



LEADERSHIP. OPPORTUNITY. CHANGE.

FACULTY HANDBOOK

**Official Version Approved by Board of Trustees
October 22, 2010**

LeMoyne-Owen College

Faculty Handbook

ADDENDUM

The faculty handbook has been modified to include LeMoyne-Owen College's policy on intellectual property, patent and invention that was passed by the Board of Trustees on February 15, 2013.

Office of Academic Affairs - Jan. 3, 2011

Official Version Approved by Board of Trustees
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Foreword

The LeMoyne-Owen College Faculty Handbook outlines the policies and procedures, responsibilities and privileges pertaining to members of the faculty of the institution. Faculty should familiarize themselves with its terms and conditions. Policies contained in the Handbook are official policies of the College and remain in full effect until changed through appropriate College procedures. Faculty will review and recommend changes to the Handbook on an annual basis. The Faculty Handbook is an official delineation of College policies relating to faculty, and thus has status as an official institutional document. It does not supersede the College Charter or the Bylaws of the Board of Trustees. It may be complemented by other official documents and manuals such as the Employee Handbook and the letters of appointment. This handbook supersedes all previously published Faculty Handbooks.

Policies relating to all employees of the College, regardless of status, apply to faculty and the most recent statement of policy is official. Updates will be disseminated by the proper College official.

Faculty should also consult the following publications:

- The College Catalog
- Employee Handbook

Faculty benefits and work conditions which accrue to all employees of the College are outlined here. Policies included therein which are not covered in this Handbook apply to the faculty unless otherwise indicated.

- Student Handbook
- Policies and Procedures Manuals

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INTRODUCTION

In the fall of 1968, LeMoyne College and Owen College merged to form LeMoyne-Owen College. LeMoyne-Owen College had its beginnings in 1862 when Nurse Lucinda Humphrey came from Chicago and began teaching blacks in the basement of the Overton Hotel, being used as a civil war hospital. Through the years, classes moved and finally became part of Lincoln Chapel forming Lincoln Chapel School, through the auspices of the American Missionary Association (AMA). Through a bequest of Dr. Francis Julius LeMoyne in 1870, Lincoln Chapel School became an institution of higher learning and was renamed LeMoyne Normal and Commercial School. It was chartered by the state of Tennessee as a four-year, degree-granting institution in 1934 when the name was changed to LeMoyne College.

Owen College was organized by the Tennessee Baptist Missionary and Educational Convention. It was opened in 1954 as S.A. Owen Junior College named in honor of the Reverend S.A. Owen, a prominent religious and civic leader.

LeMoyne-Owen College is governed by a Board of Trustees. The President is the Chief Executive Officer of the College and is a member of the board.

LeMoyne-Owen College is an independent, nonsectarian institution. Religious convictions of each student, faculty, and staff member are held inviolable. The College is related to two church organizations, the United Board for Homeland Ministries of the United Church of Christ and Tennessee Baptist Missionary and Educational Convention. These organizations are represented on the Board of Trustees.

LeMoyne-Owen College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) (1866 Southern Lane, Decatur, Georgia 30033-40976: Telephone number 404-679-4501) to award the Bachelor's degree. Its teacher education program is accredited by the National Council for the Accreditation of Teacher Education (NCATE) and the College is approved for licensure for teacher Education by the State of Tennessee.

Vision and Mission Statements

- Vision Statement

To be an exemplary historically black college providing an excellent liberal arts education that transforms urban students, institutions and communities.

- Mission Statement

LeMoyne-Owen College provides a transformative experience educating students for urban-focused leadership, scholarship, service and professional careers.

Part I. ADMINISTRATION AND ORGANIZATION

1.0 The Board of Trustees

As noted in the Charter of Incorporation and the Board of Trustees' By-Laws, the legal body responsible for the institution and policy making is the Board of Trustees. According to the By-Laws, The Board of Trustees shall have the power to manage the property and business of LeMoyne-Owen College and shall have the power to carry out any other functions which are permitted by the articles of incorporation or these bylaws, except insofar as such powers may be limited by law. These powers shall include, but shall not be limited to, the following:

1. Appoint or remove the President and Chief Financial Officer of the College in accordance with these bylaws;
2. Approve earned and honorary degrees upon recommendation of the faculty;
3. Establish and review the educational programs of the College;
4. Establish annually the budget of the College, which shall be submitted to it upon the recommendation of the Finance Committee;
5. Authorize the construction of new buildings and major renovations of existing buildings;
6. Authorize the sale and purchase of land, buildings, or other significant assets for the use of the College;
7. Institute and promote major fund-raising efforts of the College;
8. Authorize any changes in tuition and fees within the College;
9. Authorize Officers or agents of the College to accept gifts for the College;
10. Authorize the incurring of debts by the College and securing thereof by mortgage and pledge of real, personal, tangible and intangible property.

Source: Board of Trustee By-Laws, Article I. Powers of the Board of Trustee adopted by the Board of Trustees February 9, 2007. (Complete Bylaws Appendix I)

1.0.1 Faculty Representation on Board of Trustees

ARTICLE III, SECTION 3 of the Bylaws of the Board of Trustees states that: "Two representatives to the Board shall be elected by the faculty and two representatives to the Board shall be elected by the students, all of whom (a) shall serve for one (1) year terms, (b) shall not serve more than three (3) successive terms, (c) shall not be entitled to vote, and (d) shall not attend executive sessions of the Board".

ARTICLE XI: SECTION 1 of the Bylaws further states "The Board may permit representatives from the faculty and/or students to serve on such committees as the Board may determine from time to time. The Chairman of each standing committee and a majority of its members shall be Trustees".

Faculty representatives serve as nonvoting members on several Board of Trustees committees and are often asked for input to various alumni and administration committees. Source: Institutional Self-Study Report, April 2003.

Faculty representatives to the Board of Trustees at the time of the publication of this Handbook include two nonvoting representatives on the General Board, two on the

Finance Committee, two on the Academic Affairs Committee, two on the Leadership and Governance Committee, two on the Institutional Advancement Committee, and two on the College Services Committee.

Representatives to the Board and to Board committees shall be selected by vote of the full time faculty.

1.1 Chief Executive

The role of the President is to lead the efforts to achieve LeMoyne-Owen College's mission and goals as established by the Board of Trustees, to address institutional challenges, and to respond to opportunities for improvement and growth. Specific responsibilities of the president include:

- Providing executive leadership with overall responsibility for strategic planning, fundraising, administration, and management of all aspects of the College's academic, research, scholarly, artistic, institutional advancement, partnership, and community service components.
- Managing and strengthening the College's fiscal, personnel, physical and other resources, and adjusting these according to long-term institutional objectives.
- Leading in the recruitment, support and improvement of the faculty with the Chief Academic Officer, and of the staff with the Cabinet.
- Establishing policies, strategic plans, internal controls, organizational structures, communications, and technological systems to achieve the College's goals.
- Promoting the College to and working collaboratively with all external constituencies, including alumni, church, community, public schools, business sectors, affiliated organizations, local governments, cultural groups, other educational institutions, and nearby neighborhoods.
- Ensuring students have adequate levels of financial aid, personal support, guidance, instruction, and facilities essential for their learning, development, well being, safety, and success.
- The President serves as an ex-officio member of all Faculty Assembly committees.

Evaluation: The President is evaluated annually by the Board of Trustees. The Faculty is committed to developing and recommending a mechanism for faculty evaluation of the President for the use of the President and the Board of Trustees.

Selection: The Search Committee for a President has traditionally included representatives from the faculty, who shall be selected by vote of the entire full-time faculty.

1.2 Chief Academic Officer

The term Chief Academic Officer (CAO) refers to the individual, no matter what the title (be it Dean, Vice President, Provost) who holds a Cabinet level position and is ultimately responsible for the administration and management of the academic areas of the college.

The Chief Academic Officer is responsible for the overall coordination and effective implementation of the academic program of the College and is specifically responsible for coordination, leadership, administration and management of academic affairs.

