



POLICY MANUAL

VOLUME IV

Faculty Personnel Policies

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Volume IV Faculty Personnel Policies

4.0 Introduction

Volume IV contains general policies and procedures relating to the faculty and explains policies and procedures relating to faculty status. Effort has been made in this Volume IV to avoid duplication of information that appears in other documents, viz. Volumes II, III, V, VI and VII. Faculty members should become familiar with the contents of those documents, which have significance for their professional performance. Electronic access of this Volume IV, as well as the other volumes of the Paine College Policy Manual, will be made available to all Paine College faculty members.

This Volume IV is incorporated by reference into the individual contracts of each faculty member. Where the terms and provisions of an individual appointment agreement of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual appointment agreement shall control. Otherwise, the provisions of this Volume IV will remain in effect until changed by the procedures contained in Section 4.13. Should there be any perceived misapplication, misinterpretation, or violation of specific provisions in this Volume IV, the faculty member involved shall report the circumstance to the Provost and Vice President of Academic Affairs.

The administrative or staff responsibilities of faculty members with administrative or staff duties are specified in the individual appointment letters of such faculty members.

While authority to change policy ultimately resides with the Board of Trustees, recommendations for change are invited from all committees or faculty members involved. Committees or faculty members seeking to amend a portion of this Volume IV should work through the appropriate committee or administrator.

With the exception of personnel policies and employment benefits, other institutional policy changes can be written to become effective immediately or at any time deemed appropriate following approval by the President and/or Board of Trustees as required by the Board Bylaws, and then published.

This Volume IV of the Policy Manual has been written and designed to answer most of the questions that might be asked about faculty personnel policies at Paine College. It supersedes all previous faculty personnel policies and procedures published in prior faculty handbooks.

4.1 Faculty Categories and Academic Ranks

4.1.1 Faculty Categories/Membership

The Paine College Faculty consists of persons in the following categories:

4.1.1.1 Instructional Faculty

4.1.1.1.1 Full-Time Faculty

Full-time instructional faculty at Paine College include:

1. Instructional Faculty

- a Full-time tenured or tenure-track employees, including Department chairpersons¹, who teach one or more courses and who hold the rank of Instructor, Assistant Professor, Associate Professor, or Professor (see Subsection 4.1.2 below).
- b Full-time non tenure-track administrators or other employees who work in special programs, and teach one or more courses.
- c Full-time employees under special appointments without tenure who teach one or more courses and hold an adjunct rank.

2. Librarians

3. Administrative Faculty: Full-time employees who do not teach but hold rank of Instructor, Assistant Professor, Associate Professor, or Professor.

4. Associate Faculty: Visiting Professors, Lecturers, Consultants, Adjunct Faculty, or Part-Time Faculty.

The word “faculty,” when used in these Bylaws, refers to instructional faculty, administrative faculty, and associate faculty, except when otherwise specified. Selected non-instructional personnel, including the Executive Assistant to the President, directors, managers, and coordinators, who are assigned as professional staff by the President may attend all faculty meetings and serve as resource persons.

Full-time teaching consists of fifteen credit hours. Full-time faculty members may expect to be assigned additional responsibilities on a temporary basis. However, upon recommendation of the Provost and Vice President of Academic Affairs, the President may appoint a person to full-time status who is engaged in academic and/or research activities which are consistent with the teacher’s professional growth and with the needs and objectives of the College. Status is considered to be full-time unless otherwise stated in the contract.

4.1.1.1.2 Temporary Appointment Faculty

Temporary appointment instructional faculty at Paine College include Visiting Faculty Member, Lecturer, Consultant, or Part-Time Professor (or Part-Time Associate, Assistant, or Instructor). Persons whose primary responsibilities relate directly to administration but who receive temporary appointments to teach a course may not be assigned rank but may be assigned a title of “Part-Time” teacher or at a minimum, as an Instructor.

¹ Because chairpersons’ responsibilities are equally split between administrative duties and teaching, they are eligible for accumulating years toward tenure (see Subsection 4.6.2).

4.1.1.1.2.1 Visiting Faculty Member

Visiting Faculty Member is a title which shall be applied to any instructional faculty member on loan from another institution, or who for other reasons, has indicated that the faculty member plans to return to another pre-existing situation. This title shall be considered without rank and such faculty members are not in tenure track positions.² Because this position is not on a tenure track, sabbatical leave and voluntary early retirement plans are excluded as benefits.

4.1.1.1.2.2 Lecturer

Lecturers meet the same minimum qualification requirements as Instructors. The College offers term contracts of one or two semesters per year to Lecturers. Lecturers are faculty members who have specialized skills in selected academic areas, but who would not otherwise qualify for promotion or tenure. Such personnel are critical to the teaching and learning process of the College.

Under general supervision of the Department Chair, a Lecturer conducts courses; supervises laboratory or field work; serves on department committees if requested; and performs related work as assigned.

Faculty with this status are expected to remain current in the discipline and pedagogy and fulfill other normal faculty responsibilities. Because this position is not on a tenure track, sabbatical leave and voluntary early retirement plans are excluded as benefits.

4.1.1.1.2.3 Part-time

The title of part-time (also known as adjunct) faculty shall be applied to any and all instructional faculty not teaching fulltime, and applied to any appropriate rank.³ Such appointments are awarded for a specific period of time depending upon the needs of the College. Because this position is not on a tenure track, sabbatical leave and voluntary early retirement plans are excluded as benefits. They are appointed by the Provost and Vice President of Academic Affairs after consultation with the appropriate Department Chair.

4.1.1.1.2.4 Artist/Writer/Scholar-in-Residence

Paine College may appoint artists, writers, scholars, and other distinguished individuals to the special faculty status of Artist/Writer/Scholar-in-Residence. Such appointments are awarded for a specific period of time and may be full-time or part-time depending upon the needs of the College. They are appointed by the Provost and Vice President of Academic Affairs after consultation with the appropriate Department Chair. All such faculty members are hired on term appointments for a limited period of time with no intent of on-going employment. Their rights, duties, and benefits will be (dependent upon whether they are appointed on a full-time or part time basis) provided in their contract.

² Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

³ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

4.1.1.2 Non-Classroom Faculty

Non-classroom faculty members are professionals for whom classroom teaching is not their primary job but who have professional academic roles. Librarians in this category are granted faculty status. Other non-classroom professionals may be granted faculty status in their contracts. Non-classroom faculty shall have all the rights, responsibilities, and privileges of teaching faculty unless indicated otherwise in this volume. A master's degree in a professional field may be considered a terminal degree in the field (e.g., the M.L.S.). Non-classroom faculty members with a "tenure track appointment" are eligible for promotion and they must abide by the Promotion in Rank and Tenure guidelines (see Section 4.6), including the PDP (new PDP forms for faculty administrators, as well as non-classroom faculty may be required.⁴ Please refer to Section 4.6 for additional information.

4.1.1.3 Emeriti Faculty

Professor Emeritus is a title as distinct from academic rank. Granting the honor of emeritus status or faculty members is carefully and conservatively considered. The President considers each retiring faculty member eligible for this honor, and confers with the Provost and Vice President of Academic Affairs and applicable Department Chair in making recommendations to the Board of Trustees.

Emeritus status shall be awarded only to persons who have officially retired and have contributed distinguished service to the college over a period of not less than fifteen years. The titles of such persons shall reflect his or her last academic rank during active service (i.e., Professor Emeritus, Associate Professor Emeritus, etc.). Proper documentation of distinguished service shall be submitted along with the application by the individual. Under extraordinary circumstances, the number of years required for emeritus status may be waived upon recommendation by the Tenure and Promotion Committee, the Provost and Vice President of Academic Affairs, and the approval of the faculty and the President. All changes in status, including emeritus status, requires approval by the Board of Trustees.

4.1.1.3.1 Application

Individual faculty members may apply to their Department Chair for Emeritus status. Applications for emeritus status should be accompanied by a nomination with documentation of the applicant's distinguished service to the College from a current member of the faculty.

4.1.1.3.2 Further Involvement with the College

No compensation accrues by virtue of emeritus status except by mutual agreement (approved by the Board of Trustees) between the College President and the individual. The Emeritus faculty member may be offered a term or per-course contract to teach or fulfill other duties. In such cases, supplementary benefits, if any, will be set forth in the contract and such term contract shall be limited to less-than-half-time status.

⁴ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Footnote 1.

4.1.1.3.3 Privileges of Emeritus Status

The privileges of emeritus status are determined by the College President with the advice and consent of the Board of Trustees. Such privileges may include, but are not limited to:

1. Name listed in the catalog;
2. Participation in faculty processions and convocations and graduations;
3. Invitations to general faculty social functions;
4. Receipt of usual faculty/staff discount at the bookstore;
5. Receipt of usual faculty/staff passes to games, plays and concerts;
6. Use of College library and available technology;
7. Use of library study/research rooms, as available;
8. Receipt of campus news publications via mail or email as applicable; and
9. Receipt of a College email account.

