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1. Basic Information

1.1. The Salkehatchie Area

The Salkehatchie region of South Carolina is defined by five counties (Allendale, Bamberg, Barnwell, Colleton, and Hampton) crossed by the Salkehatchie River. Local temperature averages 48°F in January and 81°F in July. Like most of South Carolina, the Salkehatchie area draws much of its business from tourism, particularly that associated with outdoor activities such as hunting, fishing, canoeing, and camping.

1.2. University Organization

The State of South Carolina has 13 public senior institutions of higher education, including its three research universities: the University of South Carolina (USC), Clemson University, and the Medical University of South Carolina (MUSC). The University of South Carolina has 8 campuses. In addition to the flagship campus in Columbia (established in 1801), three senior campuses offer instruction at Aiken, Beaufort, and Upstate (Spartanburg-Greenville region). Four regional campuses — Lancaster, Sumter, Salkehatchie, and Union — help USC cover the state.
The Salkehatchie campus was established in 1965. Despite being a separate line item in the state budget, the campus is administratively very close to the flagship campus. Salkehatchie is accredited as part of the Columbia campus by the Southern Association of Colleges and Schools. Of significance to faculty members are the facts that teaching assignments at Salkehatchie are subject to approval by department chairs in Columbia and that tenure decisions are subject to approval by the provost, university president, and the board of trustees.

The highest executive officer on the Salkehatchie campus is the Dean of the Campus, and the highest academic officer is the Associate Dean for Academic Affairs (or “academic dean”). There are four Divisions, each one with its chairperson: Arts and Languages, Science and Mathematics, Social Sciences, and Professional Studies. There are no disciplinary departments. Classes are offered at two locations — the West campus in Allendale and the East campus in Walterboro —, with about half of the student body attending classes at each location. Full-time faculty members typically teach at both locations.

Allendale county’s web site (http://www.allendalecounty.com) provides much information about the county and the city. A great deal of information about the city of Walterboro can be found on its web site (http://walterborosc.org).

1.3. Salkehatchie Contact Information

Here is information about location, hours of operation, and phone numbers for the two Salkehatchie campuses:

**West Campus**

Location: 465 James Brandt Boulevard in Allendale  
Postal Address: P.O. Box 617, Allendale, SC 29810  
Main Office Hours are Monday–Friday, 8:30 AM – 5:00 PM  
Phone: (803) 584-3446, Fax: (803) 584-5038  
Toll-free Number: (800) 922-5500  
*Evening Emergency Number: (803) 300-1127*

**East Campus**

Location: 807 Hampton Street in Walterboro  
Postal Address: P.O. Box 1337, Walterboro, SC 29488  
Main Office Hours are Monday–Friday, 8:30 AM – 5:00 PM  
Phone: (843) 549-6314, Fax: (843) 549-6007  
*Evening Emergency Number: (843) 635-3043*

