

development of both individual faculty members and the faculty as a collective community.

As soon as practical after appointment, a new faculty member will be provided information regarding the mission of the College, the Strategic Plan and annual goal of Academic Affairs and the faculty member's department, and the profile and expected learning outcomes for the College's student body. The Division Dean, Department Chair and the new faculty member begin immediately the process of developing and assessing a professional partnership between the faculty member and the College.

If a faculty member is to proceed successfully through evaluations for reappointment, promotion and/or tenure, it is essential that this professional partnership develop and flourish. As the faculty member's service at the college accumulates, he/she will be required to demonstrate increasing and broadening professional competence in furthering the mission and achieving the goals of the College. The tenure-track faculty must develop and articulate teaching styles, define and focus professional interests, and seek to shape their academic achievements within the criteria defined below.

It is particularly important that a faculty member seeking tenure have established a well-defined commitment to the goals and purposes of the College. This commitment must show evidence of evolving through a continuing process which will sustain professional excellence. The division plan, the department plan and individual Professional Development Plan comprise the goals and objectives in the strategic plan which is the umbrella document for the institutional effectiveness plan.

Summative evaluations of tenured and tenure-track faculty members are conducted for the purposes of making reappointment, promotion, and tenure decisions, and providing detailed periodic reviews of performance following the award of tenure.

b) Evaluation Criteria

Faculty members are evaluated according to five criteria: (1) effectiveness in teaching, (2) research and other creative scholarly activities, (3) service to relevant professional disciplines and the Tougaloo College community, (4) effectiveness in student advising, and (5) commitment to continuing professional growth in accordance with the educational and programmatic needs of the College.

Each division will develop its own guidelines for the preparation of Professional Development Plans (see next section).

c) General Procedures

Each faculty member will develop a Professional Development Plan, in consultation with the Department Chair and Division Dean. This plan is intended to indicate in outline form the faculty member's intended professional contributions, identified as they might apply toward evaluation under the five criteria listed above. It delineates the major academic duties of the faculty member (e.g., courses to be taught, committee assignments, advising duties) and sets forth the faculty member's plans for satisfying the evaluative criteria listed in this Handbook. An important component of the annual plan should be the faculty member's intended activities for developing the intellectual partnership with the college which constitutes the basis of continuing employment. By necessity (e.g., a change in teaching assignments) or common agreement, the plan may be modified as the academic year proceeds. The faculty member's performance as measured against the plan constitutes the starting point for the evaluation of the faculty member's work during the academic year of the plan.

Plans may be supplemented and/or changed at any time by mutual consent of the faculty member, and the Department Chair and Division Dean. In cases where agreement cannot be reached with respect to a Professional Development Plan at the department or division level, issues in dispute will be presented by the Division Dean in writing to the Provost/Vice President for Academic Affairs for decision.

Faculty members in the first year of employment at the College should develop Professional Development Plans as soon as practicable after appointment, and no later than October 1st. For the second and later years of employment at Tougaloo, Professional Development Plans for each year should be developed not later than May 15th of the preceding academic year.

In the beginning of the evaluation process, the faculty member prepares a portfolio of materials which document his/her performance in the context of the Professional Development Plan(s) for the relevant time period. Reappointment portfolios of first-year faculty should document all work performed at the college, while portfolios for later reappointment decisions should document performance since the previous reappointment. Portfolios submitted for promotion and tenure evaluations should contain all materials relevant to demonstrating achievement of the level of performance which justifies the action being sought. Portfolios for summative evaluations of tenured faculty should contain materials relevant to performance since the previous evaluation or since the granting of tenure, whichever applies. Portfolios for annual evaluation should document performance within the year for which the evaluation is being performed, and may also include materials relevant to activities which occurred too late in the preceding year to be included in that year's portfolio. Materials submitted in any evaluation portfolio become a part of the faculty member's personnel file in the Office of Academic Affairs, and may be used or referenced as appropriate in later evaluations.

