinary procedures and appeals presently applicable to students and all categories of employees will continue to be available for violation of this policy.

Appendix H-2

By-Laws of Clark Atlanta University Board of Trustees (cont'd)

The purpose of this policy is to produce a work place and campus environment that discourages the unauthorized or illegal use of drugs and alcohol by students and employees. The University has prepared and made available information that is important for each student and employee to read and understand regarding the legal penalties and the health risks that are associated with alcohol and drug abuse.

ARTICLE XIV MISCELLANEOUS

Section 1. Action without Meeting. Any action which may be taken at a meeting of the Board of Trustees or the Executive Committee may be taken without a meeting if one or more consent in writing, setting forth the action so taken, shall be signed by a majority of the voting members of the Board of Trustees or the Executive Committee, as the case may be. The written consent(s) shall be included in the minutes for filing with the corporate records reflecting the action taken, and has the effect of a meeting vote and may be described as such in any document. Action taken pursuant to this provision is effective when the last Trustee signs the consent unless the consent specifies a different effective date.

Section 2. Parliamentary Procedures. *Robert's Rules of Order*, in its most recent revised edition, shall guide the business of the Board of Trustees for all meetings to the extent that they are consistent with law and these By-laws. The Chairperson of the Board of Trustees shall rule on all disputed questions of procedure after, if he or she so desires, seeking the advice of the Governance and Compensation Committee.

Section 3. Faculty and Student Participation. Upon nomination by the Governance and Compensation Committee, the Board of Trustees may invite the duly elected President of the Graduate Student Government Association and/or the duly elected President of the Undergraduate Student Government Association to participate as non-voting delegates in such Board meetings and Committee meetings as the Board Chair authorizes from time to time. However, in no case may said delegates attend or otherwise participate in any Executive Session meeting of either the full Board of Trustees or any Committee upon which he may serve.

Upon nomination by the Governance and Compensation Committee, the Board of Trustees may invite up to two full-time tenured faculty members, who have been duly elected by the Faculty Assembly to participate as non-voting delegates in such Board meetings and Committee meetings as the Board Chair authorizes from time to time. However, in no case may said delegates attend or otherwise participate in any Executive Session meeting of either the full Board of Trustees or any Committee upon which he may serve.

Amended and adopted February 20, 2009

Appendix I-2
Clark Atlanta University
Policy on SACSCOC Substantive Change Policy and Procedures

Introduction

The federal government requires Clark Atlanta University's regional accrediting agency, the **Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)**, to monitor compliance with the substantive change policy and to approve any major changes. Under the U.S. Department of Education regulations (**34 CFR 602.22**), substantive change is defined as "a significant modification or expansion in the nature and scope of an accredited institution."

1. Policy

As a member institution, Clark Atlanta University is responsible for notifying SACSCOC of changes in accordance with the substantive change policy and, when required seek approval prior to the initiation of changes as a condition of its continued accreditation by the SACSCOC. Failure to follow this substantive change policy and its procedures may place the accreditation of the University in jeopardy. The SACSCOC may imposition of a sanction on the University; the University may lose its Title IV funding; or the U.S. Department of Education may require the University to reimburse money received for Unreported Substantive Changes.

Substantive changes occur at different levels and the University may address them in several ways based on SACSCOC reporting requirements. Examples of substantive changes may include, but are not limited to, establishing a new site at which students can earn 50% or more of the credits toward a CAU degree, or the first offering of joint program with another institution through which CAU credit may be earned. If a school, department or unit is considering one or more of the following changes, then the University must notify SACSCOC to obtain approval before implementing the change.

Program/Course Level Changes:

- a. Adding courses or programs of study at a different degree or credential level than currently approved
- b. Adding courses or programs that represent a significant departure from current practice, either in content or method of delivery (such as distance learning)
- c. Initiating certificate programs at new off-campus sites or which differ significantly from existing programs
- d. Initiating a collaborative academic arrangement, such as a joint or dual degree program with another institution
- e. Increasing the length of a program significantly
- f. Initiating degree completion programs
- g. Closing a program approved at an off-campus site, branch campus, or institution

School/Department Level Changes:

- a. Initiating an off-campus site (including Early College High School programs offered at a high school)
- b. Expanding program offerings at previously approved off-campus sites
- c. Initiating distance learning
- d. Initiating programs or courses offered through contractual agreement or consortium
- e. Entering into a contract with an entity not certified to participate in USDOE Title IV programs

Appendix I-2
Clark Atlanta University
Policy on SACSCOC Substantive Change Policy and Procedures (cont'd.)

Institutional Level Changes:

- a. Altering significantly the educational mission of the institution
- b. Initiating a branch campus
- c. Initiating a merger/consolidation with another institution
- d. Changing governance, ownership, control, or legal status of an institution
- e. Relocating a main or branch campus
- f. Moving an off-campus instructional site (serving the same geographical area)
- g. Changing from clock hours to credit hours
- h. Acquiring any program or site from another institution
- i. Adding a permanent location at a site where the institution is conducting a teach-out for students from another institution that is closing

2. Responsibilities for Substantive Change

Institutional Responsibility

Clark Atlanta University is responsible for compliance with the SACSCOC Substantive Change Policy as a condition of its continued accreditation.