4.1.2 Academic Ranks

4.1.2.1 Academic Ranks and Initial Appointment/Promotion in Rank Criteria

4.1.2.1.1 Appointment to Initial Rank

1. The President, in consultation with the Provost and Vice President of Academic Affairs, shall assign rank to new employees; this rank must be in accordance with the standards for promotion and tenure as provided in this Volume IV.
2. Only full-time academic year appointments (Instructor, Assistant Professor, Associate Professor, and Professor) with primary responsibilities related directly to instruction and who teach at least three hours per academic year shall be eligible for advancement in rank. Instructors are not eligible for tenure-track positions nor for advancement towards the pursuit of tenure. Individuals will become eligible for tenure by moving to the rank of Assistant Professor and being placed on a tenure-track line. Part-time and summer school teaching as well as teaching by graduate students or graduate fellows are all excluded from activities for promotion and tenure.
3. Persons employed in administrative positions who are not assigned to teach at least three hours per academic year shall not be eligible for promotion in rank higher than that assigned upon entry at Paine College or at the acceptance of the administrative position.⁵

4.1.2.1.2 Instructor

A faculty member is eligible for the rank of Instructor under the following conditions:

⁵ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section II.

1. The faculty member must have the minimum of a master’s degree or equivalent academic certification in an academic discipline or a related field of study (e.g., teaching in the military and other professions; designated as ABD [i.e., All But Dissertation] as part of a PhD degree granting program; etc.).
2. The faculty member shall have demonstrated and documented teaching ability and a continuing interest in his or her academic field by activities such as advanced study (ABD), research (grants), and active membership in learned and professional societies (e.g., engineering).
3. The faculty member shall submit a complete portfolio (see Portfolio Checklist in Appendix 4.5) containing evidence of teaching effectiveness, scholarly activity, college, and community service. The four categories must be clearly marked in the portfolio.⁶

4.1.2.1.3 Assistant Professor

1. A faculty member is eligible for the rank of Assistant Professor under one of the following conditions:
 - a. Possesses a terminal degree, has completed three years of full-time teaching, with at least one at Paine College and the balance at a comparable institution of higher education accredited by a regionally or nationally recognized accreditation agency, before applying for promotion (see “comparable institution” in paragraph 4.1.2.2 below). Years of fulltime teaching may be waived by the President on the recommendation of either the Tenure and Promotion Committee or the Provost and Vice President of Academic Affairs; or
 - b. Upon entry, holds the rank of assistant professor from a comparable institution of higher education accredited by a regionally (e.g., SACSCOC, MSACS, etc.) or nationally recognized accreditation agency (e.g., TRACS); or
 - c. Upon entry, possesses a master’s degree that is considered to be a “terminal” degree (e.g., Masters of Library Science, or MLS). However, this faculty member would not be eligible for promotion unless his or her contract specifies that he or she has a “tenure track” appointment.
2. The faculty member shall have demonstrated and documented teaching ability and a continuing interest in his or her academic field by activities such as advanced study, research, and active membership in learned and professional societies.
3. The faculty member shall submit a complete portfolio (see Portfolio Checklist in Appendix 4.5) containing evidence of teaching effectiveness, scholarly activity, college, and community service. The four categories must be clearly marked in the portfolio.⁷

4.1.2.1.4 Associate Professor

A faculty member is eligible for the rank of Associate Professor under one of the following:

⁶ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section III.

⁷ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section III.

1. Assistant Professors who are in their fifth year of service at Paine College may apply for promotion to Associate Professor. However, Assistant Professors who have taught at Paine College must apply for the Associate Professor rank in their sixth (6th) year. A faculty member is eligible for the rank of Associate Professor under either of the following:
 - a. Possesses an earned doctorate, has served for two years as an Assistant Professor, and has completed a minimum of five years of full-time teaching with at least three at Paine College and the balance at a comparable institution of higher education accredited by a regionally or nationally recognized accreditation agency (see “comparable institution” in paragraph 4.1.2.2.1). The requirements for the time of service as an Assistant Professor may be waived by the President on the recommendation of either the Tenure and Promotion Committee or the Provost and Vice President of Academic Affairs; or
 - b. Possesses an earned doctorate, has completed five years of full-time teaching at Paine College (or a comparable institution of higher education accredited by a regionally or nationally recognized accreditation agency, with at least three years at Paine College) before applying for promotion, and has served for two years as an Assistant Professor (time of service as an Assistant Professor may be waived by the President on the recommendation of the Tenure and Promotion Committee and/or the Provost and Vice President of Academic Affairs); or
 - c. Upon entry, holds the rank of Associate Professor from a comparable institution of higher education accredited by a regionally or nationally recognized accreditation agency.
2. The faculty member shall have demonstrated and documented teaching ability and a continuing interest in his or her academic field by activities such as advanced study, research, and active membership in learned and professional societies.
3. The faculty member shall submit a complete portfolio (see Portfolio Checklist in Appendix 4.5) containing evidence of teaching effectiveness, scholarly activity, college, and community service. The four categories must be clearly marked in the portfolio.⁸

4.1.2.1.5 Professor

1. A faculty member is eligible for the rank of Professor under one of the following:
 - a. Possesses a terminal degree, has completed seven years of full-time teaching at Paine College before applying for promotion, and has served for at least three years as an Associate Professor (time of service as an Associate Professor may be waived by the President on the recommendation of the Tenure and Promotion Committee or the Provost and Vice President of Academic Affairs); or
 - b. Possesses an earned doctorate, has served for three years as an Associate Professor, and has completed seven years of full-time teaching with at least three at Paine College and the balance at a comparable institution of higher education accredited by a regionally or nationally recognized accreditation agency, before applying for promotion (see “comparable institution” in paragraph 4.1.2.2 below). Time of service as an Associate

⁸ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section III.

- Professor may be waived by the President on the recommendation of either the Tenure and Promotion Committee or the Provost and Vice President of Academic Affairs; or
- c. Persons of renown (recognized for publications in an academic field or creative works in a professional field) may be appointed or promoted at the discretion of the President with the recommendation of the Tenure and Promotion Committee, or the Provost and Vice President of Academic Affairs; or
 - d. Upon entry, holds the rank of Professor from a comparable institution of higher education accredited by a regionally or nationally recognized accreditation agency.
2. The faculty member shall have demonstrated and documented teaching ability and a continuing interest in his or her academic field by activities such as advanced study, research, and active membership in learned and professional societies.
 3. The faculty member shall submit a complete portfolio (see Portfolio Checklist in Appendix 4.5) containing evidence of teaching effectiveness, scholarly activity, college, and community service. The four categories must be clearly marked in the portfolio.⁹

4.1.2.2 Terms Related to Academic Ranks

4.1.2.2.1 Comparable Institutions

Comparable institutions are defined for the purposes of this Subsection 4.1.2 as institutions of higher education accredited by a regionally or nationally recognized accreditation agency. This shall include two-year junior colleges, community colleges, and branch campuses of university systems, as well as four-year colleges and universities.¹⁰

4.1.2.2.2 Comparable Foreign Institutions

Comparable foreign institutions of higher education are those accredited by a regionally or nationally recognized accrediting agency in their own country, and recognized by at least one accrediting agency in the United States, such as the American Association of College Registrars and Admissions Officers, the American Council on Education, or the State Department of Education. Where regional or national accrediting agencies are not used, a statement by the U.S. Office of Education, the Georgia State Department of Education, the American Council on Education, or other such agency approved by Paine College's Tenure and Promotion Committee, will suffice.¹¹

4.1.2.2.3 Experience at Other Colleges and Universities

Transfer of teaching experience and years toward tenure for all faculty will be established and stated in writing at the time the faculty member is hired.¹²

⁹ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section III.

¹⁰ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

¹¹ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

¹² Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

4.1.2.2.4 Terminal Degree

A terminal degree is the equivalent of a doctorate for the purposes of promotion and tenure. Designation of a terminal degree in a discipline is based on criteria provided by the appropriate external accrediting agencies as approved by the Provost and Vice President of Academic Affairs in consultation with the Department Chair.

4.2 Faculty Appointments

4.2.1 Types of Appointments

4.2.1.1 Term Appointments

A term appointment shall refer to an appointment for one (1) academic year (term), or any part thereof, in which the College is not obligated to renew the contract, as opposed to a tenure appointment (see paragraph 4.2.1.2 below). Unless otherwise indicated, all term appointments will expire on the last day of work for faculty as set forth in the contract. Every appointment and re-appointment shall be made in writing by the Provost and Vice President of Academic Affairs and shall state the type of term and the period of the appointment. (See also Subsection 4.8.3 - Notice of Non-Renewal).¹³

4.2.1.1.1 Term Appointment Guidelines for Full-time Faculty

4.2.1.1.1.1 Instructor

Appointment as Instructor shall be for one year and may be renewed annually. If the faculty member is offered a second academic year term appointment, the Provost and Vice President of Academic Affairs shall review with the faculty member the conditions with which he or she must comply in order to be eligible for promotion. If on or before February 1 of the third year, the faculty member has not met the requisite conditions, the faculty member shall be informed by written statement from the Provost and Vice President of Academic Affairs of the faculty member's status and prospects for the future at the College.

4.2.1.1.1.2 Assistant Professor, Associate Professor, and Professor

Appointments as assistant professor, associate professor, and professor shall be for terms of one year and may be renewed annually. If the faculty member is offered a subsequent academic year term appointment in that rank the Provost and Vice President of Academic Affairs shall review with the faculty member the conditions with which the member must comply in order to be eligible for promotion. If on or before February 1 of the year in which the member is eligible to apply for promotion the faculty member has not met the requisite conditions, the faculty member shall be informed by written statement from the Provost and Vice President of Academic Affairs of the faculty member's prospects for the future at the College.

