

g) To discuss the advisee's mid-semester grades with the advisee within two weeks after they are distributed by the Registrar's Office. At this time, the work of the first portion of the semester is evaluated and relevant support services, such as tutoring and reading or learning center services, are recommended;

h) To attend periodic meetings called by the Provost/Vice President for Academic Affairs or an appointed designee to discuss matters relevant to the advising program.

## **5. Commencement Exercises**

Each Faculty member is expected to participate in the commencement exercises of the College.

## **C. Responsibilities: Administration and Governance**

The faculty of Tougaloo College is charged with the primary responsibility for carrying out the educational mission of the College, and with advising the Administration on the evolving definition of that mission and the processes and policies through which that mission is pursued.

### **1. Administrative Structure**

The Provost/Vice President for Academic Affairs heads the Faculty and is the chief academic officer of the institution. The faculty is divided into the divisions of Education, Humanities, Natural Sciences, and Social Sciences; the Comprehensive Academic Resources Program (CARP); and the Library. With the exception of the CARP, each division is divided into academic departments. Divisions are headed by Division Deans who report directly to the Provost/Vice President for Academic Affairs, as do the Library Director, designated Assistant/Associate Vice Presidents, Directors and other administrative staff. Departments are headed by chairs who report directly to their respective Division Deans.

Division Deans and Department Chairs are appointed and may be removed by the President of the College, upon the recommendation of the Provost/Vice President for Academic Affairs. Normally, deans and chairs will be appointed, reconfirmed, or removed by the President of the College prior to the beginning of each academic year. Before recommending an initial appointment or removal of a dean or chair to the President of the College, the Provost/Vice President for Academic Affairs will consult with the faculty members of the relevant division or department. In cases involving initial appointment or removal of Department Chairs, the Provost/Vice President for Academic Affairs will also consult with the relevant Division Dean.

A recommendation for reconfirmation of a chair normally does not require consultation with the faculty members of the unit. However, in an instance where a majority of faculty members in a division or a department do not wish a chair to be reconfirmed for the following academic year, they shall so state in writing to the Provost/Vice President for Academic Affairs prior to May 15<sup>th</sup>. In such cases, the Provost/Vice President for Academic Affairs will consult with members of the division or department prior to making a recommendation to the President of the College.

## **2. Responsibilities of the Division Dean**

The Division Dean is the academic leader responsible for the overall administration and implementation of programs within the division and serves on the Academic Affairs Council. The Dean reports directly to the Provost/Vice President for Academic Affairs, and supervises directly the work of Department Chairs within the division in carrying out the purposes and programs of the College.

In consultation with Department Chairs and faculty members as appropriate, the Division Dean develops recommendations concerning programs and policies for the division, and makes such recommendations to the Provost/Vice President for Academic Affairs. The Division Dean makes formal and informal reports to the Provost/Vice President for Academic Affairs as either deems necessary, and at least once each academic year makes a formal written report on general conditions and needs of the division and its constituent departments.

The Division Dean serves as a member of the Academic Affairs Council.

The Division Dean carries out responsibilities with respect to the appointment and evaluation of faculty members as detailed elsewhere in this Handbook.

The Division Dean coordinates and supervises the efforts of Department Chairs in their coordination of the academic programs and administrative functions of their respective departments.

The Division Dean coordinates the development of external funding proposals for the division and/or its departments, and represents the division in the annual budget process of the College.

The Division Dean coordinates departmental efforts in conjunction with other appropriate units of the College, such as library acquisitions, textbook ordering, and recruitment, admission, and registration activities. The Division Dean is responsible for the preparation of all necessary reports of division activities, both for reviews within the College and for presentation to appropriate external organizations.

The Division Dean is responsible for the administration and expenditure of the division budget.

The Division Dean convenes meetings of the division as frequently as necessary, and at least twice each academic term.

### **3. Responsibilities of the Department Chair**

The Department Chair is the academic leader responsible for coordinating and administering the activities of departmental faculty members as they perform their duties in carrying out the mission of the College. The Department Chair reports to the Division Dean, carrying out such duties as the Division Dean may from time to time assign, and conveying to the Division Dean recommendations of the department concerning academic and administrative programs and policies.