Administrative Responsibility

The University President, Provost, Vice Presidents, Associate Vice Presidents, School Deans, Academic Department Chairs, and Program Coordinators have the fundamental responsibility to be aware of the substantive change policy; inform the University's SACS Accreditation Liaison at the earliest point regarding possible proposals that may be considered a substantive change; and provide the SACS Accreditation Liaison with any data, information, or prospectus necessary to comply with SACSCOC policy when requested. The University President, or his/her designee, is responsible for notifying the SACSCOC of any substantive changes and must review and sign all substantive change notification letters.

Every SACS member institution has an Accreditation Liaison, who reports directly to the University President and ensures compliance with accreditation requirements.

The current SACSCOC Liaison for Clark Atlanta University is:

Mr. Narendra H. Patel

Assistant Vice President

Office of Planning, Assessment and Institutional Research

(404) 880-8064

npatel@cau.edu

The SACS Accreditation Liaison is responsible for the following:

1. Providing the Provost and Vice President for Academic Affairs, School Deans, Department Chairs and other University administrators with information about the SACS substantive change policy, including annually maintaining the substantive change policy on the CAU website.
2. Ensuring that all such proposed changes comply with SACS regulations regarding substantive change; reviewing proposed changes in a timely fashion; assisting departments and other units in identifying the best way in which to meet the regulations; and for ensuring that the School Deans, Department Chairs and other University administrators meet their responsibilities with regard to substantive changes.

Appendix I-2
Clark Atlanta University
Policy on SACSCOC Substantive Change Policy and Procedures (cont'd.)

3. Notifying the Provost and Vice President for Academic Affairs, School Deans, Department Chairs, and other University administrators about any changes in the SACS policy on substantive change; ensuring of any actions that may qualify as substantive change and thus require compliance with this policy through University's Curriculum Committee attendance and periodic visits with school deans and other administrators SACS.

Please contact the University's SACS Accreditation Liaison with questions or requests for more information about any planned actions that will qualify as substantive changes and for the procedures to follow to obtain the necessary approvals prior to implementation of the proposed action. The SACS Substantive Change Policy on types of changes and the procedures for addressing them is found at: <http://www.sacscoc.org/pdf/081705/Substantive%20change%20policy.pdf>.

3. Procedures for Processing Substantive Change

A school, department or unit that is considering any possible substantive change or program modifications, including significant on-line program delivery or new degree programs, must discuss the required notification with the Provost/Vice President for Academic Affairs and the SACS Accreditation Liaison. Depending on the specific change, notification to SACS must be made between 3 and 6 months before the change is made. Most substantive changes require the preparation of a comprehensive prospectus and the majority of them require approval from SACS before implementation.

The SACS procedures for processing a substantive change vary in depth and length of time required depending on the specific nature of the substantive change initiated by the University. The school, department or unit must first determine the precise nature of the substantive change. Contact the SACS Accreditation Liaison in the Office of Planning, Assessment and Institutional Research (OPAR) early in the process for an unofficial determination of what category of change under which the proposal falls. Although only SACS can make an official determination of the category of a change, the SACS Accreditation Liaison will facilitate the process by assessing the change internally and coordinating all communication with SACS.

- a. The School Deans, Department Chairs, Program Coordinators, and other University administrators will inform the SACS Accreditation Liaison and the Provost/Vice President for Academic Affairs when discussing any changes that may constitute substantive in nature as described in this document.
- b. The SACS Accreditation Liaison and the Provost and Vice President for Academic Affairs will determine if the proposed change is one that falls under the definition of Substantive Change.
- c. With the assistance of the Office of Academic Affairs, the school, department or unit proposing the change will complete the prospectus required by SACS.
- d. The SACS Accreditation Liaison and the Provost and Vice President for Academic Affairs will review the prospectus by before transmission to SACS.
- e. The University President will send the prospectus and other required materials to SACS facilitated by the SACS Accreditation Liaison.

****SACS notification and/or approval cannot occur prior to securing all internal University approvals ****

Appendix I-2
Clark Atlanta University
Policy on SACSCOC Substantive Change Policy and Procedures (cont'd.)

4. Notification to SACSCOC Accreditation Liaison of Proposed Changes

If a change is substantive, the University must notify SACSCOC as much as 12 months in advance of implementing the change. The University must provide written notification of the change to the President of the Commission. Upon becoming aware of a proposed change that may be substantive, the University President, Provost and Vice President for Academic Affairs, Vice Presidents, Associate Vice Presidents, School Deans, or Department Chairs proposing the change should notify the SACSCOC Accreditation Liaison utilizing the SACSCOC Checklist.

Notification and/or Approval Process for Substantive Change

Step 1: Submit Notification of Changes to SACS – six (6) months prior to implementation (at least).

The department/unit initiating the change must draft a written “Notification Letter” detailing the change. The University President signs the letter. The SACS Accreditation Liaison will support this process.

Elements of a Notification Letter include:

- Approximately 1-2 pages depending on the nature of the change and in language understandable to an outside reader
- General statement of proposal (program, where, when)
- Degree (including how long in existence on the main campus)
- Location of site
- With Whom: Institution/University/Corporation
- When – When courses are scheduled to begin, length of degree
- Who - Targeted group, needs
- How it fits into University, school, department’s mission, vision, goals, and especially University academic themes
- Teaching Methodology: Face-to-face, Internet, video
- Percentage of curriculum - Classroom, internships, trips, guest speakers, etc., instructional language
- Student Enrollment: Numbers, cohorts or on-going
- Differences in admission and/or graduation requirements
- Faculty Qualifications – Roster for each individual teaching at site; must meet SACS standards
- Financial Resources
- Physical Resources
- Learning resources - Libraries, computers, computer networks
- Support Services – E.g., Admission, registration, advising, orientation
- Program Quality - Ways to monitor and ensure quality of courses, instruction and program as a whole: evaluation methods, instruments, who is responsible for implementation, how results will be used to make improvements

Step 2: Submit Substantive Change Prospectus – 3 months prior to implementation

- If the proposed change includes offering 50% or more of students’ credits toward a degree, it is advisable to submit the prospectus with the notification letter
- SACS requires use of their *Substantive Change Prospectus Template*
- OPAR provides support and background information for this process

Appendix I-2
Clark Atlanta University
Policy on SACSCOC Substantive Change Policy and Procedures (cont'd.)