The Chief Academic Officer's duties and responsibilities are to:

- Lead in the development, implementation and evaluation of the curriculum, advisement and other academic programs
- Lead in the establishment, implementation, and monitoring of academic standards, programs, policies and procedures
- Lead in the recruitment, retention and development of the faculty
- Develop educational resources, services and facilities
- Develop, manage and monitor the academic budget
- Coordinate strategic planning and assessment
- Represent academic affairs to all constituencies of the College and the community
- Lead in all areas that are the responsibility of the Faculty and serve as an ex-officio member of all Faculty Assembly committees.
 - The faculty, has primary responsibility for the following:
 - Admissions standards
 - Curriculum and instruction
 - Liberal arts and general education requirements
 - Graduation requirements
 - Standards for graduation
 - Candidates for graduation
 - Conditions of academic standing, suspension and dismissal
 - Faculty recruitment, evaluation, promotion, tenure and reappointment
 - Standing committee establishment and assignments
- Lead in the development of funding proposals to strengthen the academic programs
- Maintain the administrative archives and materials for academic affairs
- Perform additional duties as assigned.
- Take a leading and informed role in regional accreditation.
- Serve as a liaison to the Board of Trustees and the faculty and in all areas delegated to the Academic Affairs Committee of the Board of Trustees, Article XI, Section 8:

“The Academic Affairs Committee shall be composed of not less than three members. It shall in cooperation with the President and staff (a) ensure that the educational program is consistent with the institutional mission and strategies and with the academic budget; (b) determine if faculty policies and procedures reflect established priorities, and (c) assure that the academic programs are appropriate and of a quality that will produce students that will be competitive upon completion of their instruction. The Academic Affairs Committee will make recommendations to

the Board of persons to receive earned degrees, honorary degrees, academic or faculty honors, and the like. It will also work with the President and Dean to prepare and recommend to the Board a faculty handbook and policies and procedures for faculty, including those regarding tenure and other promotions and appointments. The Academic Affairs Committee shall oversee student recruitment, enrollment, and admission for the College. The Academic Affairs Committee shall report to the Board at every meeting.”

Evaluation: The Chief Academic Officer reports to the President and is evaluated by that officer. The Faculty is committed to developing and recommending a means for providing faculty input on the evaluation of the Chief Academic Officer to the President and to the CAO.

Incapacity: During an extended absence of the CAO, the members of the Academic Council take on the direct responsibility for their individual areas; if the absence exceeds reasonable time, the Dean in consultation with the President delegates authority, and in case of incapacity which makes that not possible, the President, in consultation with the Academic Council, names the interim or acting agent.

Selection: The search committee must include at least one faculty member from each academic division and faculty must comprise a majority of the committee.

1.3 Academic Council

The Chief Academic Officer is chair of the Academic Council whose membership includes the President of the Faculty Organization and the directors of academic and academic support programs that report to the Chief Academic Officer. The Academic Council deliberates and makes recommendations on administrative policies and procedures in academic affairs and on programmatic initiatives and directions.

1.4 Academic Divisions

Under the direction of the Chief Academic Officer, academic programs are administered through five academic divisions: Business and Economic Development; Teacher Education; Fine Arts and Humanities; Natural and Mathematical Sciences; Social and Behavioral Sciences. The Division of Business and Economic Development comprises the areas of study in accounting, management, and finance. The Division of Teacher Education comprises the areas of study in elementary education, educational studies, health and fitness/wellness. The Division of Fine Arts and Humanities comprises the areas of study in art, English, foreign languages, philosophy, religion, music, and mass communications. The Division of Natural and Mathematical Sciences comprises the areas of study in biology, chemistry, computer science, Information Technology, and mathematics. The Division of Social and Behavioral Sciences comprises the areas of study in criminal justice, history, geography, political science, public health, psychology, social science, social work, sociology and urban leadership and social justice.

1.5 Academic Division Chairs

The Division chairpersons hold faculty status and are twelve month employees of the College. They lead the faculty and academic programs in the delivery of the curriculum and instruction of the College. They must hold an earned degree, preferably terminal, in a discipline offered in the division they lead. They teach a total of 6 hours per year to be distributed in consultation with the CAO. A Division Chair may, with the approval of the CAO, teach more than the established load, offering a faculty member in the division release time for the number of hours undertaken by the Chair. This will normally be to ensure appropriate coverage of the curriculum by properly credentialed faculty.

Selection: Division Chairs are appointed by the Chief Academic Officer in consultation with or upon the recommendation of the Division. They must have had at least three years experience at LeMoyne-Owen College and/or demonstrated academic leadership and experience of at least eight years at an accredited institution of higher learning.

The administrative role of the Division chair consists of the following.

- Providing leadership, organization, monitoring and evaluation of all divisional activities and managing the divisional office.
- Providing leadership in developing, scheduling, coordinating and monitoring the curriculum and instructional activities of the division
- Recruiting, evaluating and monitoring divisional faculty and ensuring that the appropriate faculty are in place to deliver the curriculum
- Overseeing and counseling on teaching practices of faculty members.
- Providing leadership in advisement.
- Leading in the planning, assessment and evaluation of divisional programs, activities and operations
- Insuring that all institutional requirements for accreditation, planning and reporting are met by the division
- Providing oversight through conferences with students.
- Resolving student and faculty issues.
- Developing, monitoring, and administering the divisional budget
- Leading in the preparation, submission and implementation of grant proposals
- Serving on the Academic Council and other campus committees as assigned
- Representing the Division and the college in social and professional activities in the community.
- Participating in all campus activities such as Faculty Assembly, Academic Council meetings, Divisional meetings, Convocations, Commencement activities, called meetings by the President and the Chief Academic Officer.

Evaluation: The Division Chairs are evaluated annually on their performance against institutional and operational plans and on their performance as leaders of their areas.

Incapacity: Each academic year the Division Chair designates an alternate or acting chair who serves as their representative in case of their absence. They inform the Division and the Chief Academic Officer of their choice.

1.6 Academic Area Coordinators

The Academic Area Coordinators are responsible for discipline-appropriate leadership of their respective areas, working with area faculty in reviewing curriculum, making recommendations for curricular changes, developing course schedules, making recommendations for library acquisitions, preparing area reports, and recruiting students.

1.7 Head Librarian

Under the general supervision of the CAO the Head Librarian performs administrative and managerial functions associated with overseeing all functions of the College's library and information services. This includes development and implementation of an automated academic library as well as managing print and archival collections. Duties and responsibilities include supervising staff, recommending and implementing long range planning goals, developing and administering the budget, promoting library services and resources to the academic community, and providing assistance to patrons.

The Head Librarian's duties are to:

- Develop and implement automated information services appropriate to an institution of higher learning
- Supervise, direct, and evaluate assigned staff, handle staff concerns and problems, assign work, counsel, and recommend disciplinary and other personnel actions
- Plan, organizes and directs overall activities of the Library Department
- Develop and administer departmental budget
- Recommend and implements long term goals and objectives as determined by the College
- Develop, execute and evaluate general policies and procedures
- Develop and improve library's available collections, materials and services to support all academic programs
- Coordinate physical maintenance of library building
- Seek funds and gifts to supplement library budget
- Select resources to support the college curriculum
- Report to the Chief Academic Officer on the status of library services
- Provide assistance and information to patrons as needed, to include circulation services, reference services, equipment operation or troubleshooting, conducting tours, etc
- Receive various documentations (e.g., reports, correspondences, personnel forms, invoices, etc.); analyze, edit, approve and/or route; and respond and/or forward as appropriate
- Prepare and/or generate routine correspondence, letters, memoranda, forms, reports and other documents via computer and/or typewriter
- Answer the telephone; provide information; return calls as necessary
- Respond to routine requests for information from faculty, students, and members of the staff, the public or other individuals

- Keep abreast of new trends/advances in the profession; maintains professional affiliations; reads professional literature; attends workshops and training sessions as appropriate
- Serve on committees and/or attends meetings as directed or as appropriate
- Use knowledge of various hardware and software to operate a computer in an effective and efficient manner
- Code, classify, index and catalogs books, publications, videos and other library materials
- Organize, process, and index archival records
- Interact with consortium members on special projects and library activities
- Network and build cooperative library arrangements with college, public and special libraries in the community
- Perform other duties as required

Evaluation: The Head Librarian is evaluated by the CAO based on performance against stated objectives and institutional plans and on the management of the Library.

Incapacity: The Head Librarian designates a professional librarian on the staff to serve as alternate in the Head Librarian's absence. The Chief Academic Officer and the Library staff are informed of the designee.

1.8 Faculty Governance Structure

1.8.1 Faculty Assembly

The faculty, operating through the Faculty Assembly, has primary responsibility for the following:

- Admissions standards
- Curriculum and instruction
- Liberal arts and general education requirements
- Graduation requirements
- Standards for graduation
- Candidates for graduation
- Conditions of academic standing, suspension and dismissal
- Standing committee establishment and assignments

In accord with academic practice and shared governance at LeMoyne-Owen College, recommendations from the Faculty Assembly to the President and the Board of Trustees will include the consultation provided through faculty representation on the Cabinet, on the Academic Affairs Committee of the Board of Trustees and on the full Board. The faculty can thus remain informed of the Board's thinking and can contribute to the discussion.