Contact information for various Salkehatchie officers is listed on the next page, followed by maps of both campuses.
<table>
<thead>
<tr>
<th>Person</th>
<th>Campus</th>
<th>Building</th>
<th>Phone</th>
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<tr>
<td>DEAN OF THE CAMPUS</td>
<td>Allendale</td>
<td>SCB</td>
<td>Ext. 130</td>
<td><a href="mailto:anncar@mailbox.sc.edu">anncar@mailbox.sc.edu</a></td>
</tr>
<tr>
<td>Dr. Ann C. Carmichael</td>
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<tr>
<td>ADMINISTRATIVE ASSISTANT to the DEAN</td>
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<tr>
<td>Mrs. Elaine Lawrence</td>
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<tr>
<td>ASSOCIATE DEAN FOR ACADEMIC AFFAIRS (Academic Dean)</td>
<td>Allendale</td>
<td>OCB</td>
<td>Ext. 167</td>
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<tr>
<td>Dr. Roberto Refinetti</td>
<td>Allendale</td>
<td>OCB</td>
<td>Ext. 167</td>
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<tr>
<td>Walterboro</td>
<td>WAL</td>
<td>Ext. 323</td>
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<tr>
<td>ADMINISTRATIVE ASSISTANT to the FACULTY</td>
<td>Allendale</td>
<td>OCB</td>
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<td><a href="mailto:ssanders@mailbox.sc.edu">ssanders@mailbox.sc.edu</a></td>
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<tr>
<td>Mrs. Stephanie Sanders</td>
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<tr>
<td>ASSOCIATE DEAN FOR STUDENT SERVICES and DIRECTOR OF WALTERBORO CAMPUS</td>
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<td>OCB</td>
<td>Ext. 117</td>
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<tr>
<td>Walterboro</td>
<td>WAL</td>
<td>Ext. 300</td>
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<tr>
<td>ADMINISTRATIVE ASSISTANT to the DIRECTOR</td>
<td>Walterboro</td>
<td>WAL</td>
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<td><a href="mailto:ssmoak@mailbox.sc.edu">ssmoak@mailbox.sc.edu</a></td>
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<tr>
<td>Mrs. Sheila Smoak</td>
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<tr>
<td>DIRECTOR OF HUMAN RESOURCES</td>
<td>Allendale</td>
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<td>Ext. 102</td>
<td><a href="mailto:sandifea@mailbox.sc.edu">sandifea@mailbox.sc.edu</a></td>
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<tr>
<td>Dr. Andy Sandifer</td>
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<tr>
<td>DIRECTOR OF BUDGET AND FINANCE</td>
<td>Allendale</td>
<td>SCB</td>
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<tr>
<td>Mr. Mark Craig</td>
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<tr>
<td>DIRECTOR OF B.A. DEGREE in EDUCATION PROGRAM</td>
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<tr>
<td>Walterboro</td>
<td>WAL</td>
<td>Ext. 346</td>
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<tr>
<td>DIRECTOR OF B.S.N. DEGREE in NURSING PROGRAM</td>
<td>Allendale</td>
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<td>Walterboro</td>
<td>LSB</td>
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<tr>
<td>ADVISOR FOR B.A. DEGREE in LIBERAL STUDIES PROGRAM</td>
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<tr>
<td>Walterboro</td>
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<tr>
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<tr>
<td>Dr. Carolyn Banner</td>
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<td>Mr. Daniel Johnson</td>
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<tr>
<td>Mr. Edwin Merwin</td>
<td>Walterboro</td>
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<td>Ext. 327</td>
<td><a href="mailto:emerwin@mailbox.sc.edu">emerwin@mailbox.sc.edu</a></td>
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<tr>
<td>COMPUTER LAB MANAGERS</td>
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<td>Mr. Brian Martinez</td>
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</table>
1.4. Campus Map

**West Campus**  
(Allendale)

1. Art House  
2. Maintenance Building  
3. Faculty House  
4. Education Building  
5. Office Building  
6. Original Classroom Building  
7. Conference Center  
8. Student Services Building  
9. Leadership Institute Building  
10. Library (Learning Resources) Building  
11. Science/Administration Building  
12. Wellness Center

**East Campus**  
(Walterboro)

1. Main Building  
2. Research Center  
3. Library Building  
4. Science Building  
5. Gymnasium
1.5. Transportation

*Part-time Faculty*

Part-time faculty members are expected to provide their own transportation to work.

*Full-time Faculty*

Cars owned by the university are scheduled to transport faculty members from one campus to the other to teach classes or to perform other duties. In order to drive a state car, a person must be an employee of the university and must submit a copy of his/her driver’s license and driving record to the office of the director of budget and finance. Mileage of one’s private car can be reimbursed only if a state car is not available. Faculty members wishing to take students on field trips in the vicinity of the campus should contact the director of budget and finance for special arrangements. **Travel to conferences and other reimbursable expenses must be pre-approved by the academic dean and by the director of budget and finance.**

*Coaches*

Coaches should contact the athletics director to schedule the use of a car, shuttle, or bus.

*Parking on Campus*

Parking permits for private cars can be obtained free of charge from the director of human resources in Allendale or at the main office in Walterboro.

1.6. Academic Calendar

Each year, there are two main semesters and one or two summer terms. The Fall semester runs from mid-August to early-December. The Spring semester runs from mid-January to early-May. The academic calendar is posted on various sections of the university web site. A convenient posting is:

http://uscsalkehatchie.sc.edu/facstaff/docs/AcademicCalendar.doc

1.7. Faculty Meetings & Commencement

Faculty members are expected to attend formal faculty meetings. An adjunct faculty meeting is held before classes start in the fall. Full-time faculty meetings are held three or more times every semester.

Commencement is held in May, usually during the week of final exams (this unusual timing being necessary for scheduling reasons). Full-time faculty members are expected to attend the Commencement ceremony. Part-time faculty members are welcome but not required to attend. The attire for those officially participating in the ceremony is full academic regalia (of the university where the person obtained his/her highest degree).
2. Employment

2.1. Protocol

For discussion of contractual and financial matters related to employment, faculty members should contact the director of human resources. For all academic matters, faculty members should contact their division chairs and/or the academic dean.