Step 3: SACS Response – A number of responses from SACS are possible

- Accept notification letter and require no additional information
- Accept notification letter and require a Substantive Change Prospectus (template above)
- Accept Substantive Change Prospectus and require no additional information
- Accept Substantive Change Prospectus and require Substantive Change Visit

Late Notification of SACS Accreditation Liaison

If an existing program may constitute a substantive change without notification of the SACS Accreditation Liaison, the appropriate School Dean, Department Chair, or Program Coordinator has responsibility to notify the SACS Accreditation Liaison immediately. It is then the responsibility of the SACS Accreditation Liaison to notify SACS as provided in the SACSCOC Substantive Change Policy. When reviewing *all* program proposals, the Provost and Vice President for Academic Affairs, School Deans, Department Chairs, and other University administrators should consider the substantive change policy.

CHECKLIST FOR PROPOSALS INVOLVING A SUBSTANTIVE CHANGE

This change...	Yes	No
1. Involves the proposal of coursework or programs at a more advanced level than currently approved		
2. Expands current degree level (significant departure from current programs/no closely related counterpart exists among previously approved programs in the curriculum)		
3. Requires new faculty		
4. Involves courses of which at least 25% are new		
5. Requires new library or other learning resources		
6. Initiates a new branch campus		
7. Involves coursework at foreign sites		
8. Initiates off-campus sites where		
9. Students can obtain 50% or more credits toward program		
10. Students can obtain 25-49% or more credits toward program		
11. Initiates or expands distance learning 50% or more course credits obtained through distance learning 25-49% of course credits obtained through distance learning		
12. Involves a contractual agreement or consortium		
13. Changes the number of credit hours required for successful program completion		
14. Involves a change in governance, ownership/control or legal status		
15. Involves a merger with another program		
16. Significantly alters the length of a program		
17. Involves closing a program		

Proposed Program: _____
School(s): _____
Point-of-Contact: _____
Date: _____

Appendix J-2
Clark Atlanta University
Policy on Determining Credit Hours Awarded for Courses and Programs

I. Policy Statement:

For academic purposes, Clark Atlanta University uses Carnegie units to measure semester credit hours awarded to students for course work. Normally, universities award a ***Carnegie unit of credit*** to students for satisfactory completion of ***one (1) fifty (50)-minute session of classroom instruction for a minimum of three (3) hours of work per week for a semester of not less than fifteen (15) weeks.*** For example:

1. ***For lecture classes***, a semester credit hour consists of the equivalent of at least one (1) hour (50-minute period) per week of "seat time" ***in-class*** and two (2) hours per week of ***out-of-class*** student work for fifteen (15) weeks. Hence, a standard three (3) semester credit hour lecture class meets for at least forty-five (45) contact hours per semester, plus a minimum average of six (6) hours of activities outside of the classroom per week for fifteen (15) weeks.
2. ***For laboratory classes***, one (1) semester credit hour consists of the equivalent of a minimum of three (3) hours of laboratory work per week for fifteen (15) weeks.
3. ***For Individual instruction classes***, instructors should make adjustments so that the total number of hours of work required by students is equivalent to that of a traditional class that meets ***face-to-face***.
4. ***For classes offered in a shortened format***, the hours are prorated so the classes contain the same total number of hours as if the classes were scheduled for a full fifteen 15-week semester.
5. ***For graduate and professional students***, the required academic work normally will exceed three (3) hours per credit per week.

Ultimately, the responsibility for protecting the academic integrity of curricula, programs, and class schedules rests with the University's Provost and Vice President for Academic Affairs. The University may adjust its basic measure for awarding academic credit proportionately to reflect modified academic calendars and formats of study as long as it meets the aforementioned criteria. The University grants semester credit hours for formalized instruction in a variety of delivery modes, such as a lecture course, which also requires laboratory work and/or supervised independent study or field activities. Regardless of the mode of instructional delivery or class scheduling, the University will assign academic credit consistently across academic programs as well as for transfer credit among accredited institutions of higher education. In all cases, the student learning outcomes must be equivalent.

Appendix J-2
Clark Atlanta University
Policy on Determining Credit Hours Awarded for Courses and Programs (cont'd)

II. Review and Approval Process:

1. Course developers will ensure that the required quantity of student learning per credit is the equivalent to a minimum of forty-two (42) hours and a maximum of forty-five (45) hours of coursework over a fourteen to fifteen (14-15)-week semester through instructional activities that address and demonstrate student competencies in defined learning outcomes. These instructional activities should draw upon instructional practices approved by the Provost and Vice President for Academic Affairs.
2. University Governance Bodies (e.g., the University Curriculum Committee, Graduate Council, Academic Council, and University Senate) recommend to the Provost and Vice President for Academic Affairs and the President the appropriate semester credit hour definition and application according to the following guidelines:
 - a. The University's semester calendar will not violate any accreditation standards, federal guidelines, etc.;
 - b. The University's semester calendar will facilitate the educational attainment of the University including the process for the award of transfer credit; and
 - c. A semester credit hour will be consistent throughout all the academic programs of the University.