In meetings that are called and presided over by the Chief Academic Officer, the Faculty Assembly conducts the academic business of the Faculty. The body deliberates and makes recommendations on areas of faculty responsibility delineated above, unless otherwise specifically delegated.

The Chief Academic Officer can call special faculty assembly meetings as needed. Full-time faculty are expected to attend all faculty meetings; part-time and adjunct faculty may attend as non-voting members. A recorder shall be named to maintain minutes of each academic year and to maintain an audio-tape recording. The recorder will rotate among the Divisions, each Division naming the recorder for its year.

All full-time faculty are required to be active and perform at a professional level on faculty standing committees which conduct research and deliberations on the matters assigned. The committees make academic recommendations to the full faculty, unless they have specifically delegated powers of decision and implementation. There are seven (7) standing committees of the faculty assembly; other committees may be formed as necessary. Committees are generally comprised of volunteers, and membership is coordinated by the Chief Academic Officer and the President of the Faculty Organization. Certain committees may have designated memberships, and appropriate staff members may also be asked to serve as voting members. The President and the Chief Academic Officer are ex-officio members of all committees.

1.8.1.1 Academic Honors, Standards and Selection

This Committee reviews policies regarding academic honors and standards and monitors students with academic honors and academic deficiencies, serves as an appeals committee for students on probation and suspension, and identifies students for special honors.

1.8.1.2 Curriculum and Instruction Committee

This Committee monitors the curriculum, reviews proposals for change, and maintains records of curriculum change. It should include at least one representative from each academic division, the Library, and the Registrar.

This Committee is governed by official by-laws.

General responsibilities are to:

- Consider questions of the appropriateness of the College curriculum.
- Ensure that the scope and nature of the curriculum are related to the stated purposes of the institution in keeping with available resources.
- Exercise the monitoring needed to avoid excessive proliferation of course offerings and degree programs.
- Recommend new courses and programs only when a need can be clearly identified and documented.

Eligibility Requirements:

The Chairperson of the Curriculum Committee must be a tenured member of the faculty who has had at least one (1) year of membership on the committee.

1.8.1.3 Faculty and Instructional Development Committee

This committee reviews policies and programs which will enhance the professional growth of the faculty and enable them to better deliver an education to students.

General responsibilities are to:

- Lead in the planning and organization of activities promoting the professional growth of the faculty
- Provide means for the faculty to enhance their instructional methods
- Encourage and coordinate faculty participation in professional meetings, conferences, and workshops

1.8.1.4 Honors Activities Committee

The Honors Activities Committee provides counsel, coordination and activities for honors students. The functions of the committee include:

- Coordination of Honors week
- Development of appropriate activities for all honors students
- Support such honors programs as the DuBois Scholars and Alpha Kappa Mu
- Inform students and faculty of special opportunities available to honors students
- Support other support activities for honors students and programs

1.8.1.5 Library and Research Committee

This Committee assists in the development of the Library and of the research capacities of students and faculty. It helps set Library priorities, assists in collection development and strategic planning, and sponsors support activities for the Hollis F. Price Library.

General responsibilities are to:

- Serve as a liaison between the library staff and academic community.
- Promote proper educational use and knowledge of the available materials.
- Suggest programs which could enhance the growth and the use of the library.
- Inform the faculty about funds that are available for the library to acquire books in their subject area.
- Ascertain students' opinions regarding the effectiveness of the library staff.
- Develop and enhance strategies promoting student and faculty research on campus, which may include grant development.

1.8.1.6 College and Pre-K-12 Coordination Committee

The committee helps to develop, monitor and ensure smooth and educationally effective articulation between LeMoyne-Owen College and the Pre-K-12 educational sector. This includes coordination with the Hollis F. Price Middle College, and other such

projects as dual enrollment programs, on-campus camps and other educational activities for students in the schools, and the Center for Urban Education.

1.8.1.7 Student Development Committee

This Committee will help devise a plan for student development, recruitment and retention, help design intervention mechanisms for students at risk and help better link all students to the institution. It will work in conjunction with the College Enrollment Management team.

General responsibilities are to:

- Examine areas related to student academic growth and improvement
- Spearhead faculty efforts at student retention
- Act as the faculty liaison committee with Enrollment Management

1.8.2 Special Faculty and Institutional Committees

The faculty exercises its primary responsibility for evaluation, promotion, tenure and reappointment of its members through these committees.

1.8.2.1 Elected Committees of the Faculty

1.8.2.1.1 Tenure and Promotion Committee

Membership: The Tenure and Promotion Committee will be composed of six tenured faculty members, one from each division and the library, elected by the full faculty.

This Committee reviews the portfolios of all candidates for promotion and tenure, and makes recommendations to the CAO on those nominations. It also assists with pre-tenure review and counsels faculty on the process. (See Policies on Promotion, Section 2.6 and Tenure Policy, Section 2.7.)

1.8.2.1.2 Faculty Review Committee

Membership: The Faculty Review Committee will be composed of five full-time faculty members elected by the full faculty. Three of these members must have tenure. The three tenured members serve as the Appeals Committee for Tenure and Promotion Decisions. (See Appeal Process for Tenure and Promotion Decisions, Section 2.8.)

This committee will select its own chair. The Committee receives all written appeals and grievances of faculty members and decides whether the issue(s) may be resolved informally or whether there is a

need for a formal hearing. If a formal hearing is deemed necessary, the committee will provide a written report of their findings to the faculty member, the person or body whose decision or action was the object of the appeal or grievance, the Chief Academic Officer, and the President of the College.

1.8.2.2 Institutional Committees

In addition to Standing Committees, faculty may be asked to serve on Special or Ad Hoc Committees or Institutional Committees such as Institutional Review Board and the Institutional Planning and Assessment Committee.

1.8.2.2.1 Institutional Planning and Assessment Committee (IPAC)

The Institutional Planning and Assessment Committee (IPAC) is an on-going team which provides college wide input and coordination for all accreditation, planning, evaluation and assessment efforts. The charge to the committee is to:

- Assist in the coordination of all accreditation and strategic planning activities and the provision of appropriate documentation to support these efforts
- Assist in editing, producing and proofing of accreditation reports
- Assist in the development, coordination and monitoring of timetables for planning and assessment activities
- Review and assess planning processes and strategies with recommendations for enhancement
- Serve as a clearinghouse for all planning and assessment initiatives
- Help provide an archive of data and planning materials
- Help determine data and documentation needs for appropriate planning and institutional effectiveness efforts
- Monitor that appropriate assessment measures are implemented across the campus
- Help provide professional development for all employees on accreditation, planning and assessment

1.8.2.2 Institutional Review Board (IRB)

The Institutional Review Board is charged by the President with developing and implementing a policy for the review of any study involving human subjects on campus. Investigators either on- or off-campus desiring to conduct studies at LeMoyne-Owen College that involve human subjects must submit a proposal that includes the protocol, the measures taken to protect the participants, the selection criteria for participants, and the purpose of the study. Committee members, including representatives of the academic divisions and community, review the proposal by considering its academic merits as well as its conformity to criteria, and then approve or deny permission for the study to be conducted.

1.8.3 Faculty Organization

The LeMoyne-Owen College Faculty Organization is a Chapter of the American Association of University Professors and is a volunteer organization open to all faculty which represents their interests regarding their professional growth and well-being. The Faculty Organization is to consider all issues of faculty welfare, work environment, methods and issues of evaluation, all policies related to tenure, promotion and/or evaluation, compensation and all concerns of general well being, sick pay, convalescence and benefits including health benefits.

The officers shall be a president, vice president, secretary, treasurer, assistant treasurer, parliamentarian, and historian/archivist, one representative each from the Division of Business and Community Development, the Division of Education, the Division of Fine Arts and Humanities, the Library, the Division of Natural and Mathematical Sciences and the Division of Social and Behavioral Sciences. These officers are elected annually. The president should have at least two years of service at the institution and all officers should be dues paying members of the Organization and the AAUP.

The meetings of the Faculty Organization shall be conducted under Robert's Rules of Order, current edition. Any resolution or action at a meeting of the Faculty Organization shall be considered passed when approved by a majority of the members present.

The By-Laws of the Faculty Organization may be amended or suspended at any meeting of the Faculty Organization by two-thirds vote of the members present, provided notice of such purposed action has been given in the call for such a meeting.

1.8.3.1 Representation on President's Cabinet

LeMoyne-Owen College traditionally includes faculty representation on the President's Cabinet. At the time of this document, there are two representatives and an alternate. When items come to a vote, the representatives have full voting rights, with the alternate assuming that right in the absence of a representative.

1.8.3.2 Representation on Academic Council

There is one representative on the Academic Council, the Faculty Organization President.