A considerable amount of information concerning employment, including the amount of upcoming paychecks, can be accessed through VIP (Visual Information Processing) at https://vip.sc.edu.

2.2. Terms of Appointment

Faculty appointments at Salkehatchie are either for full-time positions or part-time positions. In a typical semester, part-time faculty members account for about 60% of the total faculty body and teach 40% of all classes. Full-time faculty members account for 40% of the total faculty body and teach 60% of the classes. About half of the full-time faculty is on tenure track.

Part-time Faculty

Letters of appointment for adjunct faculty are for a particular term, course, time, and location. This appointment may be cancelled due to insufficient course enrollment or by the need to fill the course with a full-time faculty member. In some cases, cancellation may occur shortly before a course is scheduled to begin.

Full-time Faculty

Full-time faculty members are expected to teach 8 courses each year (or, more accurately, 24 credit hours per year), approximately half in the fall semester and half in the spring semester (but see section 3.2. below). Overloads (at a lower pay rate) are often available and must be negotiated before each semester. Summer courses, when available, are paid at the rate of 7.5% of the 9-month salary (with a limit of two courses per summer, after which overload rates apply). Service to the campus, the larger university, the profession, and the community is also expected of all full-time faculty members.

Tenure-track Faculty

Tenure-track faculty members are expected to do everything that a non-tenure-track full-time faculty member does and additionally to engage in productive scholarship. Although continuation of employment is contingent on satisfactory performance evaluated annually during a probationary period, tenure-track faculty members eventually attain a level of job security (and academic prestige) not attainable by non-tenure-track faculty members.
As detailed in the Faculty Manual, tenure-track faculty members must undergo a “third-year review”, which is essentially a rehearsal for the “real thing” three years later. Except if exceptional reasons justify an early request, tenure-track faculty members are expected to submit a tenure request at the beginning of their 6th year at USC Salkehatchie — and they are reminded to do so by the academic dean. A decision about the award of tenure is made by the end of the year. A faculty member who does not receive tenure by the end of the 6th year is allowed to stay for one more year while he/she seeks employment elsewhere.

The Faculty Welfare Committee of the Regional Campuses Faculty Senate organizes a workshop on tenure and promotion in May every year. Tenure-track faculty members are strongly encouraged to attend the workshop at the end of their first year and again closer to their application for tenure. The exact date and location of the workshop is announced during the spring semester.

2.3. Salary Payments

Salaries are paid on the fifteenth and last day of each month of the term of employment. The term of employment is usually an academic semester for part-time faculty members and an academic year (9 months) for full-time faculty members. Full-time faculty members may elect to receive their 9-month salary over 12 months.

Each part-time faculty member has the option of picking up his/her check in Allendale or Walterboro on the 15th and last banking day of the month, authorizing the Dean's Office to mail the check to a designated address, or electing to establish direct deposit. Full-time faculty members can be paid only by direct deposit.

2.4. Benefits

Full-time faculty members are eligible for several benefits, including subsidized health insurance. New faculty members should contact the director of human resources (see page 3). Once set up, one’s benefits profile can be inspected in VIP (Visual Information Processing) at https://vip.sc.edu.

2.5. Electronic Resources

A variety of services is available electronically to faculty members, although not all services are available to part-time faculty members. To request access to resources that are not immediately available, faculty members should contact the academic dean (see page 3).

Desktop Computer

Every new full-time faculty member is assigned an office with a desktop computer with Internet access. Part-time faculty members have access to a shared office.
Electronic Mail

A university e-mail account is established for every new full-time faculty member. E-mail programs are available on all campus computers. For off-campus access to the university e-mail account, go to http://web.mail.sc.edu.

Salkehatchie Web Site

Several faculty resources are available on the Salkehatchie web site at http://uscsalkehatchie.sc.edu/facstaff/resources.html.

Every new faculty member (part-time or full-time) is added to the faculty directory at http://uscsalkehatchie.sc.edu/facstaff/faculty.html. Anyone who is overlooked should contact the academic dean.

Full-time faculty members should also be listed in the university-wide directory searchable at http://www.sc.edu/phonebook. If needed, the directory entry can be corrected through VIP (see below).

Academic Bulletin

The USC Salkehatchie Bulletin is available online. It can be accessed at http://www.sc.edu/bulletin/Salkehatchie. The Bulletin contains policies, schedules, course catalogs, and much more.