The Department Chair carries out responsibilities with respect to the appointment and evaluation of faculty members. The Department Chair is responsible for the overall conduct of the department's academic programs, including course scheduling, student advising, maintenance of appropriate records, and other duties appropriate to insuring the quality and efficiency in the provision of academic programs.

The Department Chair is responsible for encouraging the professional academic development of faculty members in the department.

The Department Chair coordinates departmental efforts in conjunction with other appropriate units of the College to carry out such functions as library acquisitions, textbook ordering, and recruitment, admission, and registration activities. The Department Chair is responsible for preparing all necessary reports of departmental activities, both for reviews within the College and for presentation to appropriate external organizations.

The Department Chair is responsible for the administration and expenditure of the department budget.

The Department Chair convenes meetings of the department as frequently as necessary, and at least twice each academic term.

### **4. Meetings of the Faculty**

Meetings of the faculty of Tougaloo College are the primary means by which the faculty as a whole makes recommendations to the Administration concerning the mission, programs, and operations of the College. These meetings are convened and chaired by the Chair of the Faculty Affairs Committee as often as that committee deems necessary, but at least twice during each academic term.

Tenured and tenure-track faculty members whose current primary assignment is within an academic department and/or division, in the Comprehensive Academic Resources Program, or within the Library (including Division Deans, Department Chairs and Library Director) are eligible to vote and to participate in faculty meetings. Other members of the college community are welcome to attend faculty meetings and may speak at such meetings when recognized by the Chair, but they are not eligible to vote.

The Chair of the Faculty Affairs Committee shall consult with the President of the College and the Provost/Vice President for Academic Affairs in scheduling faculty meetings and in formulating agendas for these meetings. Administrators of the College may attend meetings.

In setting an agenda, the Faculty Affairs Committee will normally bring before the faculty matters which the committee itself feels are appropriate for action of the entire faculty, matters on which the Administration has asked for the advice of the entire faculty, matters which have been approved by a faculty committee but on which action of the entire faculty may be appropriate, and matters originating in a department or division, which have secured departmental and/or divisional endorsement, and on which action of the entire faculty may be appropriate. In addition, the Faculty Affairs Committee shall bring before the faculty any matter when requested to do so by a petition signed by one-third or more of faculty members eligible to vote at faculty meetings. At its discretion, the Faculty Affairs Committee may bring before the faculty matters suggested by individual faculty members. The Faculty Affairs Committee may, if it wishes, present recommendations to the faculty with respect to any matter on an agenda.

A quorum for the conduct of official business at a faculty meeting shall be the smallest whole number greater than one-half of the total number of voting faculty members. With unanimous consent, ballots may be conducted by voice vote, but a secret written ballot must be taken if any voting faculty member requests it. Conduct of faculty meeting shall generally proceed in accord with the decisions of the Chair, except that any ruling of the Chair may be overruled by a two-thirds vote of those voting faculty members present.

The Chair of the Faculty Affairs Committee will distribute written notice of each regular faculty meeting, including the agenda, at least one week in advance of the meeting. The notice requirement may be waived if a majority of the members of the Faculty Affairs Committee determine the need to convene a meeting on an emergency basis, but all reasonable attempts must be made to notify each voting faculty member in such cases. The Faculty Affairs Committee is responsible after each meeting for timely delivery of the minutes of the meeting to the President of the College, the Provost/Vice President for Academic Affairs, and to each voting faculty member. The Library Director will maintain a file of such minutes in the Library, available for public review.

Recommendations approved at meetings of the faculty shall be communicated by the Chair to the Provost/Vice President for Academic Affairs. The Provost/Vice President for Academic Affairs will determine whether other members of the Administration should be involved in consideration of the recommendations and when appropriate shall consult with the President of the College concerning the recommendations. Within a reasonable time, the Provost/Vice President for Academic Affairs shall notify the Chair of the Faculty Affairs Committee as to the status of each recommendation made by the faculty. Recommendations may be accepted as made, may be modified as deemed necessary and accepted, may be subjected to a request for additional information and/or discussion, or may be rejected. The Provost/Vice President for Academic Affairs shall include a brief rationale for the disposition of each recommendation.