1.8.3.3 The Faculty Organization and its Bodies

There are committees of the Faculty Organization. All full-time faculty may serve and are expected to perform at a professional level on these committees which conduct research and deliberate on the matters assigned. Committees are generally comprised of volunteers, and membership is coordinated by the Senate. Certain committees may be established with designated memberships. All committees make recommendations to the full Faculty Organization. The President and the Vice-President of the Faculty Organization are ex-officio members of all Organization committees.

1.8.3.3.1 The Senate of the Faculty Organization is made up of the president, vice president, secretary, treasurer, assistant treasurer, parliamentarian, and historian/archivist of the Faculty Organization. The senate further includes one representative each from the Division of Business and Community Development, the Division of Education, the Division of Fine Arts and Humanities, the Library, the Division of Natural and Mathematical Sciences and the Division of Social and Behavioral Sciences. Each division annually elects their representative.

1.8.3.3.2 Professional and Employment Conditions Committee

This committee is charged with issues that relate to terms of employment, work environment, compensation and all concerns of general well being, sick pay, convalescence and benefits including health benefits.

The members of this committee are elected by the entire Faculty including both full-time and adjunct members.

1.8.3.3.3 Ad Hoc Committees

A committee may be established for any purpose deemed necessary by the Senate or a meeting of the Faculty Organization. The membership will be determined in accordance with the purpose of the ad hoc committee.

Part II. FACULTY

2.1 Definitions of Faculty Status

2.1.1 Full-time Faculty

A full-time faculty member at LeMoyne-Owen College is one who has been appointed to a faculty rank (Instructor, Assistant Professor, Associate Professor, Professor) in an academic field or discipline, after a process of peer review in accordance with standard academic practices. Only faculty members as defined herein are eligible for promotion; only ranked faculty at the level of Assistant Professor and above are eligible for tenure. Professional librarians holding at least a master's degree in library science or related information sciences can hold faculty status and tenure eligibility upon the recommendation of the Head Librarian. The recommendation is reviewed by the appropriate search committee and/or the Tenure and Promotion Committee and the CAO, who registers the decision. Faculty members who transfer into administrative positions shall retain their rank and tenure status.

All faculty must hold a graduate degree in the field in which they teach, and the appropriateness of the degree must reflect the definitions recognized by the regional accrediting body, the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). Only in special circumstances, negotiated with the Division Chair and approved by the CAO, can faculty members without the appropriate credentials teach courses above the developmental (0) level. All faculty are required to have on file official transcripts of all graduate work with the Chief Academic Officer.

Full-time faculty members may hold teaching appointments for the nine month academic year. Faculty with certain appointments may receive extended appointments for ten-, eleven- or twelve-month periods. Unless otherwise advised by the CAO, faculty with appointments extending beyond ten months fall into the staff practices related to hours, vacation, sick leave and overload compensation.

Full-time faculty hold academic rank. The academic ranks with their qualifications follow.

Full-time Faculty Ranks

2.1.1.1 Professor

Minimum professional qualifications for appointment to the rank of Professor are as follows:

- 1) an earned, completed doctorate or other terminal degree as recognized by the regional accrediting association from an accredited graduate institution in his/her teaching field or equivalent training and experiences;
- 2) a strong record of continuous participation in professional scholarly activity or outstanding involvement in community service related to his/her discipline;
- 3) or other solid evidence of established reputation as a mature scholar and professional person;
- 4) minimum of four (4) years' experience after receiving Associate Professorship.

2.1.1.2. Associate Professor

Minimum professional qualifications for appointment to the rank of Associate Professor are as follows:

- 1) a doctorate or other terminal degree from an accredited graduate institution in his/her teaching field or equivalent experience and recognition;
- 2) established reputation as a good teacher;
- 3) a good record of scholarly and professional activity in addition to teaching as evidenced by holding or giving papers at meetings or professional organizations and learned societies;
- 4) significant involvement in community service related to his/her discipline;
- 5) engagement in research and other solid evidence of advanced professional growth;
- 6) minimum of three (3) years' experience after receiving Assistant Professorship.

2.1.1.3 Assistant Professor

Minimum professional qualifications for appointment to the rank of Assistant Professor are as follows:

- 1) a doctorate or other terminal degree from an accredited graduate institution in his/her teaching field or equivalent experience and recognition;
- 2) demonstrated ability as a teacher; scholarly and professional promise in his/her discipline as evidenced by participation in professional organizations and learned societies;
- 3) some involvement in community service related to his/her discipline and
- 4) other solid evidence of professional and scholarly promise.
- 5) minimum of one (1) years' experience after becoming Instructor.

2.1.1.4 Instructor

Minimum professional qualifications for appointment to the rank of Instructor are as follows: A master's degree from an accredited graduate institution in his/her teaching field or equivalent experience and recognition and potential promise for teaching.

2.1.2 Part-time (Adjunct) Faculty

Part-time (adjunct) faculty are employed on a course by course basis, and teach less than twelve (12) hours per regular semester. Their contractual arrangement is per course and credit hour and their financial remuneration is determined per credit hour taught. They do not hold academic rank nor are they eligible for tenure or promotion.

2.1.2.1 Responsibilities of Part-time (Adjunct) Faculty

Part-time faculty are appointed by the Chair of the Division, usually in consultation with the faculty in the discipline.

All part-time assignments are contingent upon the enrollment in the course and the Division Chair's review of enrollment patterns throughout the Division which may necessitate reassignments. Full-time faculty have priority for the assignment of courses. If a course does not meet minimum enrollment or for any administrative purposes is cancelled, there is no compensation. However, if the class is cancelled after the first official day of the term, and the faculty member has met the class, the faculty member is entitled to a \$100 stipend.

The professional qualifications of both full-time and part-time faculty are the same. The appointee will have a minimum of an earned master's in the discipline with at least 18 graduate hours in the discipline to be taught. All prospective candidates must provide evidence of their credentials by submitting official transcripts. Occasionally, appointees will be selected for their exceptional professional experience and accomplishments. Those who do not meet the graduate hour requirement must complete all of the following: letters of reference, evidence of achievement in the field, and resumes.

The appointment of a part-time faculty member is normally for a semester. Orientation, supervision, and evaluation of the part-time faculty are the responsibility of the division chair and area coordinator. Part-time faculty will make themselves available for student consultation by appointment, telephone, and/or e-mail.

2.1.3 Special Faculty Categories and Appointments

2.1.3.1 Emeritus Faculty

The designation of faculty emeritus may be assigned to retired faculty members by the President of the College, after ten (10) years of service to the College, with the approval of the Board of Trustees. A professor emeritus is accorded library and laboratory privileges, computer access privileges (including e-mail) and his/her name is recorded in the faculty mailing lists and in the College Catalog. He or she is allowed to participate in campus activities, including those requiring regalia. No salary or benefits will accrue from this position.

2.1.3.2 Visiting Faculty

Visiting faculty are salaried instructional employees who teach designated hours on a visiting basis, and whose appointment may require specified collateral duties as prescribed by the College. Remuneration may or may not be on a per credit basis, depending on the assignment.

2.1.3.3 Visiting Lecturers and Professors

Visiting lecturers and professors (assistant, associate, full or distinguished) are individuals who are appointed to teach at the College for a stipulated period of time. These appointments are made by the President of the College upon the recommendation of the CAO in consultation with the Division Chairpersons. Visiting faculty members may teach less than 12 credit hours per regular semester with other scholarly responsibilities.

2.2 Definition of Faculty Responsibilities

2.2.1 Full-time Faculty

Full-time faculty may hold either nine or twelve month appointments. They are those persons whose primary responsibility is teaching twelve (12) hours or the equivalent of 12 hours per regular semester. They are expected to meet their classes as scheduled, to fulfill College requirements and deadlines concerning reporting grades and attendance, syllabi and classroom decorum, and to schedule time for student conferences. Full-time faculty are also required to perform collateral duties as deemed necessary by the College. These include advising, committee service, participation in College curricular initiatives, marching at Graduation, and attendance in at least two of the following: Convocation, Black History Month Keynote Program, Honors Convocation, and the Candlelight Ceremony for graduates. Each Faculty member is responsible for fulfilling the expectations outlined in the faculty evaluation process: advisement, professional growth, scholarship, service to the college and community.

2.2.1.1 Faculty Overload

Full-time faculty members who have been approved to teach in excess of their basic teaching load will be paid overload in accordance with the payment schedule established by the college. Overload limit is one additional course per semester: one three-hour course or one four-hour course. Overload includes all courses taught or special equivalent activities in excess of the basic teaching load (12 hours or its equivalent) whenever or wherever scheduled. Full-time faculty members shall be given first choice in the assignment of extra courses to which they are qualified at the compensation rate established by the college.