¹³ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

4.2.1.1.1.3 Duration of Term Appointments

Term appointments and re-appointments for full-time faculty shall be for such terms as will make the faculty member's total period of service under term appointments not more than eight years. If at the end of eight years of term appointments, a person has not received tenure, the person may (upon mutual agreement with the College in the person of the Provost and Vice President of Academic Affairs or the President) be granted a subsequent appointment which explicitly states the conditions of such agreement including the fact that the person does not have tenure.

4.2.1.2 Temporary Term Appointments

Temporary term appointments for Visiting Faculty Members, Lecturers, or Part-Time Professors (or Part-Time Associate, Assistant, or Instructor) shall refer to an appointment for a specific period of time in which the College is not obligated to renew the contract. Unless otherwise indicated, all temporary term appointments will expire on the last day of work for the faculty members as set forth in the contract.

4.2.1.3 Tenure Appointment Contracts

Tenure appointment shall refer to an appointment for faculty who shall have been duly accorded tenure status pursuant to existing Tenure Policies and Procedures. Tenured faculty members are entitled to annual term appointment contract renewal and shall be subject to the terms and conditions of employment that exist at the time of each annual renewal and are further subject to the separation policies in Section 4.8.

4.2.2 Locus of Appointments

All faculty appointments have as the locus of their appointment the applicable Department and disciplines stated in their initial or annual renewal. Dual appointments to different academic units may be granted to a faculty member. In such a case, the Provost and Vice President of Academic Affairs, in consultation with the faculty member and the applicable Department Chairs will select one academic unit as the faculty member's primary academic unit for the purpose of this Volume IV (e.g., locus, evaluation, promotion, separation).

4.2.3 Issuance and Receipt of Appointment Contract

All ranked, full-time faculty term appointment offers for any academic year shall be issued on or before April 1, and shall be returned on or before April 15, or the first working day thereafter. If the appointment offer is not accepted on or before April 15, or a special arrangement is not made with the Provost and Vice President of Academic Affairs, the offer shall expire.

All temporary term appointments are issued on an individual basis as the necessity arises by the Provost and Vice President of Academic Affairs of the College for the term specified in the agreement.

The appointment becomes official when both parties sign the written agreement. A copy is retained on file in the Office of Human Resources, the second copy is retained on file in the Office of the Provost and Vice President of Academic Affairs, and the third copy is returned to the faculty member.

4.3 Guidelines Regarding Faculty Recruitment, Selection, and Hiring

In selecting faculty members, Paine College does not discriminate on the basis of race, color, national origin, religion, sex, disability, age, status as a disabled veteran of the Vietnam Era, medical condition, ancestry, marital status, or sexual orientation, or citizenship (within the limits imposed by law or College policy) (see Volume II, Subsection 2.1.7). A less thorough search may be conducted for part-time instructors. Candidates should be interviewed by the Department Chair, Provost and Vice President of Academic Affairs, and the President when appropriate.

4.3.1 Processes and Procedures

The majority of faculty hiring will take place between September and November of each year. Greater emphasis will be placed on department chairs identifying candidates who are new to the academy (i.e. just completing doctoral programs or nearing completion). Search committees will be interdisciplinary in nature to take advantage of the unique nature of the Paine College faculty. Individual programs will maintain specialized requirements as governed by specific needs within the division or program or as identified by specialized affiliations (i.e. specialized accreditation).

4.3.2 Posting of Positions

All positions will be advertised on the Paine College website. A generic advertisement will be posted for adjunct faculty members in academic areas of the College. Candidates will also submit applications for positions as adjunct faculty. Applicants will be screened and their names will go into a pool to be reviewed every three years.

Central to the advertising of all positions will be the institution's mission and vision as articulated in the *Paine College Strategic Plan 2014 - 2020*. All position announcements will provide minimum and preferred qualifications. A statement will be included regarding the expectation of teaching, research, and service as well as possible courses that the candidate may be required to teach. The expectation is that candidates must be qualified and are expected to teach traditional, evening, weekend, hybrid, on campus, and off campus classes. A salary band will be loaded for all faculty positions.

4.3.3 Candidate Review Process

The campus review committee shall work with Academic Affairs throughout the candidate review process.

The following process will be followed for all faculty positions (tenure track, non-tenure track and part-time/adjunct):

1. Publicize the position opening nationally (primarily the Paine College website). All individuals are also encouraged to use their professional affiliations to recruit qualified faculty.
2. Receive all faculty applications and forward them to the respective Department Chairs.

3. Monitor and communicate with candidates regarding the state of their application. All applications should include at *least a* completed employment application, as well as transcripts¹⁴ from all graduate programs.
4. Conduct a phone interview with prospective candidates to determine basic qualifications for posted positions.
5. Review application packets and share them with the search review committee.

4.3.4 Search Committee Procedures

The appropriate Department Chair shall organize a search review committee consisting of no less than three faculty members and two students. The search review committee is responsible for the following procedures:

Review the applicants' packets and conduct interviews using the *Faculty Position Rating Form*. Questions should be based on the applicants' verifiable qualifications. For candidates invited to interview, a date should be identified. The President's Office and the Office of Academic Affairs should be consulted for the availability of the President (or designee) and the Provost and Vice President of Academic Affairs (or designee).¹⁵ The search review committee will review each application for depth of fit. The purpose of the interview is to determine if the candidate should be recommended to be hired. Up to three candidates per position may be recommended for hiring.¹⁶

4.3.5 Interviews

Candidates will be interviewed as soon as possible. Whenever possible, the campus will use group sessions to acclimate prospective faculty to the campus as well as determine candidates fit in the environment.

All faculty candidates will:

1. Meet with the President or designee;
2. Meet with the Provost and Vice President of Academic Affairs or designee;
3. Meet with the Department Chair or designee
4. Meet with the search review committee (formally or informally);

¹⁴ Candidates are strongly encouraged to send unofficial transcripts as a part of their interview package.

Official transcripts will need to be provided prior to a contract being issued.

¹⁵ Interviews should not be held up because an individual is not present. Designees should provide a written analysis of their perception of the candidate to the President and to the Provost and Vice President of Academic Affairs.

¹⁶ If the process between the time a candidate's packet is received and the time an interview is conducted exceeds two weeks, all candidates should be communicated via email indicating that the search committee is still reviewing applicants and will be in touch with them (provide a time period not to exceed two weeks).

5. Conduct a presentation, as appropriate, (i.e. overview of research, teaching philosophy, model lesson) for members of the campus community.

Individuals in the meetings will complete a *Faculty Position Rating Form* for each candidate at the meetings listed above and return it to the Search Review Committee Chair. The Search Committee should ask all candidates the questions that are listed *Campus Based Interview Questions for Faculty* (see Appendix 4.3.1.5) document.

After the interview, all of the scores from the rating forms will be analyzed and summarized by the search review committee and given to the Department Chair for further recommendation.

4.3.6 Recommendation for Appointment

Each Department Chair will make recommendations for faculty appointments based on (1) the needs of the department and (2) the reviews from the search review committee and will forward to the Provost and Vice President of Academic Affairs:

1. All graduate transcripts;
2. A completed Position Qualification Form;
3. A completed Recommendation for Faculty Appointment;
4. An Analysis of Interview Letter as a part of the recommendation process. The Analysis of Interview Letter will include the results of all of the scores on all of the rating forms, and a narrative assessment from the search committee along with a statement supporting the candidate for hire.

The Department Chair will add a letter of support or non-support to the packet and forward the packet to the Provost and Vice President of Academic Affairs. All correspondence will occur within 48 hours of receiving the completed recommendation packet from the Department Chair.

The Provost and Vice President of Academic Affairs will add a letter of support or non-support to the packet and forward the packet to the President. If the Provost and Vice President of Academic Affairs does not wish to support the candidate, he/she will write a letter to the respective Department Chair indicating the recommendation. The Provost and Vice President of Academic Affairs will move the complete packet to the President. All correspondence will occur within 48 hours of receiving the completed recommendation packet from the Department Chair.

After the recommendation is received from the Provost and Vice President of Academic Affairs, the President will generate a contract and forward it to the candidate. If the President does not wish to support the candidate, he/she will write a letter to the Provost and Vice President of Academic Affairs indicating this decision. Along with being mailed to the candidate's address, a .pdf file of the contract will also be emailed to the candidate. All correspondence will be made either back to the Provost and Vice President of Academic Affairs rejecting the recommendation or a contract to the candidate within 48 hours of the President's Office receiving a full packet.

The guidelines regarding Faculty Recruitment, Selection, and Hiring are not grievable.

4.4 Faculty Personnel Records

Because appointment as a ranked faculty member may lead to a continuing relationship with the College, it is essential that there be adequate and detailed documentation to support those actions pertaining to appointment, advancement, layoff, and dismissal. These official records will be kept in strictest confidence. The material set forth below constitutes the official file of each faculty member. (See also Volume III, Section 3.2 Personnel Records).

4.4.1 Official Faculty File

A faculty member's file is comprised of two types of documents: human resource documents and faculty-specific documents. Basic documents to be found in each faculty member's file are:

1. In the Office of Human Resources:
 - a. Personal data information (race, gender, date of birth, marital status, religion, etc.);
 - b. Personnel Form;
 - c. Hiring transaction documents (payroll notices, etc.);
 - d. Payroll change documents (salary increases or changes, changes in status);
 - e. Salary and fringe benefit data; and
 - f. Other documents required by law.
2. In the Office of the Provost and Vice President of Academic Affairs:
 - a. Letters of application;
 - b. All appointment and acceptance letters;
 - c. Performance Reviews and evaluations;
 - d. Official transcripts (must be provided prior to appointment letter being initiated); and
 - e. Curriculum vita.