III. Policy Administration

1. For each academic term, the University Registrar and Associate Vice President for Academic Affairs will assist Deans, Department Chairs, and Program Coordinators to schedule classes in conformity to the University's semester credit hour policy.
2. Classes that meet for more than seventy-five (75) minutes consecutively will include a ten (10)-minute break for each seventy-five (75)-minute segment.
3. Prior to the beginning of student registration, the University Registrar will deliver an official Banner system report verifying that all proposed class schedules meet the University's semester credit hour policy to the Provost and Vice President for Academic Affairs for approval.
4. If proposed class schedules do **not** meet minimum time requirements, the Provost and Vice President for Academic Affairs will direct School Deans to coordinate with their Department Chairs and Program Coordinators to adjust class schedules to conform to the University's semester credit hour policy.

Appendix J-2

Clark Atlanta University

Policy on Determining Credit Hours Awarded for Courses and Programs (cont'd)

5. Periodically, the University Curriculum Committee, Academic Council, the Provost and Vice President for Academic Affairs, and University Senate review the semester credit hour policy as defined by Carnegie unit measure and forward recommendations to the President for approval.

The University Registrar posts the policy to the University website and includes the policy in the CAU Undergraduate and Graduate Catalogs.

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term

I. Background and Purpose

1. New federal regulations (34 CFR parts 600 and 668), with an effective date of July 1, 2011, require that institutions submit their definitions and related policies regarding credit hours to their accrediting agencies and receive an official, recorded certification from that agency that the definitions meet the new minimum definition of a credit hour: 34CFR 600.2
2. The purpose of this Policy is to define a semester credit hour and the length of a semester term at Clark Atlanta University in accordance with applicable federal, state, and regional regulations. The University recognizes that federal financial aid regulations already provide a definition and recommends using that established national guideline. Therefore, the University in its curricular review processes complies with the following US Department of Education Credit Hour definitions as adopted from the National Archives and Records Administration of 1985.

II. Introduction

For academic purposes, Clark Atlanta University uses **Carnegie Units** to measure semester credit hours awarded to students for course work. Normally, universities award a Carnegie unit of credit to students for satisfactory completion of one (1) fifty (50)-minute session of classroom instruction equal to a minimum of three (3) hours of work per week for a semester of not less than fifteen (15) weeks. For example:

1. **For lecture classes**, a semester credit hour consists of the equivalent of at least one (1) hour (50-minute period) per week of "seat time" in class and two (2) hours per week of out-of- class student work for fifteen (15) weeks. Hence, a standard three-semester credit hour lecture class meets for at least forty-five (45) contact hours per semester, plus a minimum average of six (6) hours of outside of the classroom activities per week for fifteen (15) weeks.
2. **For laboratory classes**, one (1) semester credit hour consists of the equivalent of a minimum of three hours of laboratory work per week for fifteen (15) weeks.
3. **For Individual instruction classes**, instructors should make adjustments so that the total number of hours of work required by students is equivalent to that of a traditional class that meets face-to-face.
4. **For classes offered in a shortened format**, the hours are prorated so the classes contain the same total number of hours as if the classes were scheduled for a full 15-week semester.
5. **For graduate and professional students**, the required academic work will normally exceed three (3) hours per credit per week.

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

III. Definitions

1. **Semester Credit Hour:** A semester credit hour is academic work related to course learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency reasonably approximating a minimum of one (1) clock-hour of classroom (*i.e.*, "**seat time**" *in-class*) or direct faculty instruction **plus a minimum** of two (2) clock-hours of **out-of-class** student work each week for an approximate fifteen (15) week semester. Alternatively, a semester credit hour is an equivalent amount of student work over an academic term of shorter or longer duration **or** at least an equivalent amount of work as required in paragraph (II) for other academic activities such as laboratory work, internships, practica, and studio work leading to the award of a semester credit hour.
2. **Clock-Hour:** A clock-hour is a period of time including the following:
 - a. A 50- to 60-minute class, lecture, or recitation in a sixty (60)-minute period **or**
 - b. A 50 to 60-minute faculty-supervised laboratory, field experience, or internship in a sixty (60)-minute period.
3. **Semester Length:** The length of a semester shall consist of a **minimum** of fourteen (14) calendar weeks and a **maximum** of sixteen (16) calendar weeks of instructional time. At the discretion of the University, breaks or holidays may be included within any semester as long as the University is in compliance with the criteria that defines a week of instructional time and is in compliance with the criteria for awarding semester credit hours. While awarding semester credit hours typically occurs for instruction delivered in accordance with an institution's standard semester calendar, semester credit hours may also be awarded for instruction that may not follow the University's standard semester calendar as long as the criteria for awarding such credit are met.