Overload and summer school pay are dependent on classes reaching the required minimum number of students for the course to be offered. The minimum will be set each term and the number disseminated by the CAO to Division Chairs. Faculty will receive no compensation for any class which does not meet the minimum number of students; however, if a class actually met and is subsequently cancelled, faculty will then receive a \$100 stipend.

2.2.2 Part-time (Adjunct) Faculty

Part-time (adjunct) faculty are employed on a course by course basis. They are expected to meet their classes as scheduled, to fulfill College requirements and deadlines concerning reporting grades and attendance, syllabi and classroom decorum, and to schedule time for student conferences. Faculty will receive no compensation for any class which does not meet the minimum number of students; however, if a class actually met and is subsequently cancelled, faculty will then receive a \$100 stipend.

The appointment of a part-time faculty member is normally for a semester. Orientation, supervision, and evaluation of the part-time faculty are the responsibility of the division chair and area coordinator. Part-time faculty will make themselves available for student consultation by appointment, telephone, and/or e-mail.

2.3 Policies on Selection, Appointment and Notification

2.3.1 Selection of Full-time Faculty

2.3.1.1 Procedure for Recruiting Full-time Faculty

The procedure for recruiting full-time faculty members is as follows:

- 1) All prospective permanent full time faculty members are reviewed by a search committee. Under the leadership of the division chair, divisions recruiting the new member form the search committee. The search committee will consist of representatives from within the Division and at least one (1) representative outside of the division;
- 2) Advertisements are placed on LOC website, in related journals, at other institutions and in publications of higher education;
- 3) The search committee, along with the Division Chair and Area Coordinator review applications and determine which candidates are to be interviewed;
- 4) Candidates selected for interviews will be asked to make an oral presentation related to academic subject matter in the hiring area;
- 5) Each candidate will be interviewed by the search committee and other campus representatives including the Chief Academic Officer and the President. The actual appointment of a new faculty member is the responsibility of the Chief Academic Officer upon the recommendations of the Division Chairperson concerned, and the search committee. Initial appointments are normally for two (2) semesters;
- 6) The search committee, after considering recommendations from other members of the interviewing team, will make a recommendation to the Division Chairperson who will make a recommendation to the CAO. The recommendation should include the rank and tenure status of the individual. In extraordinary circumstances where vacancies must be filled immediately, Division Chairs will make recommendations for the

appointments to the Chief Academic Officer, and these will normally be interim appointments.

2.3.1.2 Selection of Part-time Faculty

Part-time faculty are appointed by the Chair of the Division, usually in consultation with the faculty in the discipline. The Chair reviews professional qualifications.

The terms and conditions of every appointment to a part-time faculty position will be stated in writing, including the length of service. A copy of the appointment document will be provided to the part-time faculty member.

The professional qualifications of both full-time and part-time faculty are the same. The appointee will have a minimum of an earned master's in the discipline with at least 18 graduate hours in the discipline to be taught. All prospective candidates must provide evidence of their credentials by submitting official transcripts. Occasionally, appointees will be selected for their exceptional professional experience and accomplishments. Those who do not meet the graduate hour requirement must complete all of the following: letters of reference, evidence of achievement in the field, and resumes.

2.3.2 Reappointment and Notification Procedures

2.3.2.1 Full-time Faculty

Non-tenured, full time faculty are on yearly appointments. The College is under no obligation to renew the appointment. Faculty must be notified in writing by December 15 if their appointment will not be renewed during the following year. In extraordinary circumstances where vacancies must be filled immediately, Division Chairs will make recommendations for the appointments to the CAO, and these will normally be interim appointments.

Any letter of appointment not signed and returned by the faculty member within the time indicated on the letter of appointment becomes null and void.

2.3.2.2 Part-time Faculty

Part-time faculty are appointed by the Chair of the Division, usually in consultation with the faculty in the discipline. Part-time faculty receive contracts covering only the tenure of that specific assignment. Part-time assignments are not renewable, and are only offered as needed.

2.3.3 Personnel Records

The Office of Academic Affairs maintains a personnel file on all faculty. This must include official transcripts of all baccalaureate and post-baccalaureate study and a resume. As faculty acquire additional certifying graduate hours or experience, transcript and documentation records must be updated. Files may also be updated with other official documents during the tenure of employment. Whenever qualifications include professional or other experience in the field, rather than or in addition to

graduate hours, documentation of that experience must be on file in the Academic Affairs Office.

2.4 Faculty Employment Policies and Procedures

2.4.1 Faculty Evaluation

All full time faculty members are subject to an annual faculty evaluation.

The faculty evaluation process works in two phases:

- 1) Early in the fall, the evaluation of faculty is initiated by the division chair and is usually completed by the end of September. The faculty member and chair arrive at a formal, written agreement describing the faculty member's goals for the upcoming academic year;
- 2) Late in the spring, individual faculty members review the progress made during the year towards the completion of the goals.

This individualizes the faculty evaluation while maintaining a sufficient level of uniformity.

This model was developed with nine-month faculty in mind. For the twelve-month faculty and for other situations that do not fit the traditional nine-month model, provision is made to allow for a variance by attaching a statement justifying the changes, which must be approved by the Division Chair and the CAO.

Files with copies of these agreements are maintained in the offices of the Division Chair and CAO.

In negotiating individual faculty member's goals, each faculty member and the Division Chair include goals from the following areas:

- 1) Teaching and Advising
- 2) Professional Growth, Research and Scholarship, and Proposal Writing
- 3) Service to College and Community

A minimum of sixty-five (65%) percent of the weight of the evaluation will focus on Teaching and Advising. A minimum of 10% of the weight will be devoted to Professional Growth and a minimum of 10% on Service. The weight distribution beyond the specified minimums is determined in the negotiations between the faculty member and Division Chair to allow for the variation that takes place from year to year. The idea is to allow for the variety of faculty activities and responsibilities beyond teaching, as individual faculty member's responsibilities change.

Goals and objectives for the year must relate to the institutional strategic plans and to institutional goals. To facilitate phase one, the establishment of the goals agreement, recommended menus have been created for each one. Faculty members and their Division Chair select appropriate items from the menus and agree upon their weight. In working up an agreement concerning goals, faculty members must include the menu

items marked “required” but should go beyond the minimum requirements to identify areas for growth and improvement. It is the intention of this design that the self-evaluation part of the process be incorporated into the establishment of goals.

In addition to the goals as described above, faculty members are expected to meet minimal levels of performance for these goals.

2.4.2 Academic Freedom and Professional Responsibilities

2.4.2.1 Academic Freedom and Professional Security

LeMoyne-Owen College faculty are citizens, members of learned professions and officers of LeMoyne-Owen College. When they speak as citizens, they should be free from institutional censorship or discipline, but their special positions in the community derived from affiliation with LeMoyne-Owen College impose special obligations. As persons of learning and educational officers of LeMoyne-Owen College, faculty members should remember that the public may well judge their profession and their institution. LeMoyne-Owen College faculty members should at all times be accurate, should exercise appropriate restraint, show appropriate respect for the opinions of others and, and unless designated, should make every effort to indicate they are not institutional spokespersons.

Adapted from the AAUP/Association of American Colleges, 1940 Joint Statement of Principles on Academic Freedom and Tenure

2.4.2.2 Professional Ethics

The Statement on Professional Ethics of the American Association of University Professors that follows sets forth those general standards that serve as a reminder of the variety of responsibilities assumed by all members of the profession.

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation,

harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

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

2.4.2.2.1 Academic Freedom

1. Faculty at LeMoyne-Owen College are entitled to full freedom to discuss in their classrooms any subject or perspectives that are related to their academic area of expertise. LeMoyne-Owen College faculty are entitled to full freedom in research and in the publication of that research subject to the adequate performance of their other academic duties. Research for pecuniary return should be based upon a written understanding reached with their Division Chair and/or the CAO.
2. LeMoyne-Owen College faculty members are entitled to freedom in the classroom in discussing their subjects. In regard to their subjects, teachers should be careful not to introduce into their teaching controversial matters that have no relevance to their teaching assignment. There shall be no limitations for this aspect of academic freedom because of the religious or other aims of LeMoyne-Owen College.

2.4.3 Professional Leaves of Absence

LeMoyne-Owen College subscribes to the concept of professional leave for faculty growth as supported by the AAUP. The College encourages leaves to promote the professional development of all faculty, with particular emphasis on those whose stay at the institution is likely to be lengthy. Leave may be granted for scholarship and research, to acquire new instructional techniques or perspectives, to engage in professional or community service which will impact teaching capacities, to gain higher degrees or training in fields which will benefit the college, or for other development appropriate to the profession.