The College recognizes that evaluation is a continuing process, and Division Deans and Department Chairs will meet periodically with each faculty member to assess the faculty member's performance; such meetings will take place at least once a term during the faculty member's first two years of employment at the college, and at least annually thereafter. A faculty member begins the formal process of any evaluation by providing a written statement to the Department Chair describing the type of evaluation to be conducted, and providing with this statement a suitable portfolio of materials as described above.

Dates shown below are deadlines for the respective actions indicated. However, deadlines for evaluations are not contractually guaranteed, and the College's failure to meet evaluation deadlines does not automatically entitle the faculty member to reappointment, promotion, tenure, or any other outcome.

d) Summative Evaluation for Reappointment

Each faculty member who receives a tenure-track appointment will undergo annual summative evaluations for the purpose of deciding upon reappointment until a decision on tenure is made at the end of the probationary period.

A candidate who receives a negative reappointment decision during the first or second year at the College will terminate employment at the College at the end of that year. A candidate for reappointment or tenure who receives a negative decision during a later year of employment at the College will receive a one-year terminal appointment for the following academic year.

(1) Criteria

For reappointment in a tenure-track position, the faculty member must effectively meet or progress toward the goals which have been set out in his/her Professional Development Plan(s). The faculty member must also have met in a competent and professional manner his/her relevant responsibilities enumerated in Section V, above.

Reappointment at the rank of Assistant Professor requires further that the faculty member has shown creativity in the discharge of his/her instructional assignments, conversance and involvement with developments in the relevant academic disciplines, active participation in the design and implementation of the curriculum and services provided by his/her academic department and active participation in the service of the community.

Reappointment at the Associate Professor level requires in addition that a faculty member be an experienced and innovative teacher making a substantial contribution to the institution's instructional mission, exhibit

significant and creative scholarship within his/her discipline and contribute significantly to the service of the community.

Reappointment as a Full Professor requires in addition that a faculty member be recognized for substantial excellence in teaching and/or in creative or scholarly endeavors and be contributing regularly and substantively to his/her discipline, to the academic program of the College and to the service of the community.

(2) Schedules and Procedures

(a) First-Year Faculty

- October 1st Faculty member, Department Chair and Division Dean agree on the faculty member's Professional Development Plan for the academic year.
- December 15th Faculty member formally requests reappointment in writing to the Department Chair, with information copies furnished to Division Dean and Provost/Vice President for Academic Affairs.
- February 1st Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.
- February 11th Division Dean completes written recommendation to the Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Chair.
- February 21st Provost/Vice President for Academic Affairs completes written recommendation to President of the College and furnishes information copies to faculty member, Department Chair, and Division Dean.
- March 1st President of the College notifies faculty member in writing of the reappointment decision and furnishes information copies to Department Chair, Division Dean and Provost/Vice President for Academic Affairs.

(b) Second-Year Faculty

- May 15th Faculty member, Department Chair and Division Dean agree on faculty member's Professional Development Plan for the next academic year.
- October 15th Faculty member formally requests reappointment in writing to Department Chair with information copies furnished to Division Dean and Provost/Vice President for Academic Affairs.

- October 31st Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.
- November 15th Division Dean completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Dean.
- November 30th Provost/Vice President for Academic Affairs completes written recommendation to President of the College and furnishes information copies to faculty member, Department Chair and Division Dean.
- December 15th President of the College notifies faculty member in writing of the reappointment decision and furnishes information copies to Department Chair, Division Dean and Provost/Vice President for Academic Affairs.

(c) Later Summative Reappointment Evaluations

- May 15th Faculty member, Department Chair and Division Dean agree on the faculty member's Professional Development Plan for the next academic year.
- February 21st Faculty member formally requests reappointment in writing to Department Chair with information copies furnished to Division Dean and Provost/Vice President for Academic Affairs.
- March 15th Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.
- April 1st Division Dean completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Chair.
- April 15th Provost/Vice President for Academic Affairs completes written recommendation to the President of the College and furnishes information copies to faculty member, Department Chair and Division Dean.
- May 1st President of the College notifies faculty member in writing of the reappointment decision and furnishes information copies to Department Chair, Division Dean and Provost/Vice President for Academic Affairs.

e) Summative Evaluation for Promotion

(1) Requesting Evaluation for Promotion

A faculty member may request evaluation for promotion if he/she possesses the minimum qualifications for appointment to the rank being sought, has completed at least one full year of tenure-track service at Tougaloo College and feels that his/her performance at Tougaloo meets the standards set for advancement to the rank being sought.