IV. Policy

In the interest of accurate academic measurement and cross-campus comparability, the following definitions and practices apply in controlling the relationship between contact and credit hours. These definitions constitute a formalization of current and historic policy in order to ensure consistency throughout the University. Courses may be composed of any combination of elements described, such as a lecture course, which also requires laboratory periods or a lecture course having an additional requirement for supervised independent study or field experience. The University will adjust this basic measure **proportionately** to reflect modified academic calendars and formats of study. The various modes of instructional delivery for which the University awards semester credit hours are as follows:

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

- A. **Lecture, Seminar, Quiz, Discussion, Recitation:** A semester credit hour is an academic unit earned for fifteen (15) fifty (50)-minute sessions of classroom instruction with a normal expectation of two (2) hours of outside study for each class session. Typically, a three (3)-semester credit hour course meets for three (3) fifty (50)-minute sessions per week for fifteen (15) weeks for a total of forty-five (45) sessions.
- B. **Supervised Group Activity (Laboratory, Field Trip, Practicum, Workshop, and Group Studio):** The University awards a semester credit hour for the equivalent of fifteen (15) periods of activity, where each activity period is one hundred and fifty (150) minutes or more in duration with little or no outside preparation expected. Alternatively, forty-five (45) fifty (50)-minute sessions of such activity would earn one semester credit hour. Where such activity involves substantial outside preparation by the student, the equivalent of fifteen (15) periods of one hundred (100) minutes duration each will earn one (1) semester credit hour.
- C. **Supervised Individual Activity (Independent Study, Individual Studio, and Tutorial):** One (1) semester credit hour for independent study (defined as study given initial guidance, criticism, and review and final evaluation of student performance by a faculty member) will be awarded for the equivalent of forty-five (45) fifty 50-minute sessions of student academic activity.
- D. **Internship, Student Teaching, Practicum:** If a student's academic activity is essentially full-time (as in student teaching), one (1) semester credit hour may be awarded for each week of work. At its discretion, the University may award semester credit hours for learning outside of the institution, which is an integral part of a program of study. Student training-related work will be credited as a concurrent portion of the design of an academic program, such as for an internship where one (1) semester credit hour will be awarded for each forty (40) to forty-five (45) clock-hour week of supervised academic activity that provides learning considered necessary to the program study.
- E. **Credit by Examination:** At its discretion, the University may award semester credit hours for mastery of learning outcomes demonstrated through credit by examination. When such credit by examination is allowed, it may be used to satisfy degree requirements or to reduce the total number of remaining hours required for a degree.
- F. **Variable Credit Courses:** When a course is undertaken for variable credit, the *exact* number of semester credit hours must be listed at the time of registration and cannot be changed during the semester.
- G. **Credit Regarding Audit Status:** Students may enroll in any given course for credit or for audit only if they have met the prerequisite(s) for that course. Students who enroll for audit attend classes but are not required to complete assignments and receive neither a final grade nor academic credit. Courses that are audited cannot be used to satisfy a prerequisite or co-requisite.

Appendix K-2

Clark Atlanta University

Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

H. **Short Sessions:** Semester credit hours may be earned in short sessions (e.g., summer sessions, inter-sessions, minimesters) proportionately to those earned for the same activity during a term of standard duration, normally at no more than one (1) semester credit hour per week of full-time study. Short session courses are prorated so that they include the same number of clock-hours as courses scheduled for a full semester. To maintain the integrity of the instructional program, care must be taken when scheduling short session courses so that there is adequate time for students to complete outside-of-class assignments or by arrangement laboratory assignments.

V. Appeal and Review

Academic departments and schools may present to the Provost and Vice President for Academic Affairs for interpretation and approval (on an individual basis) justification for reasonable departures from these policy provisions.

VI. Policy Statements – Calculations

1. **One "On-Campus Class" Credit** = a minimum of one (1) clock-hour of classroom **or** direct faculty instruction per week **and** two (2) clock hours of out-of-class student work each week.
2. **One Laboratory Credit** = a minimum of two (2) clock-hours of work per week in a laboratory under the supervision of a lab supervisor/instructor **and** an expectation of one (1) clock-hour of additional out-of-class student work each week.
3. **One Studio Credit** = a minimum of two (2) clock-hours of studio work each week under the direct supervision of an instructor and a minimum of one (1) clock-hour of individual studio work each week.
4. **One Music Ensemble Credit** = a minimum of one (1) clock-hour of supervised rehearsal each week and a minimum of two (2) clock-hours of individual student work each week.
5. **One Internship or Practicum Credit** = at least forty-five (45) clock-hours of supervised work in a field placement each semester.
6. **One Individualized (e.g. thesis, independent and applied music) Study Credit** = a minimum of three (3) clock-hours of direct instruction and/or individual student work each week.
7. **Lecture Classes:** A lecture class is one (1) clock-hour of in-class time and two (2) clock-hours of out-of-class student work per week. For a three (3)-semester credit hour course, students spend three (3) **in-class** clock-hours and six (6) **out-of-class** clock-hours student work per week during a fifteen (15)-week semester.

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

8. **Laboratory Classes:** For a laboratory class, students complete all clock-hours per week *in-class* with no *out-of-class* student work. Thus, one unit is three hours per week of laboratory time.

9. **By-Arrangement Laboratory Hours:** Where a course includes *by-arrangement* laboratory hours, these generally replace the clock-hours assigned to *out-of-class* student work because students are required to use supervised University facilities to complete their required assignments. For example, students may enroll in a three (3)-semester credit hour lecture course in computer science, which also requires students to complete two (2) clock-hours of work per week in the computer laboratory. Therefore, students are only required to complete four (4) clock-hours per week of *out-of-class* work.