A faculty member may apply for leave after five years of full time service. While the College recognizes the appropriateness of paid Sabbatical leave, offered only to full time, tenured faculty after a minimum of five years of service, this leave with pay depends entirely on available funding. Consequently, the College encourages faculty to seek grant or other support or temporary positions at other institutions which may enhance their teaching and research capacities. While on leave status, a person does not acquire seniority time, but does not lose any seniority which has already been earned.

Faculty members receiving leave with pay will be required to sign a binding promissory note to serve at the College for two (2) full years for each year on supported leave, or to repay the College in full.

Tenured Faculty members, and in some exceptional cases non-tenured ones, may request a leave of absence without pay for up to one (1) year. In rare instances, a leave may exceed one year (e.g., to serve or head a local, state, or federal commission, etc.). These leaves are generally to improve the faculty member's professional capacities and standing or to address pressing personal or family issues.

Faculty requesting professional leave must file a request in writing with their division chair at least one full semester before the intended absence. The supervisor will review the request in consultation with the CAO to ensure that the program will not be seriously impacted and that the proposed leave will provide appropriate professional development.

2.4.4 Appeals and Grievance Procedures

2.4.4.1 Definition and Intent

The College recognizes and endorses the importance of establishing a prompt, fair, and efficient mechanism for the orderly resolution of appeals. The following process is designed to provide equitable and effective opportunities for faculty members to receive a fair hearing to appeal adverse decisions, resolve disputes and address grievances. A grievance consists of a violation of rights, discrimination, unfair treatment or working conditions, or a violation of written policies, procedures or rulings of the institution.

A faculty member should make every attempt to resolve disputed matters individually and at the source. These can include mediation by a faculty member mutually agreed upon between the disputants, if the faculty member is not on the Faculty Review Committee. If genuine attempts at resolution do not bear results, the faculty member may file a written appeal with the Chair of the Faculty Review Committee. There are special procedures for tenure and promotion appeals (see 2.8).

2.4.4.2 Appeal Procedure

The written appeal should set forth in specific detail the grievance, the relief sought and any other information that the grievant deems pertinent. The written grievance must be received by the chair of the Faculty Review Committee within thirty (30) calendar days of the date of the alleged action. The time limit does not apply to matters alleging fraud or criminal activity.

The request from the grievant should contain the following information:

- A. Their full name, address, and telephone number;
- B. The full name and title of the party against whom the grievance is made; (if that party is not a college employee, the address should also be included).
- C. A clear and concise statement of the facts including pertinent dates constituting the alleged violation;
- D. Any provisions of the Faculty Handbook, Employee handbook, or any standard rule, policy, procedure and/or directive believed to have been violated;

The Chair of the Faculty Review Committee will provide a dated receipt to the grievant. Time frames for action by the committee refer to the nine month period when the full-time faculty are employed, and may require extensions for review during the summer months.

Upon receipt of the grievance, the Faculty Review Committee shall schedule a hearing within thirty (30) calendar days of the receipt of the grievance. This is an internal process, and attorneys will not be allowed to be present for the hearing.

The appellant/grievant will be informed in writing of the hearing date, time and place. The appellant/grievant will be informed of the opportunity to:

- A. Bring witnesses and documentary evidence;
- B. Question any witnesses or parties; and
- C. Have an impartial review.

Any information furnished by any person or organization relating to or assisting in an investigation of a possible violation shall be kept confidential to the extent possible consistent with a fair determination of the issue.

The Faculty Review Committee shall issue a written decision within sixty (60) calendar days of the receipt of the grievance except in cases alleging fraud or criminal activity.

If the grievant does not receive a decision within sixty (60) calendar days, or receives an unsatisfactory decision, the grievant has the right within the next ten (10) calendar days to request a review of grievance by the CAO or, if the CAO was included in the original appeal or grievance, to the President. The written appeal to the CAO or President must be received within 10 days of the Report of the Faculty Review Committee report. The CAO or the president will issue in writing a determination within 30 days of the receipt of the appeal. If the appeal has been heard by the CAO and the grievant is still dissatisfied, they may apply within 10 days of the date of the CAO's decision to the President who will have 30 days to reply in writing. The decision of the President will be final.

2.5 McLemore Award

Students, alumni and faculty are encouraged to nominate faculty members who are most deserving of the T.R. McLemore Award for "Excellence in Teaching". Full time faculty with a minimum of three years of service at LeMoyne-Owen College are eligible for the award. Nominations are received from faculty, students and alumni, based on the following criteria:

- demonstrated outstanding teaching ability;
- presented teaching materials in a way that increased interest in the subject, and promoted independent thought;
- effectively organized and communicated subject matter;
- responded to student needs inside and outside of the formal teaching environment;
- utilized his/her involvement in research/grantsmanship and/or community service to encourage critical perspective and analytical thinking;
- demonstrated an understanding of and value for diversity and multiculturalism; and
- demonstrated genuine concern and understanding of student's learning styles.

2.6 Policies on Promotion

Promotion means elevation from one faculty rank to another.

Eligibility: Promotion is based on merit, not solely on years of service. Merit can be fairly assessed only after a faculty member has spent a reasonable period of time in a particular rank. Because promotion is a recognition that a faculty member not only meets minimum standards for higher rank but has also demonstrated significant achievements in the areas of professional competence, professional recognition, and professional service.

Secondly, a faculty member must have a certain number of years in rank at LeMoyne-Owen College. Length of service in rank refers to the number of years that a faculty member has spent in his/her present rank. To be eligible for promotion to Assistant Professor, a faculty

member shall have been an Instructor for at least one (1) year. To be eligible for promotion to Associate Professor, a faculty member shall have been an Assistant Professor for at least three (3) years. To be eligible for consideration for promotion to Professor, a faculty member shall have been an Associate Professor for at least four (4) years.

Faculty may not submit for promotion and tenure or third-year review at the same time so that they can focus in their portfolios on one goal at a time.

Instructors may be considered for promotion to Assistant Professor during their first year in rank. Assistant Professors are eligible for consideration for promotion to Associate Professor during their third year in rank. Associate Professors are eligible for consideration for promotion to Professor during their fourth year in rank.

Under rare and exceptional circumstances, however, outstanding creative achievement, exceptional scholarly and professional attainments, and national recognition by academia, industry and/or professional societies may, in the absence of the appropriate academic degree and/or years of experience, be evaluated for equivalency by the Tenure and Promotion Committee. The above criteria are not intended to be restrictive and deny the exceptional and outstanding faculty member the right to advance to higher rank.

Certain conditions for justifiable exception to the qualifying criteria for promotion must be met. In rare cases where a faculty member does not meet the requirements for a rank as specified above, and the faculty member believes there are grounds for waiving these requirements or considering others, a request for an exception to these requirements may be made. This request should delineate the conditions which are deemed exceptional and the justification supporting approval of the request. The request should be accompanied by appropriate documented evidence which establishes the nature of the exception and how it relates to the individual's assignment. The request for exception should be directed to the chairperson by the individual requesting the exception. This request is then processed in the manner established for all recommendations for promotion. Approval of exceptions to the qualifying criteria shall not establish precedents. Each exception shall be judged on its own merits. The appeal process for negative decisions is described in Section 2.8.2.

Appeal Process:

A faculty member who receives a negative decision for tenure and/or promotion after review by the Chief Academic Officer can appeal to the Faculty Review Committee. The appellant has 10 working days to submit a written appeal (which must state the basis of the appeal) to the chair of the Faculty Review Committee. Within 10 working days, the chair of the Faculty Review Committee will acknowledge receipt of the written appeal and inform the faculty member how the review will proceed. The Appeals Committee for Tenure and Promotion Decisions (Appeals Committee) will notify the Tenure and Promotion Committee and the Dean of the appeal. Once notified, the Tenure and Promotion Committee will provide the documentation provided by the faculty member and the letter stating the decision to the Appeals Committee.

Insofar as the faculty member alleges that the decision against promotion or tenure was based on inadequate consideration, the Appeals Committee will review the allegation and determine

whether the decision was the result of adequate consideration in terms of the relevant standards of LeMoyne-Owen College. The Appeals Committee will only consider materials submitted by the candidate by the deadline for his/her application. The Committee will not substitute its judgment on the merits for the Tenure and Promotion Committee. If the Appeals Committee believes that adequate consideration was not given to the faculty member's qualifications, it will request reconsideration by the Tenure and Promotion Committee, indicating the respects in which it believes the consideration may have been inadequate. It will provide copies of its findings to the faculty member, the Tenure and Promotion Committee, and the chief academic officer.