## **5. Faculty Participation in College Governance**

In addition to participating in faculty meetings, faculty members also take part in the governance of the College through membership on faculty committees, and on college councils, commissions and task forces. Faculty committees, comprised of voting faculty members, develop, propose and recommend faculty positions on matters within their respective jurisdictions. Faculty members participate with other members of the College community on councils, which have the purpose of providing ongoing advice and counsel to specific administrators. Faculty members participate with other members of the College community on commissions, which are established to perform ongoing monitoring and/or coordination of a specific program or activity of the College. Faculty members participate with other members of the College community on task forces, which are created to perform a specific function within a limited period of time.

Committees, councils, and commissions comprise the model through which faculty members participate in the governance structure of the College. No faculty member will be required to serve on more than two committees, commissions or councils, except in cases where the President of the College or Provost/Vice President for Academic Affairs deems the faculty member's expertise absolutely necessary for achieving specific goals. In such cases, the faculty member must be relieved of some other regular responsibility or assigned a reduced teaching load.

### **a) Faculty Committees**

Each faculty committee will generally consist of nine members. Each division and the Library will elect one member from among its voting faculty to serve on each faculty committee. The Provost/Vice President for Academic Affairs will designate at-large members of the voting faculty, generally three in number, to serve on each committee. The Provost/Vice President for Academic Affairs shall not designate more than

three at-large members, but may designate only one when it is felt that a smaller committee is appropriate and desirable.

Division representatives shall be elected for staggered two-year terms, with members from the Education and Social Sciences Divisions and the Library being elected in even-numbered years and members from the Humanities and Natural Sciences Divisions and the Comprehensive Academic Resources Program being elected in odd-numbered years. Divisions shall also elect members at any time necessary to fill unexpired portions of terms when vacancies occur. Divisions shall conduct their elections in the spring terms for committee service to begin the following academic year, and shall forward the results of their elections to the Provost/Vice President for Academic Affairs not later than May 15<sup>th</sup>. The Provost/Vice President for Academic Affairs shall designate at-large members of each committee prior to the beginning of the Fall term and shall ask one of the members to convene its first meeting of the academic year. At its first meeting, each committee shall elect its chair for the academic year.

A quorum for the conduct of committee business shall be five for committees with nine members and four for committees with seven members. If, however, a committee is unable to conduct business at a properly called meeting due to lack of a quorum, the quorum at the next meeting of the committee, called with at least one week's notice, shall be three. Faculty committees shall include the Faculty Affairs Committee, the Academic Standing Committee, and the Student-Faculty Exchange Committee. Other committees may be constituted if mutually deemed necessary by the faculty and the administration, and if approved by the Board of Trustees.

The **Faculty Affairs Committee** formulates recommendations to the President of the College and the Provost/Vice President for Academic Affairs on matters related to the academic and professional interests of the faculty and to the operation of the College as a whole. Such recommendation shall normally be placed on the agenda of a faculty meeting for consideration by the faculty prior to transmission to the Provost/Vice President for Academic Affairs. The Faculty Affairs Committee also serves, as noted above, as the conduit for other matters to be considered at faculty meetings, and may bring such matters from whatever source before the faculty with or without a specific recommendation of its own. The selection of the Chair will be approved by the Provost/Vice President for Academic Affairs.

The Faculty Affairs Committee may establish such subcommittees as it deems necessary. Each subcommittee will consist of one voting faculty member elected from each division, and two at-large members selected by

the Faculty Affairs Committee. One of the two at-large members of each subcommittee shall also be a member of the Faculty Affairs Committee, and shall serve as the subcommittee's Chair and as its liaison with the Faculty Affairs Committee. Each subcommittee exists for the specific purpose of making recommendations on a clearly defined range of matters to the Faculty Affairs Committee. During the spring term of each academic year, the Faculty Affairs Committee shall determine which subcommittees will continue to function in the following year, and make provisions for the election of divisional representatives. At its first meeting of the academic year, the Faculty Affairs Committee shall designate the at-large members of each subcommittee.

The **Faculty Personnel Committee** discharges those duties related to faculty evaluation which are specified in the other sections of this Handbook. In addition to the normal qualifications for committee membership, each member of the Faculty Personnel Committee must be tenured, and the selection of the Chair must be approved by the Provost/Vice President for Academic Affairs.