Faculty members are requested to cooperate in keeping their records up to date; specifically, information regarding degrees, publications, professional background, accomplishments, addresses and telephone numbers should be kept current.

Before a negative document becomes a part of a record, the faculty member involved will be advised of the existence of the document. The faculty member shall have the right to read the document and to submit a written answer, which shall be placed in the faculty member's file. Only the written material in the file for which such notice and opportunity has been given shall be considered for evaluation purposes, along with the other normal criteria.

4.4.1.1 Access to File

Individual faculty members have unrestricted access to their official files. Appropriate portions of the official files are available on a need-to-know basis only to the Board of Trustees, the President,

the Provost and Vice President of Academic Affairs, appropriate financial officer(s), legal counsel, the Director of Human Resources, the appropriate Department Chair/Program Director, Tenure and Promotion Committee members, or others specifically designated by the President and/or faculty member in writing. If access to files is granted to others by the President, the faculty member must be notified in writing.

4.4.1.2 Copies of File

Faculty members may obtain copies of any materials in their official faculty file. In case of an official action, these files shall be available to the faculty member. Further, the College may permit access to and copying from such files pursuant to lawful requests and identification of federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts. If a party other than the faculty member copies the official faculty file, the faculty member must be notified in writing.

4.5 Annual Faculty Evaluation

Because faculty excellence is essential to the realization of the mission of Paine College, faculty performance is evaluated on an annual basis by the faculty member's supervisor. The Provost and Vice President of Academic Affairs evaluates Department Chairs, the Director of the Library, and other Non-Classroom Faculty. In addition to annual evaluations, the Tenure and Promotion Committee also evaluates faculty performance in order to recommend faculty members for promotion in rank and/or tenure (tenure and promotion are two separate processes as outlined in Subsections 4.6.1: Promotion and 4.6.2: Tenure).

4.5.1 Purposes of Annual Faculty Evaluation

Annual faculty evaluation assists faculty members in their performance and in the process of retention, promotion and tenure as appended to this document. Properly conducted, faculty evaluation will enhance all academic programs because it encourages faculty members to work toward:

1. Improving the instructional program in their areas of expertise, especially through effective teaching, advising, and assisting students.
2. Assuming responsibilities within their academic unit and discipline and in faculty committees and meetings.
3. Serving, when possible, on college-wide committees, which aim at improving academic conditions.
4. Performing service to the community-at-large.
5. Doing scholarly research, writing, and presentations which benefit teaching.

4.5.2 Principles of Faculty Evaluation

Our role as professionals at the College is defined by our statements of academic mission and academic beliefs as set forth in Volume I of the College Policy Manual. These beliefs are formed in turn by our role as professionals, as mentors to the students we serve, as teachers and scholars,

as colleagues, and as servants to the community. These varying roles have helped to form the several principles underlying this Volume IV of the Paine College Policy Manual:

1. Excellent teaching and advising are required of all faculty members because the College's primary responsibility is to its students and to their academic advancement and growth.
 - a. Time given to advising and assisting students is another fundamental principle in the identity of the College.
2. Direct involvement in campus activities is required of all full-time faculty members because the collaborative nature of our educational efforts demands time spent with one another and with our students.
3. The scholarship requirement reflects the twin judgments that College faculty members have a professional obligation to contribute to the dissemination of knowledge beyond the classroom. Further, they will remain current in their fields and improve their teaching if engaged in research, writing, and other scholarly activities.
4. The service requirement recognizes two important facets of a faculty member's status:
 - a. That Colleges function most effectively when faculty members participate in governance and administration; and
 - b. That society rightfully expects persons affiliated with higher education to play a significant role in their academic discipline and in public life in general.

A faculty member's qualifications and contributions must always be judged within a context that recognizes each person's particular strengths and the College's mission. A variety of evidence gives the best picture of whether a faculty member is performing adequately.

Those applying for promotion at the institution must be measured against the standards, as they are understood at the time of application, rather than at the time of hire. These important decisions must be made in light of the highest standards and not the lowest. As standards change over time, persons up for promotion will receive an adequate grace period and specific documentation required to meet the changing standards (see Section 4.6.).

To achieve the goals set forth in this Section, support of the faculty via faculty development must be considered an important institutional priority.

4.5.3 Annual Evaluation Procedures

4.5.3.1 Instructional Faculty

Each April 1, full-time instructional faculty members and ranked part-time instructional faculty members shall present to their Department Chair a Professional Development Plan (PDP) that is a documented self-assessment of each of the four criteria for evaluation. Appendices 4.5.3A through H gives the format and form for such an annual evaluation. Additional information regarding suggested scholastic and service activities that can enhance one's portfolio is set forth in Appendix 4.5.3I.

4.5.3.2 Non-Classroom Faculty

4.5.3.2.1 Department Chairs and Other Non-Teaching Faculty

Each April 1, Department Chairs, or other Non-Teaching Faculty shall present to the Provost and Vice President of Academic Affairs, a Professional Development Plan (PDP) that is a documented self-assessment of each of the four criteria for evaluation. Appendices 4.5.3A through H gives the format and form for such an annual evaluation. Additional information regarding suggested scholastic and service activities that can enhance one's portfolio is set forth in Appendix 4.5.3I.

4.5.3.2.2 Librarians

Each April 1, librarians shall present to the Director of the Library a Professional Development Plan (PDP) that is a documented self-assessment of each of the four criteria for evaluation. Appendices 4.5.3A through H give the format and form for such an annual evaluation. In the case of the annual evaluation of the Director of the Library, the PDP will be presented to the Provost and Vice President of Academic Affairs.

Because of the nature of librarianship, librarians substitute "effective librarianship" in the PDP for the criterion of "teaching and advising" required for promotion in rank and tenure for other faculty members. Effective librarianship includes, but is not limited to, the following:

1. High quality of job performance;
2. Knowledge and its effective application in the librarian's area of specialty;
3. Knowledge of and effective application of general and accepted principles of librarianship;
4. Effective supervision of subordinate personnel and management of assets, where applicable;
5. Ability to communicate information needed by primary library users in an effective and professional manner, through individual interaction, through group instructional sessions, and through other appropriate means;
6. Contribution to the improvement of library operations and services through creative, innovative librarianship.

Librarians educate members of the College community in the use of library resources and services; provide information and bibliographic assistance to students and faculty; oversee the growth and direction of the library collection; and organize materials so that they are accessible. Librarians support the curriculum, information, instruction, and research needs of the Paine College community and foster intellectual growth and development. Included among their specific activities and responsibilities are:

1. **Planning, Analysis, and Evaluation:** Librarians plan, implement, and evaluate library policies and procedures, services, activities, and facilities.
2. **Information Services:** Librarians provide reference and information services to members of the Paine College community.
3. **Library Instruction:** Librarians educate patrons in the effective use of library materials and services. They provide individual instruction, single-class presentations geared to the needs of

specific courses, and classroom instruction. Librarians also prepare written materials which enable patrons to educate themselves.

4. **Collection Development:** Librarians prepare and implement collection development policies in conjunction with instructional faculty and the academic administration. They select materials needed to support the College's curricular, informational, instructional, and research needs.
5. **Bibliographic Access:** Librarians catalog, classify, and index materials according to professional standards in order to provide logical and orderly access to the library's collections. They prepare bibliographic access tools designed to meet the needs of the College community.
6. **Personnel:** Librarians advise the Library Director and Director of Information Services and Library in the hiring and evaluation of colleagues and other personnel required to perform library functions.
7. **College, Community, and Professional Service:** Librarians serve on College and Faculty committees, participate in professional associations and community activities, and represent the library at meetings of library and other educational agencies.

4.6 Promotion in Rank and Tenure

In determining whether a faculty member meets the specific rank and tenure criteria for promotion, faculty are to be judged in general with how they have aligned their activities with the Strategic Plan and helped Paine achieve its mission and vision through activities such as:

1. Increasing faculty scholarly productivity (i.e., grants, contracts and refereed publications) or creative works that increase interdisciplinary understanding across academic departments;
2. Developing research and sponsored programs that facilitate faculty research and grantsmanship (including contracts) in all academic areas;
3. Fulfilling the demands of the faculty evaluation inclusive of documenting teaching as measured by student learning, examples of which include:
 - a. Standardized examinations coupled to content areas and approved by Paine College (e.g., Department of Business);
 - b. Senior comprehensive examinations (measures content);
 - c. Senior field papers (measures ethics, public speaking, research methods, analysis, references, library, and Internet research); and
4. Participating in faculty research projects (measures collegiality);
5. Presenting papers at professional conferences (measures professionalism);
6. Research and service germane to the mission and vision of the College;
7. Continuing where feasible to pursue national and special accreditation of all academic programs;
8. Assessing and improving existing academic programs; and