In the event that the Appeals Committee requests reconsideration of a decision by the Tenure and Promotion Committee, then the Tenure and Promotion Committee will review the findings of the Appeals Committee and following due consideration, will provide copies of its response to the faculty member, the Appeals Committee and the chief academic officer. At this point all of the documentation will be provided to the chief academic officer for review.

Adapted from Regulation 2g of the AAUP Recommended Institutional Regulations on Academic Freedom and Tenure

2.7 Tenure Policy

2.7.1 Definition and General Principles

The term "tenure" as used herein means the right of a faculty member, after qualifying through satisfactory completion of a probationary period and compliance with other requirements, to continuous appointment subject to conditions detailed below.

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

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

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Eligibility

Only tenure track faculty members with a terminal degree directly relevant to the teaching field and with a rank of Assistant Professor, Associate Professor, or Full Professor are eligible for tenure. For this policy, the terminal degree will necessarily reflect the

requirements stipulated by the regional accrediting agency. Faculty may not submit for tenure and promotion at the same time so they can focus in their portfolio on one goal at a time.

When a faculty member is hired, the letter of appointment must indicate whether the position offered is a tenure track or non-tenure track position. If a faculty member with a terminal degree is hired as a non-tenure track and a tenure track position becomes available for which he/she is then eligible, then the faculty member may apply for the tenure track position. In exceptional circumstances, the CAO may recommend that an individual be considered for tenure and promotion at the same time.

2.7.2 Probationary Period

For the purpose of this policy, the probationary period will be defined as complete academic years as served before application for tenure can be initiated during the following academic year. A tenure track faculty member must have served the College full-time for a probationary period of at least five years and not more than six years when he/she is reviewed for tenure. A faculty member on a tenure track who takes an approved leave of absence from the full-time position will maintain the seniority accrued. The period of the leave, however, will not count as time served towards tenure. No faculty member will be reviewed for tenure after the seventh year unless a special deferral has been awarded in writing by the Tenure and Promotion Committee and the Chief Academic Officer before the end of the seventh year of full-time service to the College. A faculty member may have the probationary period shortened, based on time served at another institution or other exceptional circumstances; however, there must be a probationary period of at least two years full-time service to the college.

Each new faculty member hired will participate in an orientation that reviews the requirements and expectations of the faculty. All new faculty members, including those in a tenure track position, will undergo the faculty evaluation process as described in section 2.4 of this handbook.

2.7.3 Third-Year Review

During the third year in a tenure track position, each faculty member is required to submit for purely formative review, a full portfolio meeting the requirements outlined below. The Tenure and Promotion Committee will review portfolios and provide written feedback to the candidate and the Division Chair. If a faculty member does not submit a portfolio as required for third-year review a letter stating noncompliance will be provided to the candidate and filed with the appropriate Division Chair and the Dean of Faculty. Faculty may not submit for promotion and third-year review at the same time so they can focus in their portfolios on one goal at a time.

2.7.4 Tenure Review

2.7.4.1 Tenure and Promotion Committee

Membership: Six tenured faculty, one each from each academic division and the library, shall be elected by the full faculty. See Elected Committees of the Faculty, Section 1.8.2.1.

2.7.4.2 Statement of Principles

It is the responsibility of each faculty member applying for tenure to collect the materials that are available, to organize them and submit them for review. Faculty members will not be penalized if any institutional materials should not be available, though they will be responsible for the presentation of any materials related to the research and service, or any materials which should be in their files, such as syllabi, teaching materials, and documentation of activities.

2.7.4.3 Review Process

Faculty members eligible to be reviewed for tenure will receive written notification of eligibility from the Chief Academic Officer during September. The list will be developed by the Committee in consultation with the CAO.

The faculty member will submit materials in a portfolio format using a binder with sections clearly designated. The deadline for submission will be November 15 of each year. The decision will be based solely on documentation received by the deadline. The material submitted must include the following:

- 1) A cover letter
- 2) A current curriculum vitae
- 3) A minimum of 3 and a maximum of 5 letters of evaluation
 - A) One detailed letter describing the candidate's strengths and weaknesses must be from the faculty member's Immediate Supervisor.
 - B) Two additional letters must be from full-time faculty members on campus who are familiar with the candidate's accomplishments. Neither of these should be considered the peer evaluation.
 - C) A maximum of two letters may be included from staff members, students, alumnae, or off campus professional or community activities related to his/her professional expertise.

These letters should be sent directly to the Chair of the Tenure and Promotion Committee. The candidate should include a list of letters

requested so that the Tenure and Promotion Committee can contact evaluators if the letters are not submitted.

- 4) Official student evaluations that are conducted by the College and are available from the last five years. A copy of the letters, if any, sent to the Division Chair and Chief Academic Officer requesting that student evaluations be provided.
- 5) Faculty evaluations that are available from the past five years. A copy of the letters, if any, sent to the Division Chair and Chief Academic Officer requesting that faculty evaluations be provided.
- 6) Documentation to support the three areas of evaluation:

A) Teaching and Advising

The faculty member will include:

- a. a statement of his/her personal philosophy of teaching;
 - b. sample tests given to students during the past two years;
 - c. samples of graded student work from the past two years;
 - d. examples of resources developed for the course use;
 - e. syllabi from all courses taught the previous two years;
 - f. a list of advisees;
 - g. documentation of quality advising;
 - h. a peer evaluation of teaching; (The faculty member will select a peer, with the immediate Supervisor's approval. The immediate Supervisor will then request that the peer conduct the evaluation at a time that is agreeable to both the candidate and the peer evaluator. The peer evaluator must provide a written evaluation including the date, time and the educational experience evaluated); and
 - i. additional materials as the candidate may deem appropriate.
- B) Professional Growth, Research and Scholarship, and Proposal Writing. All service for the past two years that the candidate lists must be documented.
- C) Service to College and Community
All service for the past two years that the candidate lists must be documented. This can include service on College committees and initiatives, in professional organizations related to academe, and to community groups which have received expert assistance or evaluation from the faculty member, or civic agencies on whose boards or expert committees the applicant has served. These are to be only professional activities.

2.7.4.4 Rating System

The following rating system will be used to help summarize the performance of each candidate in the three areas listed above, 1) Teaching and Advising, 2) Professional Growth, Research, and Scholarship, and Proposal Writing, and 3) Service to College and Community.

5	Excellent
4	Very Good
3	Average
2	Below Average
1	Poor

The immediate Supervisor's evaluation must include one of these ratings for each of the three areas of evaluation above, as well as an overall rating, accompanied by narrative substantiating the judgments made.

The Tenure and Promotion Committee will establish a rating for each area and an overall rating for each candidate based on the documentation provided. In order to be recommended for tenure, a candidate must have a rating of at least 4 (very good) in teaching and an overall rating of at least 3 (average). The percentages will be weighed as 1) 65% for Teaching and Evaluating; 2) a minimum of 10% for Professional Growth, Research and Scholarship, and Proposal Writing; and 3) a minimum of 10% for Service to College and Community. The percentages for areas 2 and 3 will be based on agreement between the candidate and the Immediate Supervisor.

2.7.4.5 Deliberation and Report

During the review and deliberation of the documentation for each candidate, the Tenure and Promotion Committee may request a meeting with a candidate for additional information or clarification, if necessary. All recommendations for or against tenure being awarded to a candidate must be reached by a consensus; if consensus is not possible, then a majority recommendation will be forwarded along with a minority report.

The Tenure and Promotion Committee will prepare a Summary Report with a recommendation either for approval or disapproval of tenure for each candidate and a brief statement of the reasons for the recommendation and the ratings for each candidate. The supporting documentation for each candidate will be forwarded to the Chief Academic Officer along with the Summary Report. The Tenure and Promotion Committee will send the summary statement, ratings and recommendation to each candidate.

The Chief Academic Officer will review the reports, and may contact members of the Committee, the candidate, and references, and/or the Immediate Supervisor for further clarification.

The supporting documentation for each candidate, the Summary Report of the Tenure and Promotion Committee and the Summary Report of the Chief Academic Officer will be forwarded to the President. The President will review and make recommendations to the Academic Affairs Committee of the Board of Trustees. The President will also send a copy of the recommendation for or against tenure to the candidate, the Chief Academic Officer, and the Tenure and Promotion Committee. If the decision of the Chief Academic Officer or the President differs from the recommendation of the Tenure and Promotion Committee, the Chair can request a hearing with that officer. When the Academic Affairs Committee of the Board has concerns about the recommendations, the Committee may ask the Chair of the Promotion and Tenure Committee to participate in their deliberations.