Per Semester Credit Hours of Student Work					
In Class Hours	Out of Class Hours	Total Hours	14-Week Total Semester Credit Hours	15-Week Total Semester Credit Hours	16-Week Total Semester Credit Hours
1	2	3	42	45	48
2	4	6	84	90	96
3	6	9	126	135	144
4	8	12	168	180	192
5	10	15	210	225	240
6	12	18	252	270	288

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

Course Type	Unit Value	Lecture Hours Per		Lab Hours Per		By Arrangement Hours Per		Homework Hours Per	
		Week	Semester	Week	Semester	Week	Semester	Week	Semester
Lecture Only Courses Homework Required									
Lecture	1 Unit	1	15					2	30
Lecture	2 Units	2	30					4	60
Lecture	3 Units	3	45					6	90
Laboratory Only Courses No Homework Or Other Outside Work									
Laboratory	1 Unit	3	48						
Laboratory	0.5 Unit	1.5	24						
COURSES WITH BY-ARRANGEMENT LAB HOURS HOMEWORK REQUIRED TO MAKE UP THE DIFFERENCE									
Lecture (With by Arrangement)	1 Unit	1	15			2	30		
Lecture (With by Arrangement)	1 Unit	1	15			1	15	1	15
Laboratory (All by Arrangement)	1 Unit					3	48		
Lecture (With by Arrangement)	3 Units	3	45			2	30	4	60
Lecture	1.5 Units	1.5	23			2	30	1	15

Ultimately, the responsibility for protecting the academic integrity of curricula, programs, and class schedules rests with the University's Provost and Vice President for Academic Affairs. The University may adjust its basic measure for awarding academic credit proportionately to reflect modified academic calendars and formats of study as long as it meets the aforementioned criteria. The University awards semester credit hours for formalized instruction in a variety of delivery modes, such as a lecture course, which also requires laboratory work and/or supervised independent study or field activities. Regardless of the mode of instructional delivery or class scheduling, the University will assign academic credit consistently across academic programs as well as for transfer credit among accredited institutions of higher education. In all cases, the student learning outcomes must be equivalent.

VII. Policy Procedures

In determining the maximum semester credit hours assigned to a course, the following guidelines will apply:

Appendix K-2

Clark Atlanta University

Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

- A. CAU defines a semester credit hour as a reasonable approximation of the student learning outcome equivalency of a Carnegie Unit. Course developers will ensure that the required quantity of student learning *per credit* is the equivalent to a minimum of forty-two (42) hours and a maximum of forty-five (45) hours (14 weeks - 15 weeks) of coursework for the semester through instructional activities that address and demonstrate student competencies in defined learning outcomes. These instructional activities should draw upon instructional practices approved by the Provost and Vice President for Academic Affairs.
- B. Equivalencies for student learning outcomes reflect the clock-hours of effort for:
1. Time required of students to complete assigned learning activities, taking into account expectations based on degree level, discipline, and weight in students' final course grades;
 2. Time required of students to read and understand content developed by course faculty, excluding time required to read assignments in a course syllabus;
 3. Time required of course faculty to respond to student questions received via e-mail, posted in the online classroom, and/or discussed in the online class chat room; and
 4. Time required of course faculty and students to participate in online conference activities.

Faculty base evaluations of students' mastery of learning outcomes and award of final grades on the quality of the work that students submit and on documented qualitative and quantitative expectations but *not* on the time required to complete course requirements.

- C. University Governance Bodies (e.g., the University Curriculum Committee, Graduate Council, Academic Council, and University Senate) recommend to the Provost and Vice President for Academic Affairs and the President the appropriate semester credit hour definition and application according to the following guidelines:
- a. The University's semester calendar will not violate any accreditation standards, federal guidelines, etc.;
 - b. The University's semester calendar will facilitate the educational attainment of the University including the process for the award of transfer credit; and
 - c. A semester credit hour will be consistent throughout all the academic programs of the University.

University Governance Bodies may incorporate other considerations into their recommendations regarding course credit and assign fewer than the maximum allowable credits. Periodically, University Governance Bodies, the Provost and Vice President for Academic Affairs, and the University Senate review the **Semester Credit Hour Policy** and forward recommendations to the President for approval.

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

VIII. Administration of Class Schedules

- A. For each academic term, the University Registrar and Associate Vice President for Academic Affairs will assist Deans, Department Chairs, and Program Coordinators to schedule classes in conformity to the University's semester credit hour policy.
- B. Classes that meet for more than seventy-five (75) minutes consecutively will include a ten (10)-minute break for each seventy-five (75)-minute segment.
- C. Prior to the beginning of student registration, the University Registrar will deliver an official class schedule report via the Banner system to the Provost and Vice President for Academic Affairs for approval. The report verifies that all proposed class schedules meet the University's semester credit hour policy.
- D. If proposed class schedules do **not** meet minimum time requirements, the Provost and Vice President for Academic Affairs will direct School Deans to coordinate with their Department Chairs and Program Coordinators to adjust class schedules to conform to the University's semester credit hour policy.
- E. The University Registrar posts the policy to the University website and includes the policy in the CAU Undergraduate and Graduate Catalogs.

IX. Compliance

- 1. Approved by the University Curriculum Committee (2/28/12), Academic Council (3/12/12), University Senate (3/13/12), and the President (3/14/12)
- 2. Faculty, Department Chairs, School Deans, and Enrollment Management staff members are aware of this policy.