9. Designing and implementing approved graduate programs.¹⁷

4.6.1 Promotion in Rank

1. Prior to applying for promotion, a faculty member shall have completed the number of years required for the requested promotion in rank (see paragraph 4.1.2.1). All faculty members applying for promotion in rank shall submit fully complete applications through the Department Chairs, to their Department's Promotion Review Committee (DPRC), and then to the Tenure and Promotion Committee (see paragraph 4.6.3.1 for DPGR Guidelines and paragraph 4.6.3.5 for Missing Data or Lost Years). All applications will be reviewed by DPRCs and Department Chairs prior to submission to the Tenure and Promotion Committee. Department Chairs applying for promotion in rank shall submit their applications to the Provost and Vice President of Academic Affairs for review prior to submission to the Tenure and Promotion Committee.
2. The Tenure and Promotion Committee shall inform the Provost and Vice President of Academic Affairs, the Department Chair, and the applicant of its actions. The Provost and Vice President of Academic Affairs shall forward such action to the President along with the recommendation of the Provost and Vice President of Academic Affairs for the recommendation by the President and transmission to the Board of Trustees for final action.
3. In the event of an adverse decision by the Tenure and Promotion Committee, a faculty member may request an appeal in writing to the Provost and Vice President of Academic Affairs (see paragraph 4.6.3.4).
4. Minimum Scholastic Achievement: Meeting the "minimum requirements" for promotion (see paragraph 4.1.2.1 above) does not ensure that a faculty member applying for promotion will be successful. Each application for promotion shall be considered on its merits. However, in general, faculty members who are requesting promotion and wish to be considered in good standing shall fulfill their academic obligations as articulated in their approved and signed annual PDPs.¹⁸

4.6.2 Tenure

1. Probationary Period: A person shall complete a probationary period of seven years of fulltime teaching and hold the rank of Associate Professor or above prior to being eligible to make application for tenure. Full-time teaching at other institutions which are comparable to Paine College may be counted as part of this probationary period, except that normally three years shall be spent at Paine College, even if this extends the probationary period beyond seven years. However, if a distinguished person has tenure at another institution, the President and the Provost and Vice President of Academic Affairs after consulting with the Tenure and Promotion Committee may recommend tenure following at least one year's service at Paine College.

¹⁷ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Introduction.

¹⁸ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section IV.

- a. Only those designated as full-time teaching faculty during the regular academic year shall accrue time toward qualification for tenure. This excludes part-time teaching, summer school teaching, teaching as graduate assistants, and teaching fellows while in graduate school.
 - b. No full-time faculty member whose duties are primarily administrative shall be eligible for accumulation of years toward tenure although this person may be asked by the Provost and Vice President of Academic Affairs to teach one or two courses.
 - c. Any non-tenured faculty member who accepts an appointment with the College as an administrator, shall not lose years accumulated toward tenure. However, the new appointment as an administrator shall be a non-tenured position. If the administrative position of the non-tenured person is terminated or the person's services are no longer needed in that capacity, the College may offer the person a position in that person's field or related field when an opening exists. However, administrators whose primary responsibilities do relate directly to teaching and who teach at least six hours per semester shall be eligible for accumulation of years toward tenure (for example, Department Chairs).
2. Applying for Tenure: All faculty members (except Department Chairs) applying for tenure shall submit their applications through Department Chairs, to their Department's Promotion Review Committee (DPRC) and then to the Tenure and Promotion Committee. A Department Chair applying for tenure shall submit an application to the committee through the Provost and Vice President of Academic Affairs. All applications will be reviewed for suggestions and input by the Provost and Vice President of Academic Affairs prior to submission to the Tenure and Promotion Committee.
3. Tenure Decisions:
 - a. The Tenure and Promotion Committee shall inform the Provost and Vice President of Academic Affairs, the Department Chair, and the applicant of its action on each such applicant. The Provost and Vice President of Academic Affairs shall forward such action to the President, along with his/her own recommendation for the President's recommendation and transmission to the Board of Trustees for final action.
 - b. Any full-time member of the faculty who holds the rank of Associate Professor or above and is recommended for Tenure and Promotion Committee, and is recommended by the Provost and Vice President of Academic Affairs and approved by the President, and is approved for tenure by the Board of Trustees, and who has accepted a contract for the ninth year, may consider the appointment continuing and shall thereupon be designated as tenured.
4. Re-employment of Tenured Faculty: Any tenured person who resigns and subsequently accepts reemployment with the College shall retain rank but shall enter the new assignment without tenure. However, the College may, at its option and upon recommendation of the Provost and Vice President of Academic Affairs, grant credit toward tenure. The actual granting of tenure, however, even when full credit has been awarded, is not automatic, but requires the usual procedures.

5. Tenured Faculty Accepting Administrative Positions: Any tenured faculty person who accepts an appointment with the College as an administrator shall not lose tenure. The new appointment as an administrator shall be a non-tenured position. If the administrative position of the tenured person is terminated or the person's services are no longer needed in that capacity, the College shall offer the person a position in that person's field or a related field.¹⁹

4.6.2.1 Effects of Separation on Tenure

1. In general, retirement activities have no impact on tenure except from the standpoint of separation of service, resulting in a faculty member no longer holding tenure. Similarly, faculty members who resign or who are terminated no longer hold tenure
2. Tenured faculty members terminated because of financial exigency or enrollment emergency will be entitled to first refusal for reinstatement to their positions if funds again become available (within two years) or if enrollment changes to halt the emergency enrollment determination. Upon reinstatement to the position, the faculty member's tenure status will also be reinstated.
3. In case of discontinuance of a department, program, or course of study, the termination of employment of any faculty member, tenured or non-tenured, with at least seven (7) years of service, may take place, provided that the faculty member is given written notice of such termination at least one (1) year prior to the effective date of the termination. Termination of a non-tenured faculty member with less than seven (7) years of service may take place, provided that the faculty member is given written notice at least three (3) months prior to the termination date of the current term appointment.

4.6.3 Promotion in Rank and Tenure Guidelines and Operational Procedures

4.6.3.1 Portfolio Review Committee Review Guidelines

1. Composition of the Portfolio Review Committee: Faculty members in each Department shall nominate and select three members from their Department to their Department's promotion review committee (DPRC) during August at their Department's first meeting of the fall semester.
2. All members of the Department are eligible to be chosen as a member of the DPRC by the Department faculty members. However, DPRC members should be tenured or hold the rank of Assistant Professor or higher; exceptions shall be made when Department membership is too few in number. Members shall serve for one term.
3. The DPRC has two functions:
 - a. To review candidate applications for completeness; and
 - b. To evaluate the files of the faculty members who are applying for promotion and/or tenure (a faculty member gets evaluated by the DPRC a maximum of four times during a career - when promoted to Assistant Professor, Associate Professor, Professor, and for Tenure; it

¹⁹Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section V.

may be fewer in number for those entering Paine College at a higher rank upon entry or if one applies for a promotion and tenure in the same years).

4. An exception is to be made for Department Chairs who shall apply directly to the Provost and Vice President of Academic Affairs. The Provost and Vice President of Academic Affairs may choose a DPRC to review portfolios from Department Chairs.
5. DPRC evaluations shall be anonymous to minimize bias. DPRC decisions shall be twofold:
 - a. That a portfolio is complete; and
 - b. To “promote” or to “reject.” In either case, there must be a justification.
6. In evaluating a portfolio for completeness, the DPRC shall use a Checklist (see Appendix 4.5) to:
 - a. Determine that a portfolio is complete (PDPs; annual evaluations; teaching, publication, and service documents). If deemed complete, the portfolio will be forwarded along with a recommendation (to "promote" or "reject") to the Department Chair for evaluation. If not complete the DPRC requests in writing additional documentation. If requests to the candidate for the missing documents have not been fulfilled, the DPRC Committee must reject the application and so note in its letter to the Department Chair. Once submitted to the Tenure and Promotion Committee, candidates are precluded from correcting portfolios. Because of the importance of a complete portfolio, candidates are encouraged to get informal reviews from their Department Chair and other colleagues, to keep a full backup portfolio of the submitted portfolio, and to list all of the documents being delivered to the Department Chair for submission to the Department DPRC.
 - b. Determine that completed and signed PDPs exist in the portfolio for each year required for promotion; or are incomplete (if data is incomplete or missing, see paragraph 4.6.3.5: “Missing Data/Lost Years”); or are too deficient to render a decision.
 - c. After a promotion has been granted, as a junior faculty member prepares for the next step in promotion, new PDPs and new documents are required - prior PDPs and documents used to gain the current rank or tenure are expressly excluded. (Confirm the new PDPs are being submitted).
 - d. Indicate when warranted, in writing, missing data or specific deficiencies noted by the Committee (see Calendar).
 - e. To submit all decisions to the Department Chair in writing including justifications and supporting documentation.
7. Notifications. At each step of the process, the faculty member shall be apprised of the decisions by the Department Chair, the Tenure and Promotion Committee, Appeals Committee(s), the Provost and Vice President of Academic Affairs, the President, and the Board of Trustees. In addition to the faculty member involved, written notification of the committee’s decisions in all hearings and appeals shall be sent to the Department Chair, and the Provost and Vice President of Academic Affairs. Similar written notification shall be sent by the President and the Board of Trustees concerning decisions on appeals.

8. Recusal. If a Chair or a DPRC faculty member also sits on the Tenure and Promotion Committee, the Chair or faculty member is responsible to state that he/she must be recused and not speak to or vote on an application from their Department during Tenure and Promotion Committee meetings.

4.6.3.2 Tenure and Promotion Committee

Information pertaining to the composition of Tenure and Promotion Committee, election of its members and terms of service, meetings and organization, and the committee’s rights, responsibilities and functions are outlined in Volume I, Section 1.6 of the Paine College Policy Manual.