A candidate lacking the normal minimum qualifications may request promotion if he/she meets the stated performance criteria for the rank being sought and feels that exceptional circumstances justify the request.

(2) Criteria for Promotion

Candidates for promotion to the ranks of Assistant Professor, Associate Professor and Professor must meet the requirements for appointment to the rank being sought and for reappointment at that rank.

(3) Schedules and Procedures for Promotion

In the consideration of faculty members for promotion and/or tenure, the Faculty Personnel Committee (see section on Committees) plays a critical role. This Committee is composed of nine tenured faculty members. No faculty member may serve on the Faculty Personnel Committee in an academic year in which he/she is applying for promotion.

In reaching its recommendation on an application for promotion and/or tenure, the Faculty Personnel Committee will consider carefully the portfolio submitted by the candidate together with the written recommendations of the Department Chair and the Division Dean. In addition, the Faculty Personnel Committee may as it sees fit seek additional information either in writing or in oral testimony from the faculty member, the Department Chair and/or the Division Dean. If it deems it to be appropriate, the Faculty Personnel Committee may seek external opinion(s) from a recognized authority or authorities in the candidate's discipline.

While the recommendation of the Faculty Personnel Committee is shared with the faculty member, the deliberations of the committee are confidential to the extent permitted by law. Where possible, the Faculty Personnel Committee should reach a consensus recommendation to be forwarded, along with the supporting rationale, to the Provost/Vice President for Academic Affairs. When the Faculty Personnel Committee finds it impossible to reach a consensus verdict, it shall make a report to the Provost/Vice President for Academic Affairs which indicates rationales for both positive and negative recommendations, together with the information as to which recommendation is supported by the Committee's majority including the names of faculty members, context of

the dispute and direction of faculty vote. In a separate and confidential memorandum to the Provost/Vice President for Academic Affairs the Dean will indicate the division of opinion on the Committee with respect to the candidate. This confidential memorandum will be available only to the Provost/Vice President for Academic Affairs, the President of the College and, in cases involving tenure decisions, the Board of Trustees.

April 1st Faculty member, Department Chair and Division Dean agree on faculty member's Professional Development Plan for the next academic year.

April 15th Faculty member intending to request promotion and/or tenure requests Provost/Vice President for Academic Affairs to certify eligibility for the action to be sought.

May 15th Vice President of Academic Affairs responds to request for determination of eligibility for promotion and/or tenure including a statement of reasons in those cases in which certification of eligibility is being denied. Information copies are furnished to the Chair of the Faculty Personnel Committee.

September 1st If the Provost/Vice President for Academic Affairs determines the faculty member to be eligible, faculty member formally requests promotion and/or tenure in writing to Department Chair with information copies furnished to Division Dean, Chair of the Faculty Personnel Committee, and Provost/Vice President for Academic Affairs. Faculty member submits portfolio to the Office of the Provost/Vice President for Academic Affairs.

September 15th Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member, Chair of the Faculty Personnel Committee, and Provost/Vice President for Academic Affairs.

October 1st Division Dean completes written recommendation to Faculty Personnel Committee and furnishes information copies to faculty member, Department Chair and Provost/Vice President for Academic Affairs.

December 1st Faculty Personnel Committee completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member, Department Chair and Division Dean.

January 15th Provost/Vice President for Academic Affairs completes written recommendation to President of the College and furnishes information copies to faculty member, Department Chair and Division Dean.

f) Summative Evaluation for Tenure

(1) Requesting Summative Evaluation for Tenure

A faculty member will normally request evaluation for tenure the sixth year of tenure-track employment at the College. The request is advanced by one, two, or three years if credit toward tenure for prior experience has been granted at the time of initial appointment. If a faculty member does not request evaluation for tenure or receives a negative tenure decision during the sixth year of tenure-track employment (or earlier if indicated by credit for prior experience), he/she will be given a one-year terminal appointment for the following academic year.