Schedule of Classes

A schedule of classes by campus (Allendale or Walterboro) is available each semester on the Salkehatchie web site (http://uscsalkehatchie.sc.edu). It includes non-Salkehatchie courses available on the Salkehatchie campus (which is very helpful to students and faculty advisers).

A full schedule of classes (including classes taught off-campus by Salkehatchie faculty) is available on the USC Columbia Registrar’s web site at http://registrar.sc.edu/html/Course_Listings. (This site does not include non-Salkehatchie classes taught at Salkehatchie.)

VIP (Visual Information Processing)

All faculty members use VIP (https://vip.sc.edu) to enter course grades at the end of the semester. VIP also provides information about course rolls, paychecks, benefits, and other professional and personal matter.

Blackboard

Blackboard is available at http://blackboard.sc.edu. Blackboard is a user-friendly suite of computer programs that assists faculty members in creating course syllabi, administering tests and exams, keeping a grade book, setting up discussion boards, and various other tasks.

Faculty Manual

The Regional Campuses Faculty Manual is the official document that lays down the rules governing your employment at USC Salkehatchie. It can be accessed at http://rc.sc.edu/RCFaculty/manual.html.
Faculty Senate

The Regional Campuses Faculty Senate is the voice of the regional campuses faculty in Columbia. New tenure-track faculty members are encouraged to volunteer to be elected for the senate, as they may make valuable contacts there with people who will later evaluate their tenure files. Information about the senate is available at http://rc.sc.edu/RCFS.

USC Library

Many databases (some including full-text journal articles) are available from campus computers through the Salkehatchie library web page at http://uscsalkehatchie.sc.edu/library/databases.html. Many items not available through the Salkehatchie library can be obtained by inter-library loans requested electronically from on-campus as well as off-campus computers at http://uscsalkehatchie.sc.edu/library/ill.html. Tenure-track faculty members requesting material pertinent to their scholarly activities are not charged for interlibrary-loans.

2.6. Annual Evaluation

All active faculty members are evaluated annually. This is a requirement for re-accreditation, and non-compliance can endanger not only the Salkehatchie campus but also the flagship campus in Columbia. Thus, lack of cooperation from faculty members cannot be tolerated.

Part-time faculty members (adjunct and administrative instructor) are evaluated annually by the academic dean, who examines syllabi, student evaluations, and class visitation reports. (Each part-time faculty member must be visited in the classroom by a peer designated or approved by the academic dean once every three years.)

Full-time faculty members (tenure-track and instructor) are evaluated annually by the academic dean (with the assistance of the division chairs) according to the criteria for tenure and promotion, including the requirement of at least one class visitation every 6 years. The criteria for tenure and promotion are teaching effectiveness, scholarship, and service. These criteria are detailed in the Faculty Manual and summarized in the Annual Faculty Evaluation form that can be found at http://uscsalkehatchie.sc.edu/facstaff/resources.html. Every full-time faculty member must complete and submit the evaluation form by the first Friday of March. (See more about criteria for tenure and promotion in sections 3.1, 4.1, and 5.1 below.)
3. Teaching

3.1. Expectations

The *Faculty Manual* defines teaching effectiveness as “the amount of progress students make on teacher defined goals consistent with professional standards in that discipline”. All faculty members (except librarians) are expected to demonstrate teaching effectiveness. Teaching effectiveness can be measured in many ways, including the quality of course design, student learning, knowledge, communication ability, instructional improvement, and personal characteristics (see the *Annual Faculty Evaluation form for more details*).

At a minimum, faculty members are expected to prepare a syllabus for each course, to meet all scheduled classes for the hours assigned, to administer course evaluations at the end of the semester, and to enter the final grades through VIP. **If this is your first semester, make sure to register in VIP early!**

Faculty members who know in advance of a conflict with a scheduled class session are responsible for notifying the class of the upcoming absence and scheduling some type of academic exercise in lieu of class so that students observe a continuous academic experience. Any deviation from the schedule of classes should be reported to the academic dean.

Regarding the hours assigned to a course, notice that a 30-minute break is included in the scheduling of 3-hour lecture classes (that is, the required duration of the class is 150 minutes, not 180 minutes).

3.2. Teaching Load

As of fall 2008, the normal teaching load for tenure-track, research-active faculty in the USC regional campuses (including Salkehatchie) has been 21 credit hours per year (typically, four 3-hour classes in the fall and three 3-hour classes in the spring). It is expected that the teaching load will be reduced to 18 credit hours per year in the fall 2014 semester.