4.6.3.3 Calendar of Events for Promotion in Rank and Tenure Decisions

(Dates may not be exact and will have to be adjusted)

DEADLINE	TASKS
April 1	Candidates for promotion or tenure submit a letter of intent to their Department Chairs and copy to the Provost and Vice President of Academic Affairs (P/VPAA).
August 15	Each candidate builds a portfolio with copies of proposed and completed PDPs, copies of supporting documents, and copies of all annual evaluations. (See Appendix 4.5, Policy Manual Vol. IV)
August 15	Each candidate submits a letter of application and complete portfolio to the Chair of his/her Department.
September 1	Each Department elects a three-person Department Portfolio Review Committee (DPRC). DPRC meets and selects its chair.
October 1	DPRC completes the review of all faculty candidates’ portfolios. Candidates provide additional documents if requested by the DPRC. The chair of the DPRC submits a decision for each applicant in writing to the Department Chair.
October 15	Regardless of the DPRC decisions, Department Chair submits the portfolio with recommendation to the Provost and Vice President of Academic Affairs.
November 1	Regardless of the decisions of the DPRC and the Department Chair, the Department Chair forwards the application and recommendations of DPRC together with his/her recommendation, to the Chair of Promotion and Tenure Committee (PTC). (Once the portfolio is sent to the PTC, further additions to the portfolio are excluded.)
December 1	Promotion and Tenure Committee (PTC) completes the review of the faculty portfolios and the recommendations from the DPRC, and Department Chair, and renders its decisions.

December 5	Chair of the PTC notifies each faculty candidate the decision of the Committee. The chair submits the portfolio with recommendation to the P/VPAA.
December 15	Faculty candidates can appeal adverse PTC decisions in writing to the P/VPAA.
January 5	The P/VPAA selects an Advisory Committee on Reconsideration (ACR) to review appeals.
January 20	ACR meets and elects Chair. ACR reviews the procedures that were involved in the appealed promotion decision(s) and renders its own decision regarding appeal(s).
February 1	ACR Chair notifies the P/VPAA in writing of its Committee's decision and sends copies to Department Chairs, PTC Chair, and faculty applicants.
February 15	The P/VPAA summarizes recommendation of the PTC and/or ACR, attaches his or her own recommendation for each candidate, and forwards decision to the President. The P/VPAA's recommendation can override PTC decision and ACR decision. The P/VPAA notifies faculty applicant of the decision.
February 20	Faculty candidates can appeal in writing adverse recommendation by the P/VPAA to the President.
March 15	President makes a decision and notifies each faculty candidate.
March 20	President summarizes recommendations from PTC, the P/VPAA, the DPRC and the Department Chair and attaches his or her own recommendation(s) and presents it to the Board of Trustees.
May 7	The P/VPAA notifies candidates of Board of Trustees' decision(s).
May 7	Successful candidate's contract reflects changes in rank and/or tenure.

4.6.3.4 Appeals

1. General. At all levels, promotion and tenure decisions shall be either to "Approve" or to "Not Approve" the application and shall be accompanied with justifications in writing. The Department's Portfolio Review Committee (DPRC) and the Department's Chair shall make independent recommendations on the tenure or promotion application of a faculty member and forward both to the Tenure and Promotion Committee. The Tenure and Promotion Committee makes the decision for the Faculty. If positive, the Tenure and Promotion Committee decision is forwarded to the Provost and Vice President of Academic Affairs and then to the President and eventually to the Board of Trustees. However, if adverse, the applicant has the right of appeal. In addition, both the Provost and Vice President of Academic Affairs and the President

have the authority to grant an appeal or to overturn Tenure and Promotion Committee decisions.

2. Appeals. In the event of an adverse decision by the Tenure and Promotion Committee, an appeal may be requested by the applicant if submitted in writing to the Provost and Vice President of Academic Affairs within five (5) working days of the date in the Tenure and Promotion Committee memorandum. Appeals are not automatically granted. The Provost and Vice President of Academic Affairs shall determine within five working days whether to grant an appeal by forming an ARC and shall inform the individual. If an appeal is granted, the Provost and Vice President of Academic Affairs selects and contacts three members from among the college-wide DPRCs, excluding the faculty applicant's Department, and forms an Advisory Committee on Reconsideration (ACR). ACR decides whether to overturn the adverse decision by the Tenure and Promotion Committee; however, ACR shall focus strictly on whether the Tenure and Promotion Committee followed correct procedures in reaching its decision. In the event that the appeal to ACR is rejected, or in the event that no appeal is either filed or filed on time, the individual may not reapply for promotion in rank or tenure during the subsequent academic year. Should ARC overturn the Tenure and Promotion Committee decision, the application is returned to the Provost and Vice President of Academic Affairs to consider the merits of the application. If the application is subsequently rejected by the Provost and Vice President of Academic Affairs, the faculty member can appeal in writing to the President within five (5) working days of the date in the Provost and Vice President of Academic Affairs memorandum. The President then decides whether to call an Appeals Committee to review the Provost and Vice President of Academic Affairs' adverse decision.
3. See the Appeals diagrams in Appendix 4.6.3.4

4.6.3.5 Missing Data or Lost Years

1. After a faculty member's annual evaluations have been signed by the faculty member and Department Chair, a copy shall be provided to the faculty member by the Department Chair simultaneously with the annual review of a faculty member conducted by the Department Chair. See Appendix 4.5 and 4.5.3(A-I) for forms and procedures utilized in the annual faculty evaluations.
2. For purposes of promotion, collecting, collating and tracking, evaluation data are the responsibility of each individual faculty member. Similarly, regarding grants used for purposes of promotion, collecting, collating and tracking publications by a faculty member and grants and contracts awarded to a faculty member (PI, Co-PI, and other funded positions) are the responsibility of each individual faculty member.
3. Missing data constitutes a lost year for rank and tenure promotions unless the data can be replaced with a copy from the Department's Office or from the Office of Academic Affairs within five (5) working days from the date of request. If the missing data cannot be replaced or reconstituted, the candidate may reapply once data for the requisite number of years required for a promotion are available (next cycle).

4.6.3.6 Exception Clause

In the spirit of maintaining high standards while demonstrating sensitivity to the requirements that are new to many of our faculty members, a special committee will be appointed to clarify any expectations for those faculty members applying for promotion during the first two (2) years after the effective date of these new guidelines. This committee will specify the requirements that must be satisfied that are different from those recorded in the sections of this document and referred to as “minimum” or “required” productivity in order to be considered for promotion. This exception clause will only be effective for two (2) years following the effective date of implementation of these revised guidelines.

4.7 Separation

At times Paine College or individual faculty members may find it necessary to permanently or temporarily sever their relationship. To protect the interests of both parties, categories of separation are provided in this Section 4.7.

4.7.1 Resignation

Resignation is a severance action by which a faculty member voluntarily seeks to be released from an appointment with the College. The effective date of a resignation shall coincide with the concluding date of the semester or the academic year, so as to avoid disruption of the work of the College, provided that the faculty member gives at least 90 calendar days notice in writing to the Provost and Vice President of Academic Affairs and the President. In the alternative, an effective date may be mutually agreed upon by the faculty member and the President.

The College expects that all contracts will be honored in their entirety, except in extreme circumstances. Resignations, therefore, should involve only such circumstances, and be justified, in writing, to the Provost and Vice President of Academic Affairs to the immediate supervisor, and the President.

Faculty members not planning to accept a new contract should submit notification as soon as possible and in no case less than 90 days prior to the start of the next contract year. Resignations, subsequent to signing a contract for the next academic year, will be accepted only under extreme circumstances.

Faculty members whose duties are primarily administrative are expected to give their immediate supervisors and the President at least a thirty-day notification.

Any faculty member who resigns and fails to follow the above College regulations will be held responsible for any loss sustained by the College as a result of the employee’s failure to give due notice.

4.7.2 Retirement

Retirement for all members of the faculty shall normally be elected after twenty-five years of service to the College or in the academic year next succeeding the 55th birthday. While a member of faculty cannot be forced to retire merely because of age, retirement may be appropriate if a

faculty member is no longer able to adequately perform the faculty member's teaching or other responsibilities.

Notwithstanding the above provisions, a faculty member may elect to retire before age 55, but is governed by provisions of the United Methodist Lay Pension Fund as to any benefits.

In general, retirement activities have no impact on tenure except from the standpoint of separation of service, resulting in a faculty member no longer holding tenure. Similarly, faculty members who resign or who are terminated no longer hold tenure.²⁰

4.7.3 Notice of Non-Renewal

Subject to applicable government contracts, faculty members on term appointments who will not be re-appointed at the end of their terms shall be so notified at least three months before their term appointments expire as follows:

1. For individuals on 9 or 10-month contracts: Notice will be given on or before February 15th of the year that the appointment expires.
2. For individuals on fiscal year contracts: Notice will be given on or before April 1st of the year that the appointment expires.
3. For individuals on Title III or government contracts: Notice will be given on or before May 1st of the year that the appointment expires.

A faculty member on term appointment who does not desire to be re-appointed shall give the College advanced notice of this fact as soon as possible, and in no case less than three months prior to the start of the next academic year.