Appendix K-2
Clark Atlanta University
Policy on Definition of Semester Credit Hour and Length of Semester Term (cont'd)

X. Attachments

Academic Year	Semester Begin and End Dates	Days and Weeks	Semester Credit Hours
2011-2012	Aug 24-Nov 30, 2011	68 Days (14 Weeks)	
	Jan 11-May 2, 2012	74 Days (15 Weeks) + 5 Days for Spring Break	
2012-2013	Aug 22-Nov 28, 2012	68 days (14 Weeks)	
	Jan 16-May 1, 2013	69 Days (14 Weeks) + 5 Days for Spring Break	
2013-2014	Aug 21-Dec 4, 2013	73 Days (15 Weeks)	
	Jan 15-Apr 30, 2014	69 Days (14 Weeks) + 5 Days for Spring Break	

Appendix L-2

Clark Atlanta University Academic Advisement Policy

The faculty of Clark Atlanta University must pursue excellence in teaching, academic advisement, grantsmanship, engagement in research and scholarship or creative activities, service, and student recruitment and retention.

Academic Advising

The University is committed to effective academic advisement for all its students. The academic advising program is an essential component of the educational process, which strives to integrate students' personal and academic goals, address their cognitive and social development, and establish the relationship between education and life experiences. To progress satisfactorily through any degree program, each student should have ample and competent academic advisement.

The role of the academic advisor is to assist each student to clarify individual career goals, develop a suitable educational plan, select an appropriate course sequence, and assess progress toward attaining the established educational and career goals.

At the time of their initial enrollment and through their freshman and sophomore years and according to his/her declared major course of study, the Center for Academic and Student Success (CASS), Office of Academic Enrichment and Success (OAES) assigns an academic advisor to each student. The OAES also assigns academic advisors to students who have not declared their major course of study. During their junior and senior years, Department Chairs assign academic advisors to students in major courses of study and minor concentrations; approve changes in students' major courses of study and minor concentrations, and evaluate transfer students' academic transcripts and the distribution of transfer credits among the requirements of their academic programs.

Academic Advisement Regulations

Academic advisors will effectively advise students, who select major courses of study in their respective departments. Advisement includes advising students regarding required courses, class schedules, early/pre-registration, and other pertinent academic information. Faculty advisors must post and maintain office hours.

Students are expected to arrange regular conferences with their academic advisors according to the advisor's posted schedule. Conferences may also be scheduled with advisors through individual appointments. Mandatory conference(s) are required before registering for classes each semester and before completing the University's Application for Graduation.

Before making a final choice of courses, all students should consult with their academic advisor and, when in doubt, the instructor assigned to a specific course. Students should choose electives in support of their major courses of study and minor concentrations and in conjunction with their personal and professional interests. Electives in the junior and senior years should be at the 300 or 400 level. All 100 level courses should be completed by the end of the sophomore year.

Clark Atlanta University Faculty Handbook and Shared Governance Document

Each semester, it is the responsibility of Clark Atlanta University students to review their academic progress toward graduation with their academic advisors and to remain informed of curriculum changes and policies and procedures which may affect the successful completion of their University degrees.

Not later than the beginning of the second semester of their junior year, undergraduate students should make appointments with the University Registrar for degree audits and subsequent filings of graduation applications.

Transfer students with 90 transferred-in credits should make appointments with the University Registrar for degree audits and subsequent filings of graduation applications.

The University's Role in Academic Advisement

Each school and academic department will formulate its own plan to meet student advising needs and problems for their respective programs. Each academic Department and program will:

1. Acquire appropriate training for advisement;
2. Provide clear academic planning guides for students in their majors and minors that identify critical courses and continuation standards to enable students to make timely progress toward completion of their degrees;
3. Develop academic planning guides for advising transfer students that identify critical courses and continuation standards for timely progress toward their degrees; and
4. Ensure that its academic advisers are familiar with support services available to all Clark Atlanta University students.

For undergraduate students, the Office of Academic Enrichment and Success (OAES), a unit of the Center for Academic and Student Success (CASS), will:

1. Provide academic advisement for students until they choose a major course of study. *(Students must declare a major course of study not later than completing 45 credits);*
2. Systematically monitor students' satisfactory progress toward a degree; and
3. Identify students not making satisfactory progress toward a degree and provide special advising to those students and a Satisfactory Academic Progress Action Plan. A student not making adequate progress may be advised to change majors.

The Faculty's Role in Academic Advisement

Clark Atlanta University Faculty will:

1. Assist students to evaluate course options and plan timely progress toward achieving their educational goals;
2. Make available to all students information about academic policies and requirements;
3. Notify students of changes in policies, curricula, and/or academic standing in a timely fashion;
4. Guide students in developing effective decision-making skills;
5. Refer students to on-campus academic and other support services as appropriate; and
6. Provide life and career coaching support.

The Student's Role in Academic Advisement

Each Clark Atlanta University student is responsible for his/her own academic progress and must:

1. Assume responsibility for be familiar with the rules, regulations, and policies of the University as well as those requirements specific to his/her degree program;
2. Make timely contact with an academic adviser upon arrival to campus and continue to contact an adviser at least three times per semester: 1) During the early/pre-registration period; 2) at mid-term evaluation; and 3) during the designated advisement session prior to registration;
3. Contact an academic adviser immediately after being placed on academic warning or probation;
4. Notify the appropriate department chair, faculty advisor, and the Dean's office of any change in intended major or any problems he/she is experiencing with academic advisement.
5. Develop a Satisfactory Academic Progress (SAP) Plan in consultation with his/her academic advisor for returning to good academic standing status when placed on academic warning, probation, and when returning from an academic suspension.