3.3. Syllabus

Every course must have a syllabus. Syllabi should be distributed and discussed at the first class meeting. A copy of each syllabus must be sent (preferably as an e-mail attachment) to the academic dean during the first week of classes each semester. Separate sections of the same course are considered to be separate courses and must have separate syllabi (even if the contents are identical).
Full-time faculty members must submit also a completed class/office schedule form or equivalent. A blank form can be downloaded from the faculty resources page ([http://uscsalkehatchie.sc.edu/facstaff/resources.html](http://uscsalkehatchie.sc.edu/facstaff/resources.html)).

Faculty members are free to prepare their syllabi as they consider appropriate, except that the inclusion of some items is mandatory. Generally, syllabi should contain the following information:

- Course title, course number (including section number), location, and meeting time
- Faculty member’s name, office location, office hours, telephone numbers, and e-mail address (for part-time faculty members, a work or home phone is acceptable, and office hours may be scheduled as half hour before and half hour after the class, or other convenient arrangement)
- Catalog description and expected learning outcomes of the course (mandatory)
- Course pre-requisites (if any)
- Textbooks — required and recommended — and required software, laboratory supplies, etc. Faculty members are free to choose the textbooks to be used in their courses but are encouraged to consult the bookstore in the Columbia campus (or other large university) to determine the range of textbooks used by other faculty members in the same discipline
- Attendance policy (consistent with the university’s policy: “Absence from more than 10 percent of the scheduled class sessions, whether excused or unexcused, is excessive, and the instructor may choose to exact a grade penalty for such absences”)
- Daily (where applicable) course topic schedule and corresponding textbook pages or chapters
- Daily laboratory topic schedule, if applicable
- Number and dates of exams, laboratory exercises, papers, etc.
- Disclosure of expected types of exams (essay, true or false, etc.)
- Grading policy (clear statements of points or percentage contributions of each exam, lab exercise, term paper, presentation, class participation, graded project, etc. to the final grade) and grade scale ([see section 3.6](#))
- Policy on unannounced quizzes and how they are graded
- Expectations on class participation and how it is graded
- Comments on expected academic honesty and forms of punishment (*Note*: in December 2006, the Salkehatchie faculty organization voted to *require* the inclusion of this statement: “All documented cases of plagiarism will be reported to the academic dean’s office. A second offense, in any class, may result in action by the academic affairs council to seek the student’s expulsion from the university.”)
- ADA statement (not required): “No qualified person shall, because of his or her disability, be denied access to, participation in, or the benefits of any program or activity operated by the University of South Carolina. Students
having questions about accessibility or requesting reasonable accommodations should contact Student Services.”

- Equal Opportunity statement (not required): “The University of South Carolina is committed to the policy and practice of affirmative action and equal opportunity in education and employment for all qualified persons regardless of race, color, religion, sex, national origin, age, disability, or veteran status.”

3.4. Class Schedules

Class schedules for each semester are posted several weeks (sometimes several months) before the beginning of the semester. As previously noted in section 2.5 above, a schedule of classes by campus (Allendale or Walterboro) is posted on the Salkehatchie web site (http://uscsalkehatchie.sc.edu). It includes non-Salkehatchie courses available on the Salkehatchie campus. A full schedule of classes (including classes taught off-campus by Salkehatchie faculty but not including non-Salkehatchie classes taught at Salkehatchie) is posted on the USC Columbia Registrar’s web site at http://registrar.sc.edu/html/Course_Listings.

Although not all requests can be granted, faculty members are welcome to request course assignments before the schedule of classes is completed. Full-time faculty members are regularly consulted before the schedules are finalized.

3.5. Class Rolls

The average class size at Salkehatchie is 19 students. Introductory-level classes usually have higher enrollment (but never above 30 without the consent of the person teaching the class), whereas upper level classes have lower enrollment. Class rolls are available on VIP (https://vip.sc.edu) as soon as registration starts and are updated until the end of the add/drop period (see Academic Calendar in section 1.5).

3.6. Textbooks

Faculty members are contacted by the bookstore manager at the end of each semester to determine textbook needs for the following semester. While the bookstore will place orders for books to be sold to students, faculty members should order personal desk copies directly from the publisher. Most publishers provide complimentary review copies of textbooks.