4.7.4 Layoffs

Layoff is a severance action by which the College terminates the services of a ranked faculty member before or at the expiration of the ranked faculty member's current appointment, without prejudice as to the ranked faculty member's performance.

Decisions about layoffs are recommended by the Provost and Vice President of Academic Affairs to the President. The Board of Trustees may also mandate or recommend such changes pursuant to its fiduciary responsibilities, through the President. Such mandate or recommendation will proceed in consultation with the Provost and Vice President of Academic Affairs and the Department Chair in cases of enrollment emergency and financial exigency.

Faculty members who separate from the College, regardless of means (voluntarily or involuntarily), are expected to submit class records, grade reports, attendance reports, other pertinent information to the Office of Academic Affairs prior to their separation. College property such as keys, equipment, etc. should be submitted to the Office of Human Resources.

²⁰ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section IVA.

4.7.4.1 Curricular Changes or Academic Program Reorganization

Layoff of an academic faculty member may occur as a result of a curricular change, including reorganization or discontinuation of a curricular requirement or an academic program in whole or in part. The Provost and Vice President of Academic Affairs will make decisions regarding such changes after consultation with Department Chair of the impacted department(s).

Individual layoff decisions resulting from curricular changes will follow the “Guidelines for Order of Layoff procedures” described in paragraph 4.7.4.4 below.

Faculty laid off under a curricular change will receive notice in accord with this Section 4.7. The College will, except in unusual circumstances, end such programs and the faculty member’s relationship with the College at the end of an academic semester or year.

Faculty laid off under this paragraph have the same rights as those terminated under Enrollment Emergency or Financial Exigency policies as delineated below.

4.7.4.2 Enrollment Emergency

An enrollment emergency is an unplanned decline in student enrollment, the detrimental financial effects of which are either too great or too rapid to be offset by normal procedures outlined in Volume IV of this Policy Manual. When a decline in enrollment, or loss of funding in whole or in part are of such a nature that the College’s projected budget for a given academic year is unable to be balanced and clearly indicates that no other alternatives except program shifts or cuts are available, the President of the College, after consultation with the Provost and Vice President of Academic Affairs, will make the internal declaration that the College is in a state of enrollment emergency. An enrollment emergency is based upon the number of FTE students as calculated by the Registrar’s Office and the Office of Administrative and Fiscal Affairs.

In cases of enrollment emergency, the termination of employment of a faculty member, tenured or non-tenured, may take place. In such circumstances the College shall give written notification of such termination at least thirty (30) days prior to the termination date. Tenured faculty members terminated because of enrollment emergency will be entitled to first refusal for reinstatement to their positions if enrollment changes to halt the emergency enrollment determination.

4.7.4.3 Financial Exigency

Financial exigency means an urgent need to reorder the nature and magnitude of financial obligations due to an imminent financial crisis in such a way as to restore or preserve the financial ability of the College and which cannot be alleviated by less drastic means.²¹

“Financial ability,” as defined by the College, means the ability to provide from current income, both cash and accrued, the funds necessary to meet current expenses, including current debt payment and reserves, without invading or depleting capital.

In case of financial exigency, the termination of employment of a faculty member, tenured or non-tenured, may take place. In such circumstances the College shall give written notification of such termination at least thirty (30) days prior to the termination date. Tenured faculty members

²¹ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Glossary.

terminated because of financial exigency will be entitled to first refusal for reinstatement to their positions if funds again become available within two years.

The Board of Trustees, upon recommendation of the President of the College, who will previously have consulted with the Provost and Vice President of Academic Affairs, the Department Chairs of each academic department, and a three-member ad hoc faculty committee created for this purpose. The ad hoc committee shall advise if a financial crisis that meets the criteria of a financial exigency exists and should be declared. The above groups shall also advise the Board of Trustees, of suggested options to alleviate this condition.

If the Board of Trustees decides that a financial exigency exists, the President, in consultation with the Provost and Vice President of Academic Affairs and the Department Chair of each academic department shall recommend appropriate action in terms of individual layoff decisions. Layoff decisions resulting from a financial exigency will follow the “Guidelines for Order of Layoff” procedures described in paragraph 4.7.4.4.

The President and the Board of Trustees have final authority in all matters related to financial exigency after following the procedures listed herein.

4.7.4.4 Guidelines for Order of Layoff

The President, in consultation with the Provost and Vice President of Academic Affairs and the ad hoc faculty committee, shall determine the layoff of specific faculty members in a particular department according to the guidelines outlined below. The President of the College makes the final decision. Such action shall be grounded in educational considerations.

In making a decision about ending the appointment of a faculty member, program integrity is paramount. Rank and seniority will also be considered. When qualifications are equal, time of service from the date of original appointment will determine which faculty members are laid off. The original appointment shall mean the date of the first appointment to College service followed by continuous and uninterrupted service within the College up to the time of reduction and abolishment of positions. Authorized leave of absence shall not be deemed an interruption of service within the College. In the event a faculty member believes such date has been incorrectly determined, the faculty member shall so advise the College and provide evidence of the appropriate date.

Prior to layoffs, the institution, with faculty participation, will make a demonstrated and documented effort to place the faculty member concerned in another suitable position within the institution. Further, voluntary measures shall be considered, such as the possibility of voluntary, early, or phased retirements. If the institution terminates appointments, it will not at the same time make new appointments except in extraordinary circumstances where a serious adverse impact in the academic program would otherwise result. A faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in demonstrated extraordinary circumstances where an adverse impact on the academic program would otherwise result. The recommendation of extraordinary circumstance to the President will be made by the Provost and Vice President of Academic Affairs. The order of faculty layoff will be established as necessary to avoid adversely impacting program integrity.

4.7.4.5 General Notice Procedures Regarding Layoff

4.7.4.5.1 Layoff of Non-Tenured Faculty

If the College determines to terminate the appointment of a faculty member pursuant to Subsection 4.7.4 above, the faculty member shall be notified, to the extent feasible, in accordance with the following guidelines:

1. In the case of termination due to financial exigency or enrollment emergency, not fewer than 30 business days from the date of notification.
2. In the case of termination due to reorganization, elimination, or curtailment of academic programs of the College, not fewer than 160 business days after the date of notification.

4.7.4.5.2 Layoff of Tenured Faculty

If the College determines to terminate the appointment of a tenured faculty member pursuant to Subsection 4.7.4, notice shall be given, to the extent feasible, in accordance with the following guidelines:

1. In the case of financial exigency or enrollment emergency, where short notices and effective action are necessary, all tenured faculty members will receive 30 business days' notice from the date of officially receiving the decision of notification.
2. In the case of a curricular change, including reorganization or discontinuation of a curricular requirement or an academic program in whole or in part, all tenured faculty members will receive 160 business days' notice from the date of notification.
3. Tenured faculty who have been laid off shall be the first individuals considered for offered non-teaching positions at the College if there are openings for which they are qualified; and
4. The College will attempt to, and document efforts to, assist displaced tenured faculty to find employment in industry, government, or in other educational institutions.

4.7.4.5.3 Content of Notice

The notice shall specify the cause of the layoff, provide a summary description of the facts relied on by the College, and reference the faculty member's right to file an exception or exceptions through the College Grievance Procedure. Notice shall be sufficient if placed in the U.S. mail, First Class, postage prepaid, and addressed to the faculty member at the last address provided by the faculty member to the Provost and Vice President of Academic Affairs and the Human Resources Department. It shall be the duty of a laid off faculty member to keep the College informed of the faculty member's current address.

4.7.4.6 Transfer Eligibility

Faculty members who are laid off will be eligible to transfer to any other vacant position at the College for which the faculty member is qualified, subject to the terms and conditions of employment attendant to that position. A faculty member's qualifications for a formally advertised

position shall be reviewed by the Provost and Vice President of Academic Affairs based on the job description for the position, after consultation with the Department Chair.

A faculty member who exercises the rights accorded under this paragraph and who is determined by the Provost and Vice President of Academic Affairs to be qualified shall be eligible for the position over any other applicant except another faculty member exercising eligibility accorded under this paragraph who is also qualified and has greater length of service with the College. Length of service will be equivalent to the years of service credited to the faculty member by the Provost and Vice President of Academic Affairs.

4.7.4.7 Discontinuance of Departments, Programs, or Courses of Study

In case of discontinuance of a department, program, or course of study, the termination of employment of any faculty member, tenured or non-tenured, with at least seven (7) years of service, may take place, provided that the faculty member is given written notice of such termination at least one (1) year prior to the effective date of the termination. Termination of a non-tenured faculty member with less than seven (7) years of service may take place, provided that the faculty member is given written notice at least three (3) months prior to the termination date of the current term appointment

Tenured faculty members terminated because of financial exigency or enrollment emergency will be entitled to first refusal for reinstatement to their positions if funds again become available (within two years) or if enrollment changes to halt the emergency enrollment determination. Upon reinstatement to the position, the faculty member's tenure status will also be reinstated. Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Introduction.²²

4.7.4.8 Dismissal for Cause

One of the major responsibilities of the Provost and Vice President of Academic Affairs—and Department Chairs is the professional guidance of their colleagues. Therefore, except for cause stated below, in cases seeming to warrant dismissal, the Provost and Vice President of Academic Affairs shall exhaust every reasonable means before initiating a dismissal proceeding. Prior to a faculty member's being dismissed by the College, it shall be the responsibility of the College to inform the person of the conditions which must be met for continued employment by the College. This will include the time by which specified improvements must be made. However, when such proceeding is initiated, the College shall examine the charges thoroughly so that the rights of the employee and the College may be preserved. The rights of faculty members include those in the statement on Academic Freedom.