No faculty member may serve on the Faculty Personnel Committee in an academic year in which he/she is applying for promotion.

The **Faculty Handbook Committee** reviews the *Tougaloo College Faculty Handbook* in September and January to insure that it accurately reflects current practice and policy, considers all proposed changes to the *Tougaloo College Faculty Handbook* from the Faculty Affairs Committee, and recommends revisions to the Faculty.

The **Academic Standing Committee** maintains oversight of enrolled students' academic performance and progress. The committee's responsibilities include promotion and recognition of student academic achievement as well as monitoring and alerting students whose academic standing places them in danger of probation or suspension.

The Academic Standing Committee reviews the academic records of students, determines which students are to be warned, placed on probation, or suspended from the College for academic reasons and determines whether students are to be readmitted to the College after a period of separation.

The **Student-Faculty Exchange Committee** coordinates all aspects of student and faculty exchanges. This committee works in conjunction with its counterpart at Brown University and other institutions and/or agencies.

#### **b) College Councils**

The **College Academic Affairs Council** advises the Provost/Vice President for Academic Affairs, who serves as its convener and chair. The Academic Affairs Council consists of ten faculty members, two students, and not more than seven administrators. The faculty members include the four Division Deans and the Associate Dean of the Comprehensive Academic Resources Program, and one other voting member of the faculty from each division or program. The latter shall be elected by their respective divisions to serve staggered two-year terms according to the same schedule as that detailed above for committee members. Student members are selected by the Student Government Association in the spring of each year for a one-year term of service the following academic year. Administrators include the Provost/Vice President for Academic Affairs and such other administrators, not to exceed six, as he or she chooses to appoint.

The Academic Affairs Council advises the Provost/Vice President for Academic Affairs on any matters within the academic operations of the College which the council may choose by majority vote to address. The council may give preliminary reactions on proposals being forwarded by a division for consideration by the Faculty Affairs Committee and the faculty. It also will advise the Provost/Vice President for Academic Affairs on recommendations formally forwarded by the faculty. The council may establish appropriate sub-councils or working groups as the Provost/Vice President for Academic Affairs deems appropriate.

The **Student Life Council** advises the Vice President for Student Affairs, who serves as its convener and chair. The Student Life Council consists of five faculty members, four students, and not more than eight administrators. Faculty representatives are elected from each division in the same manner as faculty representatives to the Academic Affairs Council. Student representatives are selected by the Student Government Association in the spring of each year for a one-year term of service the following academic year. Administrators include the Vice President for Enrollment Management and Student Affairs, and such other administrators, not to exceed seven, as he or she chooses to appoint.

The Student Life Council provides advice to the Vice President for Student Affairs on matters related to campus life, extra-curricular activities, and career development programs. The council is specifically charged to review recommendations of the Student Judiciary Committee and advise the Vice President for Enrollment Management and Student Affairs concerning them. The council may establish appropriate sub-councils or working groups as the Vice President for Enrollment Management and Student Affairs deems appropriate.



### c) College Commissions

College commissions are appointed by the President of the College, in consultation with the Provost/Vice President for Academic Affairs, to discharge ongoing responsibilities with respect to a particular area of operations within the College. Depending on the proposed nature of a commission's work, the administration will generally consult with the Faculty Affairs Committee, the Academic Affairs Council, and/or the Student Life Council, as appropriate, prior to formally establishing the commission.

The **Commission on Admission and Financial Aid** advises the President of the College, Director of Financial Aid, and Director of Admissions and Recruitment on admissions and financial aid policies and procedures and also on the administration of scholarship and student financial aid.

The **Animal Care Commission** monitors the care and use of animals in research activities, in compliance with all relevant statutes and regulations.

The **Commission on Education and Social Sciences** monitors and evaluates teacher certification programs and interdisciplinary programs in the social sciences.

The **Commission on General Education** monitors the General Education curriculum and promotes activities to enhance its quality and effectiveness. The commission convenes periodic meetings of general education faculty for the purposes of evaluating and improving teaching and learning within the program. The commission reports to the Academic Affairs Council at appropriate intervals, and makes such recommendations to that council as it deems advisable.