3.7. Course Evaluations

It is the university’s policy to require every course with 5 or more students to be evaluated by the students at the end of the semester. Salkehatchie has a standard questionnaire with 16 questions that must be administered during the last month of the semester. The results become available to the faculty after the grades are submitted to the registrar. Faculty members can expect to receive a copy of the results before they leave for the summer or winter breaks.
The evaluations are conducted electronically in computers on campus. A month before the end of classes, each faculty member receives an envelope containing instructions for conducting the evaluations and evaluation tickets (one set of tickets for each class taught). The tickets contain numerical codes that are necessary for student access to evaluations of that course. All evaluations must be completed by the last day of classes.

3.8. Testing and Grades

A critical responsibility of course instruction is the evaluation of student progress. The test style, the number of tests given, and the timing (with the exception of final exams) are at the discretion of the faculty member, but must be noted in the syllabus. Testing should conform to the stated objectives of the class. Graded exams, papers, etc., are to be returned to students in a timely manner for inspection and discussion. After inspection and discussion, graded exams should be retained by the faculty member for a period of five years. Other graded material may be stored, returned to students, or discarded at the faculty member’s discretion.

Final exams must be administered during the week of final exams according to a schedule posted on the Salkehatchie web site. The exam schedule can be found at the end of the schedule of classes (accessible from http://uscsalkehatchie.sc.edu/).

USC’s Academic Regulations state that 1) no final exam may be held outside of the scheduled time without authorization from the academic dean, and 2) no quiz, test, or exam may be given during the last week of classes. Students who have conflicting exam times and need help should contact the academic dean.

The grading scale to be used in a course must be included in the course syllabus. There is no absolute rule to convert numerical grades into letter grades (which are required by the university’s registrar). One could, in principle, revert the letter-to-number rule used by the registrar for the computation of GPA, but this would result in a very unusual scale, as follows:

<table>
<thead>
<tr>
<th>Letter</th>
<th>GPA</th>
<th>Numerical</th>
<th>Letter</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>94-100</td>
<td>A</td>
</tr>
<tr>
<td>B+</td>
<td>3.5</td>
<td>81-93</td>
<td>B+</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>69-80</td>
<td>B</td>
</tr>
<tr>
<td>C+</td>
<td>2.5</td>
<td>56-68</td>
<td>C+</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
<td>44-55</td>
<td>C</td>
</tr>
<tr>
<td>D+</td>
<td>1.5</td>
<td>31-43</td>
<td>D+</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
<td>19-30</td>
<td>D</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
<td>0-18</td>
<td>F</td>
</tr>
</tbody>
</table>

Grade Scale Based on GPA (not recommended)
A possibility more commonly adopted is to use the grade scale employed by high-schools in South Carolina. The scale (which does not assign + or – to letter grades but can be adapted to do so) is as follows:

### Grade Scale Based on High School Scale
*(not our official scale)*

<table>
<thead>
<tr>
<th>Numerical</th>
<th>Letter</th>
</tr>
</thead>
<tbody>
<tr>
<td>93-100</td>
<td>A</td>
</tr>
<tr>
<td>85-92</td>
<td>B</td>
</tr>
<tr>
<td>77-84</td>
<td>C</td>
</tr>
<tr>
<td>70-76</td>
<td>D</td>
</tr>
<tr>
<td>0-69</td>
<td>F</td>
</tr>
</tbody>
</table>

Many other scales are equally acceptable, as is “grading on the curve” (that is, assigning grades based on their relative position in the overall distribution of grades for the course). The dangers of grading on the curve include the discrete nature of score distributions for small populations and the risk of unintentional abandonment of minimal standards of the discipline. In case of doubt, faculty members should seek advice from the academic dean. For reference purposes, grades at USC Salkehatchie are historically distributed as 25% A’s, 20% B’s, 20% C’s, 10% D’s, and 20% F’s. In upper level courses, there is usually a higher percentage of A’s and B’s than in lower level courses.

At the end of the semester, shortly after the final exams, all faculty members must enter their course grades through VIP ([https://vip.sc.edu](https://vip.sc.edu)). The grading scale may include +’s but not –’s (that is, *the available grades are A, B+, B, C+, C, D+, D, and F*). A student who stopped attending the course during the semester and did not attain a passing grade should receive an F. Under special circumstances, it is possible to assign an I (Incomplete), which can be changed to an actual grade later if the student completes the work within 12 months. The registrar’s office does not like Incompletes, so they should be used very sparingly.

**Privacy Note:** A student 18 years old or older is an adult. If the student does not give you written permission to disclose his/her grades, you may not discuss the grades with anyone outside the university (including the parents who pay the tuition), except to the extent that FERPA authorizes disclosure without consent.