(2) Criteria for Tenure

Tougaloo College and its Board of Trustees recognize the need for professional and personal security for senior faculty members, and for significant guarantees and protection for academic freedom. The latter implies for faculty members the freedom to teach and publish in their fields of learning as knowledge and conscience dictate, without fear or threat of censorship or reprisals. The College and the Board also recognize that only in a climate of academic freedom can new ideas, fresh approaches to learning and deep commitment to the educational program of the College be nurtured. As part of its effort to guarantee excellence in the pursuit of its educational mission, the College may grant academic tenure to its faculty of senior academic ranks who demonstrate sustained excellence in meeting the criteria enumerated by the College. Grants of tenure are normally restricted in number to fifty of the faculty of the College, although for sufficient reason the Board of Trustees may make exceptions to this policy.

Tenure is granted only to faculty members who hold the rank of Associate Professor, Full Professor or College Librarian. To be awarded tenure, a faculty member must therefore have met all requirements for the achievement of the rank of Associate Professor, Full Professor, or College Librarian.

An Assistant Professor may simultaneously apply for promotion to the rank of Associate Professor and for tenure; if promotion to the rank of Associate Professor is approved by the President of the College, the candidate is then eligible for consideration for tenure by the Board of Trustees.

The granting of tenure to a faculty member suggests a commitment by the College to continuing employment for that faculty member throughout his/her professional life. All tenure decisions are therefore immensely important both to the individual faculty member involved and to the College itself. While recognizing that the process of reaching tenure

decisions must and should require the exercise of academic judgment at each stage, the College is pledged to elaborate its criteria and define its decision-making process so as to make the tenure decision and all faculty personnel decisions as fair and as objective as possible.

While the granting of tenure guarantees the possibility of employment at Tougaloo until retirement, the tenured faculty member may be subject to dismissal if (1) a situation of financial exigency exists for the College as a whole, (2) changes in the educational programmatic needs of the College's student body prevent the faculty member from making a productive contribution to the mission of the College, or (3) unethical or unprofessional conduct subjects a faculty member to dismissal for cause proceedings. Unethical or unprofessional conduct shall include, but is not limited to, violation of the Policy on Sexual Harassment, the Policy on Drugs and Alcohol, and the Policy on Safeguarding Equipment. A tenured faculty member may be dismissed only by action of the Board of Trustees pursuant to the procedures mandated in the section on Dismissal.

g) Schedules and Procedures for Tenure

The Schedule and Procedures for Tenure are the same as those for Promotion.

h) Evaluation of Tenured Faculty

(1) Evaluation Types

Formative evaluations of a tenured faculty member are conducted for the purposes of documenting teaching effectiveness and accomplishments and providing a basis for the awarding of discretionary salary increases. Materials submitted in this process become part of the faculty member's file in the Office of the Provost/Vice President for Academic Affairs, and may be used in subsequent summative evaluations. In those years in which a summative evaluation of the faculty member is being conducted, the formative evaluation is subsumed in the summative evaluation, so that a faculty member is evaluated through only one process in any given year.

Following the award of tenure, a **summative** evaluation of the tenured faculty member's performance will be conducted every five years. The purposes of such evaluations will be to provide periodic detailed assessments of an individual's achievements and to assist the individual faculty member and the College in providing for continuing professional growth following the achievement of tenure.

(2) Criteria

A faculty member who is awarded and accepts tenure at the College thereby accepts a commitment to sustained excellence in academic service. A tenured faculty member is expected to sustain the level of performance which is required for the granting of tenure at the College.

A faculty member who is judged to be performing at a level of sustained achievement when measured against each of the five criteria listed above will be evaluated as outstanding. If sustained achievement is judged to be demonstrated in teaching and in three of the other four areas, the faculty member will receive a positive evaluation. If sustained achievement is judged to be demonstrated in teaching and in two of the other four areas, the faculty member shall receive a neutral evaluation. A faculty member who fails to demonstrate sustained achievement in at least one of the other four areas will receive a negative evaluation.