Appendix M-2

Clark Atlanta University Student Attendance Policy

Class Attendance

It is Clark Atlanta University's policy that students prepare for and punctually attend all class meetings for courses in which they are enrolled unless officially excused. Schools, academic departments, and instructors of record are approved to establish more rigorous class attendance requirements for undergraduate and graduate students as documented in course syllabi.

I. **Mandatory Attendance at First Class Session and Consequences for Absences**

Student attendance at the first class is mandatory in all courses to confirm enrollment. The academic calendar can be found at www.cau.edu.

A. **Reason for the Policy**

Students are required to attend the first class session to receive instruction, syllabi, and important information about the course from the instructor. In addition, because students can register for and drop courses online, the list of registered students fluctuates. A student's presence at the first class session is required to clearly indicate the number of students, who are committed to taking the course. As a result, instructors and/or department chairs can then determine whether any students, who were not able to register for a closed course may take the place of students, who registered but did not attend the first class session.

B. **Policy Statement**

1. Unless they obtain prior approval from the instructor or Department Chair for an intended absence before the first class meeting, students ***must attend*** the first class meeting of every section of a course in which they are enrolled (including laboratories and recitation classes). Without such prior approval, a student may lose his or her seat in the class. Registration materials will alert students to the fact that they must attend the first session of a course including laboratories, recitations, lectures, or other official class meetings.
2. Instructors of record can be administratively withdraw students, who fail to attend the first day of class by contacting the University Registrar. Students must be officially dropped from any course for which they have enrolled and subsequently been denied enrollment. Faculty advisors denying course enrollment to students should notify the University Registrar to have those students removed from the class roster.
3. If a student wishes to remain in a course from which he or she has been absent the first day without prior approval, the student should contact the instructor as soon as possible. In this circumstance, instructors have the right to deny a student's admission to the class if other students have been admitted and the course is full. However, instructors should consider extenuating circumstances (e.g., weather, illness) that may have prevented a student from attending the first class session.

II. Regular Attendance at Classes and Makeup Work for Approved Absences

All matriculated students are expected to attend every session of their classes except when a legitimate absence prevents attendance. When illness necessitates absence from classes, students should report at once to the Student Health Services Center.

A. Faculty Responsibilities

1. Students are expected to attend all class meetings. In the event that a student must be absent for a class due to religious observances, illness, or family emergency, instructors may strongly encourage (though not require) that students complete additional assignments to make up for missed class participation. Unless the emergency or illness does not permit them to do so, students must provide advance notice of absences to their instructors. However, students are ***not*** excused from learning the materials presented or completing the assignments that were required during classes for which they were absent. Faculty may grade reduce grades of students, who are absent from class without an official University excuse.
2. Faculty members will report to the Department Chair the name of any students whose academic progress is impeded by their repeated class absences. The number of absences permitted in a given course is specified by the instructor. First-year students should exercise particular care that class absence do not negatively impact their academic progress.
3. Faculty members have discretion regarding their individual class attendance policies within these general parameters. Students are responsible for becoming familiar them with their instructors expectations and requirements for class attendance. Instructors must state class attendance and grading policies in their course syllabi.

B. Student Responsibilities

1. **Mandatory Class Attendance:** Class attendance is mandatory for all Clark Atlanta University students. Absences may result in lower grades.
2. **Unexcused Absences:** No student will be permitted unexcused absences from class. Unexcused absences may result in lower grades.
3. **Excused Absences:** Excused absences include those incurred by the student's participation in University or class sponsored activities. Examples of excused absences include band, choir, athletics, field trips, family emergencies, and significant illness. (Proof of family emergencies and illness are required for permission to make up missed assignments, tests, and other course requirements.
4. **Anticipated Absences:** Students are responsible for informing their instructors of any anticipated absences from class. Students who are ill are advised to report to the Student Health Services Center where their conditions can be documented and included among University approved absences.
5. **Verification of Attendance:** During each semester, the University Registrar requests faculty members to confirm student rosters by 1) directing students, whose names do not appear on their class rosters to Registrar's office in order to be officially enrolled into the course and 2) reporting names of students who appear on their rosters, but who have not reported to class. Students, who are reported as "Never Attended" will be dropped from the class roster.

Note: Per federal financial aid regulations, students, who do not attend any class meetings during the first ten [10] class days of the academic term will be dropped from those courses by the University Registrar.

*The Office of the Provost and Vice President for Academic Affairs does **not** issue excuses for student absences.*

Authority for Approving Class Absences

Reason For Absence	Designated Authority	Required Documentation
Emergencies (deaths, natural disasters)	VP for Student Affairs	Student Documentation as determined by Dean of Student Affairs
Jury Duty	Course Faculty	Jury Summons and Release Forms
Medical	Director, Student Health Center	Student documentation per Student Handbook
Military Duty	Dean for Student Affairs	Military Orders
Official Athletics Activities (e.g., athletes, cheerleaders, student assistants)	School Deans	Documentation (team roster) provided to School Deans by the Athletic Director
Official University Sponsored Activities (e.g., musical ensembles, SGA, forensics)	School Deans	Documentation (letter, roster, agenda, etc.) provided by Sponsoring Department to School Deans
Employment Interviews	Course Faculty	Prior permission of Faculty
University-Sanctioned Assemblies (e.g., convocations, lectures)	Course Faculty	University Schedule/Prior Permission of Faculty
Other	Dean, Student Affairs	Student Documentation as determined by Dean of Student Affairs