### 3.9. Disruptive Behavior

If a faculty member encounters disruptive behavior from students in his/her class, he/she should notify the students that their behavior is disruptive and should try to negotiate a solution. If the faculty member is unable to reach a
resolution to his or her satisfaction, he/she should ask either the dean of students or the academic dean for assistance.

3.10. Institutional Support

Classrooms

Each campus has two “smart classrooms” with computerized audio-visual equipment suitable for distance-education courses. Several additional classrooms on each campus contain a permanent computer and projector suitable for PowerPoint presentations and exhibition of DVD material. Faculty members interested in using these classrooms regularly should contact the academic dean well in advance of the beginning of each semester.

Each campus also has a “smart cart” with a laptop computer and projector that can be checked out and moved to an ordinary classroom. The audio-visual center, located in the Learning Resources Building in Allendale, contains a variety of media equipment for faculty use. The library in Walterboro also contains a limited amount of audio-visual equipment.

Typing and Copying

Faculty members (full-time as well as part-time) may ask the administrative assistant to the faculty (see page 3) to type and/or copy class-related materials, although every faculty member with access to a computer is encouraged to do his/her own typing.

In Allendale, photocopying machines are located in the office of the administrative assistant to the faculty in OCB, in the mailroom at SCB, in the Faculty House, and in the library (LRB). In Walterboro, copying equipment is located in the main office and in the library.

Library Services

Material on reserve: Faculty members wishing to place material on reserve at the library should provide the librarian in Allendale or Walterboro with a list of books, the course syllabus, and the desired circulation period (library use, overnight, weekend, etc.) at least three days before making the assignment to students.

Electronic resources: see section 2.5 above.
4. Scholarship

4.1. Expectations

The Faculty Manual specifies that “scholarship is a function of one’s field of academic expertise and includes the body of activities associated with the development, dissemination, and application of knowledge.” All full-time faculty members (but not part-time members) are evaluated on scholarship accomplishments — and tenure-track members are expected to demonstrate greater accomplishments in research and “productive scholarship”. Scholarship in a broad sense includes professional growth, application of knowledge, research and productive scholarship, and evaluation of scholarship (see the Annual Faculty Evaluation form for more details).

Although receiving state or federal research grants is not a requirement for tenure in the regional campuses, it is a staple of scholarship and can strengthen a tenure file considerably. Publications in peer-reviewed journals are also highly valued. Although prolific publication is not expected, a total lack of publications is very likely to lead to failure to obtain tenure.

4.2. Internal Support

There are several mechanisms to support research and productive scholarship by tenure-track faculty members at Salkehatchie. They are briefly described below. The academic dean may be consulted for more details.

Division Funds

Limited funds (no more than about $1,000 per faculty member per year) can be obtained from the Division budgets. These funds are often used to defray the costs of attending a professional conference.

Faculty Development Funds

More substantial funds are available for research-related activities (including purchase of equipment) or for attendance to a second conference in the same year. Requests may be submitted any time of the year using the form found at http://uscsalkehatchie.sc.edu/facstaff/docs/FundsRequest.doc.

Teaching Load Reduction

A limited reduction in teaching load is available to facilitate a faculty member’s involvement in productive scholarship. A reduction of one course per semester for a maximum of two semesters within a four-year period may be requested. Requests will be granted depending on the number and quality of requests received and will be contingent on the presentation of a summary of activities at the end of the award period. If granted, this reduction is in addition to the standard reduction initiated in the fall 2008 semester.
\textit{USC Library Online}

Many databases (some including full-text journal articles) are available from campus computers through the Salkehatchie library web page at \url{http://uscsalkehatchie.sc.edu/library/databases.html}. Many items not available through the Salkehatchie library can be obtained by interlibrary loans requested electronically from on-campus as well as off-campus computers at \url{http://uscsalkehatchie.sc.edu/library/ill.html}. Tenure-track faculty members requesting material pertinent to their scholarly activities are not charged for interlibrary loans that require access to libraries outside (or inside) the USC system.

\textit{Salkehatchie Grants Writer}

The director of enrollment management (see page 3) is also an experienced grants writer who can assist faculty members in locating grant opportunities and preparing proposals.

\textit{USC’s Sponsored Awards Management}

The Office of Sponsored Awards Management in Columbia provides assistance in locating grant opportunities and submitting proposals. For more information, visit \url{http://sam.research.sc.edu}.