A faculty member receiving a neutral or negative evaluation may request an interim summative evaluation prior to the expiration of the normal five-year period between such evaluations; such an evaluation shall take place no sooner than two years following the neutral or negative evaluation, and may result in an upward revision of the evaluation judgment.

(3) Formative Evaluation of Tenured Faculty: Schedules and Procedures

- | | |
|---------------------------|--|
| May 15 th | Faculty member, Department Chair and Division Dean agree on the faculty member's Professional Development Plan for the next academic year. |
| February 1 st | Faculty member presents evaluation portfolio to Department Chair, with information copies furnished to Division Dean and Provost/Vice President for Academic Affairs. |
| February 21 st | Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs. |
| March 15 th | Division Dean completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Chair. |

April 7th Provost/Vice President for Academic Affairs completes written recommendation to the President of the College and furnishes information copies to faculty member, Department Chair and Division Dean.

May 1st President of the College notifies faculty member in writing of the results of the evaluation, and furnishes information copies to Department Chair, Division Dean and Provost/Vice President for Academic Affairs.

(4) Summative Evaluation for Tenured Faculty: Schedule and Procedures

May 15th Faculty member, Department Chair and Division Dean agree on faculty member's Professional Development Plan for the next academic year.

February 1st Faculty member presents evaluation portfolio to Department Chair, with information copies furnished to Division Dean and Provost/Vice President for Academic Affairs.

February 21st Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.

March 15th Division Dean completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Chair.

April 7th Provost/Vice President for Academic Affairs completes written recommendation to the President of the College and furnishes information copies to faculty member, Department Chair and Division Dean.

May 1st President of the College notifies faculty member in writing of the results of the evaluation, and furnishes information copies to Department Chair, Division Dean and Provost/Vice President for Academic Affairs.

i) Evaluation of Non-Tenure-Track Faculty

Individual circumstances will determine the nature of appropriate evaluations for Visiting Professors, Adjunct Professors, and Lecturers. Evaluations of a suitable nature are essential in those cases in which re-appointment beyond the initial period of service is contemplated, and the processes for such evaluations will be determined by the Provost/Vice President for Academic Affairs in consultation with the relevant Department Chair and Division Deans.

j) Appeals

At any stage of the evaluation process, a faculty member may respond to the written recommendation made with respect to his or her case. The response, in writing, must be directed to the recipient of the recommendation to which the response is being made. Provided that the faculty member's response is received in a timely manner, the recipient of the recommendation to which the response is being made will take full account of such additional information as the faculty member may provide.

If an evaluation process results in a negative decision by the President of the College, the faculty member may ask for a reconsideration of that decision if he or she feels that there are significant substantive or procedural grounds for such a request. The request must be made in writing to the President of the College within one week of the faculty member's being notified of the decision which is the subject of the request. The President of the College will consider each request for reconsideration expeditiously, and will notify the faculty member within two weeks of receipt whether the request for reconsideration is to be granted. If reconsideration is granted, the President of the College will inform the faculty member of the process and the timetable for the reconsideration.

Decisions of the Board of Trustees with respect to tenure are not subject to appeal.

D. Retirement, Resignation and Dismissal

1. Retirement

Retirement benefits for Tougaloo College faculty members are described in the Tougaloo College Retirement Plan.

Concerns for the academic programs and the students of the College dictate that faculty members should give as much notice as possible with respect to a planned retirement. The faculty member shall give written notice to the Provost/Vice President for Academic Affairs with copies of the notice sent to the Division Dean and the Department Chair. Under normal circumstances a faculty member who plans to retire at the end of an academic year will be expected to so inform the College not later than October 31st of that academic year.

2. Resignation

Concerns for the academic programs and the students of the College dictate that faculty who decide to resign from the College or not to accept reappointment at the College give notice as soon as possible. Faculty members are expected to accept or reject contracts within ten working days of their issuance. A faculty