The **Commission on Writing** monitors and promotes efforts for both faculty and students related to writing across the curriculum, literacy development, and critical thinking. The commission is responsible for publication of the *Tougaloo College Writing Handbook*, and cooperates with the English Department to administer the English Writing Proficiency Examination.

The **Commission on Natural Sciences** promotes and monitors mathematical and computer literacy within the College curriculum, monitors the use of computers in teaching and for computer-assisted instruction, and advises the Provost/Vice President for Academic Affairs concerning the selection of computer hardware and software. The commission is also responsible for advising the Director of the Pre-Health Program on the evaluation of potential candidates for professional schools leading to careers in the health sciences. The commission monitors the use

of radioactive materials in research, in compliance with all relevant statutes and regulations.

**d) College Task Forces**

The President of the College may from time to time establish task forces to assist in carrying out specific and limited duties related to the activities of the College. Such task forces generally function for a specific period of time with a specific objective; if they are to have ongoing responsibilities, task forces will be re-designated as commissions.

The appointment of faculty members to task forces will occur as need arises, and with the consent of the faculty members.

**e) Strategic Planning**

Tougaloo College recognizes that strategic planning is essential to its continued growth and development. Strategic planning is a process that allows an institution to chart and define its preferred future. By its very nature, the strategic planning process promotes informed decision making and enables the institution to respond creatively and purposefully to fortuitous opportunities for growth as the nature of the environment changes. In other words, strategic planning is based on understanding current internal and external complexities and realities that impact decisions and courses of action. Armed with this understanding, the institution is positioned to make rational choices among courses of action required for its growth. Faculty are expected to participate in the strategic planning process.

**6. Evaluation of Faculty**

**a) Philosophy and Purposes of Evaluation**

Tougaloo College recognizes teaching as the primary responsibility of each faculty member. Advising is also a responsibility of each faculty member. In addition, the College encourages and supports faculty research, creative pursuits and ongoing personal and professional development.

Tougaloo College regards the evaluation process for faculty members as an integral part of its efforts to fulfill its educational mission at a level of sustained excellence. Evaluation processes enable the College to encourage and reward the professional efforts of its faculty, and to maintain an academic community dedicated to the ideals of Tougaloo College and to excellence in the pursuit of those ideals. Evaluations necessarily serve as bases for both positive and negative faculty personnel decisions, but their primary purpose is to provide for the

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 1<sup>st</sup>. For the second and later years of employment at Tougaloo, Professional Development Plans for each year should be developed not later than May 15<sup>th</sup> 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 1<sup>st</sup> Faculty member, Department Chair and Division Dean agree on the faculty member's Professional Development Plan for the academic year.
- December 15<sup>th</sup> 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 1<sup>st</sup> Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.
- February 11<sup>th</sup> Division Dean completes written recommendation to the Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Chair.
- February 21<sup>st</sup> 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 1<sup>st</sup> 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 15<sup>th</sup> Faculty member, Department Chair and Division Dean agree on faculty member's Professional Development Plan for the next academic year.
- October 15<sup>th</sup> 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 31<sup>st</sup> Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.
- November 15<sup>th</sup> Division Dean completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Dean.
- November 30<sup>th</sup> 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 15<sup>th</sup> 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 15<sup>th</sup> Faculty member, Department Chair and Division Dean agree on the faculty member's Professional Development Plan for the next academic year.
- February 21<sup>st</sup> 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 15<sup>th</sup> Department Chair completes written recommendation to Division Dean and furnishes information copies to faculty member and Provost/Vice President for Academic Affairs.
- April 1<sup>st</sup> Division Dean completes written recommendation to Provost/Vice President for Academic Affairs and furnishes information copies to faculty member and Department Chair.
- April 15<sup>th</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> Faculty member, Department Chair and Division Dean agree on faculty member's Professional Development Plan for the next academic year.

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

April 7<sup>th</sup> 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 1<sup>st</sup> 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 15<sup>th</sup> Faculty member, Department Chair and Division Dean agree on faculty member's Professional Development Plan for the next academic year.

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

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

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

April 7<sup>th</sup> 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 1<sup>st</sup> 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 31<sup>st</sup> 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