A web site with multiple links concerning the various stages of grant seeking and management at USC is located at:

\url{http://www.sc.edu/researchdev/investigator_toolbox.shtml}

\textit{USC’s Promising Investigator Research Award (PIRA) Program}

This program provides competitive, university-wide research grants. There are three types of grants:

Category I grants are considered “seed” monies and are awarded to faculty with the stated objective of enhancing the competitiveness of a subsequent submission for external funding. Priority is given to new researchers and those researchers with a new field of study and/or projects that represent proof-of-concept or require preliminary data.

Category II grants support the general development, expansion, or enhancement of faculty research and creative activity. These funds are focused on research contributions that increase academic, intellectual, and scholarly activity.

Category III funds support the creative and performing arts. Support may include costs associated with creating an exhibit, a performance, a musical work, etc.

For more information, visit \url{http://www.sc.edu/researchdev/pira.shtml}. 
USC’s IACUC and IRB

All research involving vertebrate animals must be pre-approved by the Institutional Animal Care and Use Committee (IACUC) in Columbia. For forms and more information, visit http://uscm.med.sc.edu/ARF/iacuc.html.

All research involving human subjects must be pre-approved (or exempted of approval) by the Institutional Review Board (IRB). For forms and more information, visit http://www.orc.research.sc.edu/irb.html.

4.3. External Support

Grants in support of productive scholarship are available competitively from a large number of federal, state, and local funding agencies as well as from private foundations. The largest funding agency for basic scientific research is the National Science Foundation (http://www.nsf.gov). The largest funding agency for biomedical research is the conglomerate known as the National Institutes of Health (http://www.nih.gov). The main funding agencies for the arts and humanities are the National Endowment for the Arts (http://www.nea.gov) and the National Endowment for the Humanities (http://www.neh.gov).

The staff at the Office of Sponsored Awards Management on the Columbia campus (http://sam.research.sc.edu) can help faculty members locate appropriate sources of funding.
5. Service

5.1. Expectations

The Faculty Manual specifies that “service is comprised of activities that enhance the relationship between the university and the region, the state, the nation, or the world”. All full-time faculty members (but not part-time members) are evaluated on their service performance. Service predicated on one’s education and professional experience is favored but other forms of service may be included. There are four major types of service: community service, campus service, greater university service, and service to the profession (see the Annual Faculty Evaluation form for more details).

Although service is the least important of the three criteria for tenure, it is not superfluous. A candidate with mediocre record in teaching and scholarship may well fail to obtain tenure because of poor service.

5.2. Opportunities

Opportunities for community service related to one’s education and professional experience are limited but not absent in the Salkehatchie area. In particular, the Leadership Institute and the Salkehatchie Health Collaborative, both associated with USC Salkehatchie, provide excellent opportunities for involvement in the community.

Opportunities for campus service include student advising, faculty committees, and sponsorship of student associations, whereas opportunities for greater university service include participation in the faculty senate and in ad hoc university-wide committees. All full-time faculty members are expected to attend the meetings of the USC Salkehatchie faculty organization. They are also expected to attend Convocation and Commencement (see section 1.7).

Opportunities for service to the profession include elective office in professional organizations, journal editorship and/or manuscript reviewing, and consulting services to businesses or courts of law.
6. Checklist

Although faculty members have many duties that are not included in this list, the ones that are included are the very essential ones.

<table>
<thead>
<tr>
<th>When</th>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>Send textbook orders to Bookstore</td>
</tr>
<tr>
<td>August</td>
<td>Attend faculty meeting(s)</td>
</tr>
<tr>
<td></td>
<td>Start Fall classes</td>
</tr>
<tr>
<td></td>
<td>Submit syllabus and class/office info to academic dean</td>
</tr>
<tr>
<td>December</td>
<td>Administer student course evaluations</td>
</tr>
<tr>
<td></td>
<td>Administer final exams during exam week</td>
</tr>
<tr>
<td></td>
<td>Submit grades through VIP</td>
</tr>
<tr>
<td>January</td>
<td>Start Spring classes</td>
</tr>
<tr>
<td></td>
<td>Submit syllabus and class/office info to academic dean</td>
</tr>
<tr>
<td></td>
<td>Make arrangements for class visitation [not every year]</td>
</tr>
<tr>
<td>March</td>
<td>Submit self-evaluation file to academic dean [full-time faculty]</td>
</tr>
<tr>
<td>April</td>
<td>Administer student course evaluations</td>
</tr>
<tr>
<td>May</td>
<td>Administer final exams during exam week</td>
</tr>
<tr>
<td></td>
<td>Submit grades through VIP</td>
</tr>
<tr>
<td></td>
<td>Attend graduation [only full-time faculty required]</td>
</tr>
</tbody>
</table>