The Chief Academic Officer will notify candidates in writing of a final tenure decision after the Board of Trustees has made an official ruling. The materials submitted will be returned to each candidate within 30 days of final letter of notification, including the letters of evaluation.

The candidate will be notified of the recommendation and rationale at each stage of the process; Tenure and Promotion Committee, Chief Academic Officer, and President.

2.7.4.6 Outcome of Review

Faculty candidates who are approved for tenure will receive an appointment indicating their tenure status beginning the following academic year. Faculty candidates who are denied tenure will receive a terminal letter of appointment for one additional academic year at the existing salary. Tenure track faculty members who have been notified of their eligibility for review for tenure who complete seven years without submitting materials for review will not receive a renewal of their letter of appointment for the following academic year. See Appeal Process (Section 2.8) for negative decisions.

2.8 Appeals of Tenure and Promotion

This policy applies only to decisions of the Tenure and Promotion Committee regarding tenure or promotion. The appeal by a faculty member of any other decision is conducted according to 2.4.4.2.

2.8.1 Appeals Committee for Tenure and Promotion Decisions

Three tenured members of the Faculty Review Committee will serve as the Appeals Committee for Tenure and Promotion Decisions. If there are not three tenured members of the Faculty Review Committee who can serve on a particular appeal, due to a conflict of interest or any other reason, then the Faculty Review Committee will select another tenured faculty member to serve for that appeal only.

2.8.2 Appeal Procedure

A faculty member who receives a negative decision for tenure and/or promotion after review by the Chief Academic Officer can appeal to the Faculty Review Committee. The appellant has 10 working days to submit a written appeal (which must state the basis of the appeal) to the chair of the Faculty Review Committee. Within 10 working days, the chair of the Faculty Review Committee will acknowledge receipt of the written appeal and inform the faculty member how the review will proceed. The Appeals Committee for Tenure and Promotion Decisions (Appeals Committee) will notify the Tenure and Promotion Committee and the Dean of the appeal. Once notified, the Tenure and Promotion Committee will provide the documentation provided by the faculty member and the letter stating the decision to the Appeals Committee.

Insofar as the faculty member alleges that the decision against promotion or tenure was based on inadequate consideration, the Appeals Committee will review the allegation and determine whether the decision was the result of adequate consideration in terms of the relevant standards of LeMoyne-Owen College. The Appeals Committee will only consider materials submitted by the candidate by the deadline for his/her application. The Committee will not substitute its judgment on the merits for the Tenure and Promotion Committee. If the Appeals Committee believes that adequate consideration was not given to the faculty member's qualifications by the Committee and/or the CAO, it will request reconsideration by the Tenure and Promotion Committee and the CAO, indicating the respects in which it believes the consideration may have been inadequate. It will provide copies of its findings to the faculty member, the Tenure and Promotion Committee, and the chief academic officer.

In the event that the Appeals Committee requests reconsideration of a decision by the Tenure and Promotion Committee, then the Tenure and Promotion Committee will review the findings of the Appeals Committee and following due consideration, will provide copies of its response to the faculty member, the Appeals Committee and the chief academic officer. At this point all of the documentation will be provided to the chief academic officer for review. If the CAO still makes a negative decision, the faculty member can appeal to the President.

If the recommendation of the President is negative, the candidate may make a written request for a review by the President including a meeting to discuss the recommendation. The written request must be received by the President's office within 2 working days of the notification to the candidate. The President's decision after the interview will be final.

Adapted from Regulation 2g of the AAUP Recommended Institutional Regulations on Academic Freedom and Tenure

2.9 Termination of Appointments by the Institution

Notification of dismissal will be in writing from the President.

2.9.1 Policies and Procedures Relating to Severance for Cause

Adequate cause for a dismissal will be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or researchers. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens. Faculty members have the right to academic freedom, which carries with it responsibility to adhere to the highest standards. They are expected to model appropriate professional behavior.

Dismissal of a faculty member with continuous tenure or with a special or probationary appointment before the end of the specified term identified in the letter of appointment or contract will normally be preceded by attempts at resolution of issues. These will begin with discussions between the faculty member and appropriate administrative officers seeking a solution. If the discussions are not fully productive, a mutually agreed upon faculty member (who is not on the Faculty Review Committee) can be asked to serve as an intermediary. If there is no satisfactory resolution during the discussions, and when a mediator is used, the administration must prepare a written statement of concerns and charges. Pending a final resolution, the faculty member may be placed on suspension or assigned other duties. If, following these mutual discussions, the College deems that no reasonable accommodation has occurred, the President will present a written statement of dismissal framed with reasonable particularity. The faculty member then has the right to appeal to the elected Faculty Review Committee. A written request for an appeal must be received by the Committee chair within two weeks of the dismissal letter.

The College has a right to dismiss any faculty member for cause due to gross incompetence, moral turpitude, or serious misconduct. Severance for cause may result from serious breaches of professional standards such as:

- A. Conviction of a felony or misdemeanor;
- B. Failure to perform faculty responsibilities including collateral duties (See Sections 2.2.1 and 2.2.2);
- C. Proven plagiarism or falsification of scholarship and/or other official documents;
- D. Carrying, using, or storing any weapon or firearm on College premises, including in any vehicle parked on College premises;
- E. Behavior that seriously disrupts the work environment or hampers the ability of the College to fulfill its mission.

2.9.2 Termination or Temporary Suspension Because of Physical or Mental Disability

Termination or suspension of an appointment with tenure, or of a probationary or special appointment before the end of the period of appointment, because of physical or mental disability, will be based upon clear and convincing medical evidence that the faculty member, even with reasonable accommodation, is no longer able to perform the essential duties of the position. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. If the faculty member so requests, the evidence will be reviewed

by the Faculty Review Committee before a final decision is made by the governing board on the recommendation of the administration.

Temporary suspension can occur if the institution deems the person is unable to function safely and appropriately. The individual has the right to appeal, but the suspension from campus will apply while the review is underway.

2.9.3 Financial Exigency

(1) Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency, i.e., an imminent financial crisis that threatens the survival of the institution as a whole and that cannot be alleviated by less drastic means.

As a first step, there should be a faculty body that participates in the decision that a condition of financial exigency exists or is imminent, and that all feasible alternatives to termination of appointments have been pursued.

Restructuring for financial exigency involves considerations of educational policy, therefore, the faculty should be engaged in determining the criteria for identifying appointments to be terminated and criteria for reassignment or termination of faculty. These criteria may appropriately include considerations of length of service.

The responsibility for identifying individuals whose appointments are to be terminated should be committed to a person or group designated or approved by the faculty. The case of a faculty member given notice of proposed termination of appointment will be governed by the following procedure.

(2) If the administration issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member will have the right to a full hearing before a Faculty Review Committee.

(3) If the institution, because of financial exigency, terminates appointments, it will not at the same time make new appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.

(4) Before terminating an appointment because of financial exigency, the institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable position within the institution.

(5) In all cases of termination of appointment because of financial exigency, no position will be filled for which the faculty member concerned is appropriately credentialed

within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

Source: Regulation 4 of AAUP *Recommended Institutional Regulations on Academic Freedom and Tenure*

2.9.4 Discontinuance of Program Not Mandated by Financial Exigency

Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur as a result of bona fide formal discontinuance of a program or department of instruction. The following standards and procedures will apply.

(1) The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof. Educational considerations do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the College as a whole will be enhanced by the discontinuance.

(2) Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the institution will make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member's appointment then may be terminated, but only with provision for severance salary equitably adjusted to the faculty member's length of past and potential service. When the College proposes to discontinue a program or department of instruction, it should plan to bear the costs of relocating, training, or otherwise compensating faculty members adversely affected.

(3) A faculty member may appeal a proposed relocation or termination resulting from a discontinuance and has a right to a full hearing before the Faculty Review Committee.

2.9.5 Review

A faculty member or group of faculty members dismissed (other than through the tenure process) by the institution may request a review of the dismissal by the Faculty Review Committee.

2.10 Procedures for Imposition of Sanctions Other Than Dismissal

- a. If the immediate supervisor believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction. The faculty member may request a review by the Faculty Review Committee.

- b. If the immediate supervisor finds that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis of the proposed sanction. A faculty member who believes that a sanction has been incorrectly imposed, may, pursuant to Section 2.4.4, petition the Faculty Review Committee for such action as may be appropriate. The faculty member may request a review by the Faculty Review Committee.

If a reprimand or sanction results from a review through the institutional Judiciary Council, there is no appeal to the Faculty Review Committee. The Judiciary Council hears issues of inappropriate conduct raised by students or other members of the College, and its functions and procedures are outlined in the Student Handbook.