Any faculty member is subject to action under this paragraph. Dismissal for cause must be directly and substantially related to the fitness of a faculty member to continue their professional capacity. Dismissal shall not be used to restrain a faculty member's academic freedom.

The dismissal for cause of a faculty member who has tenure or whose term appointment has not expired may include one or more of the following reasons:

²² Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Section VI (B and C).

1. Consistent failure to discharge responsibilities, including but not limited to professional incompetence;
2. Violations of academic freedom as set forth in Subsection 4.8;
3. Active and voluntary participation in activities deliberately and specifically designed to discredit the College
4. Obvious and repeated misconduct in the performance of academic duties, in spite of oral and written warnings;
5. Holding a full-time academic appointment at another academic institution;
6. Violations of professional conduct;
7. Academic misconduct; including but not limited to plagiarism or theft of intellectual property;
8. Deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students;
9. Conviction of a felony directly related to the faculty member's fitness to practice the faculty member's profession;
10. Falsification of credentials and experience; and/or failure, after oral and written warning, to follow standards of Paine College as delineated in the College Policy Manual;
11. Creation of a Conflict of Interest between the faculty member and the mission of the College; and/or
12. Failure, after oral and written warning to follow standards of conduct delineated in this document.

4.7.4.9 Commencement of Formal Dismissal Proceedings

The following formal proceedings procedures shall apply to all cases involving dismissal of a faculty member for cause. The matter of dismissal for cause may be terminated by mutual consent of the parties as set forth in writing; but if an adjustment does not result, formal proceedings should be commenced by a communication addressed to the faculty member by the President of the College, and informing the person that, if requested, a hearing to determine whether removal of a faculty member shall take place for stated reasons will be conducted by an ad hoc committee in accordance with the prescribed rules for "due process." The ad hoc committee shall be made up of three members elected by the Faculty, three members appointed by the President, and one member selected by the faculty member under dismissal proceedings.

4.7.4.9.1 Due Process

Adequate due process shall include the following:

1. Written notice to the faculty member subjected to unfavorable personnel action of:
 - a. The proposed action;
 - b. The basis or grounds for the proposed action; and

- c. The right to a hearing.
- 2. If a hearing is desired, written notice to the faculty member of the witnesses expected to testify against the faculty member and the nature of their testimony.
- 3. The provision of a hearing, if one is desired, which includes:
 - a. An appearance before an ad hoc committee;
 - b. An opportunity to present evidence in defense of the faculty member;
 - c. An opportunity for the faculty member to confront witnesses and answer testimony and charges against the faculty member;
 - d. The presence of counsel or other representative (counsel is not allowed to participate);
 - e. A decision based on the evidence presented at the hearing; and
 - f. Conveyance of the hearing result to the faculty member.

4.7.4.9.2 Ad Hoc Committee

The duties of the *Ad Hoc* Committee shall be to:

- 1. Conduct the hearing, including the summoning of witnesses and the examination of the recommendation of the Provost and Vice President of Academic Affairs and the reasons therefore, and the study of other documents pertinent to the case;
- 2. Render written advisory opinion of the case, which will be submitted to the President, who will transmit this decision, with the original or revised recommendation, when appropriate, to the Board of Trustees; and
- 3. Request a review of the case by the Board of Trustees or a committee of the Board, when appropriate.

4.7.4.10 Progressive Discipline of Faculty Members

Dismissal for cause should, in normal circumstances, be preceded by a written admonition by the appropriate administrative officer describing the alleged problem and warning that the faculty member's status is in jeopardy. The warning shall also stipulate a period of time within which correction of the alleged problem is expected. The faculty member may respond to the allegation; if the faculty member does not contest the allegation and proceeds to fulfill the faculty member's duties, the matter is settled. If the faculty member fails to correct the negligence, dismissal procedures or a lesser sanction may be applied.

4.7.4.11 Procedures for Imposition of Sanctions Other Than Dismissal

4.7.4.11.1 Minor Sanctions

If the administration believes 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 and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed.

4.7.4.11.2 Severe Sanctions

If the administration 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.

4.8 Faculty Rights and Responsibilities

4.8.1 Faculty Rights

4.8.1.1 Academic Freedom

The following statement of academic freedom was approved by the academic faculty on April 2, 1980 and was reaffirmed March 28, 1990:

Paine College has traditionally entitled instructors to full freedom in teaching, research, and publication, with the proviso that research for monetary return should rest on a prior understanding with the College. Instructors are guaranteed freedom of discussion in the classroom, provided any controversial material be germane to subject matter. The College imposes no limitations on academic freedom, but does expect that faculty members, whatever their private convictions, shall manifest respect for the aims, ideals, and religious traditions on which the College was founded.

When instructors speak or write as citizens, they are free from institutional censorship, but should remember that the teaching profession and the institution may be judged by their words. Hence accuracy, restraint, and respect for the opinions of others should be their guidelines, and they should make it clear that they speak as individual citizens, rather than as representatives of the College.

4.8.1.1.1 Academic Freedom for Librarians

Academic freedom, as defined in paragraph 4.8.1.1 is accorded to all librarians because they are often present at the point of the student contact with ideas. Librarians are free from fear of dismissal or reprisal for a good faith effort to implement library policy in areas such as:

1. In consultation with faculty, selecting publications and resources;
2. In consultation with faculty and administration in accord with established library policies and practices, determining what to discard from an existing collection and what to accept or refuse from donors;
3. Determining restrictions on circulation or on access with regard to library materials;
4. Determining the degree of prominence in the shelving of selected library materials;
5. Issuing bibliographies that might include controversial publications; and
6. Advising of students as to what to read or study.

4.8.2 Faculty Responsibilities

4.8.2.1 Performance of Duty

Paine College Faculty Responsibilities Policy #1

Paine College recognizes that its success as an academic institution depends primarily on its mission, its vision, and its ability to attract and retain well-trained, competent, and dedicated faculty members. Every faculty member, regardless of rank, shall support the mission and vision of Paine College, expressed by competence in four areas - teaching effectiveness, scholarly achievement, College service, and community service. Teaching is the primary function of the faculty at Paine College. In order to teach effectively, however, faculty shall keep abreast of and advance the knowledge for the content and methods in their academic disciplines. Paine College rewards high quality performance of academic duties by granting promotions and tenure based on the approval of its Tenure and Promotion Committee, the Provost and Vice President of Academic Affairs, the President, and Board of Trustees. Professional librarians are afforded full faculty status and are eligible for promotion in rank and for tenure and must meet the approved criteria to earn a promotion or to gain tenure.²³

Faculty have further rights and responsibilities with respect to: (i) student advising; (ii) participation in the governance or curricular affairs of the faculty, usually involving membership in or work with the Academic or Faculty Councils, one of the subcommittees thereof, or in some other appointed or elected group in the College; (iii) involvement in professional development activities; and (iv) participation in academic program development, committee work, and other activities of the Department or Program.

Faculty have professional and ethical responsibilities with regard to their faculty status as well. Professional responsibility in this context is essentially the teaching of specific academic disciplines to students. Ethical responsibility involves the acceptance of and devotion to the maintenance of the highest possible standards of conduct within the classroom and awareness of professional responsibility when appearing in public and outside the classroom. To fulfill these dual responsibilities, it is incumbent upon faculty members to strive for the highest standards of performance with respect to scholarship and individual behavior.

In order to fulfill professional responsibilities, faculty should:

1. Teach students according to the best scholarly standards of the applicable discipline;
2. Keep abreast of professional development in individual academic fields through necessary research, writing, graduate study, attendance at professional meetings and individual study;
3. Constantly strive to revise and upgrade those courses for which the individual faculty member is responsible by integrating developments in the applicable academic field into the classroom environment;

²³ Revised version of the Faculty Rank and Tenure Guidelines provided by the College: Introduction.

4. Honor the principle of academic freedom by asserting its rights vigorously and at the same time accepting its duties and responsibilities, concurrent with the maintenance of an atmosphere of free inquiry in the classroom;
5. Become involved in so many other activities or heavy teaching loads that the faculty member is unable to carry out the member's professional responsibilities; and
6. Accept fairly the obligation of implementation, impartially, those regulatory decisions determined by a majority of the faculty in its authorized meetings.

Ethical Responsibilities of Faculty

In order to fulfill ethical responsibility, the faculty member should:

1. Respect the fact that controversy may be the lifeblood of the classroom, but observe that all forms of controversy may not be appropriate or germane to all classrooms;
2. Refrain from making the classroom a focal point for discussion of campus issues that have a minimal relevance to the academic discipline presented in the classroom;
3. Refrain from using the classroom to launch or maintain personal attacks upon fellow college members;
4. Abstain from derogatory criticisms of faculty colleagues in conversations with students and avoid personal prejudice regarding colleagues or disciplines in counseling or recommending courses of study to students;
5. Avoid agitating students by enlisting them in identifiable personal matters or "causes" which are unrelated to professional activity and responsibility;
6. Observe and respect the fact that campus publications are primarily for the good of the campus community, consequently reciprocal animosities and charges of a personal nature are unworthy of campus publications; and
7. Be aware of the fact that in speaking or writing publicly, one has a special responsibility to identify clearly and otherwise distinguish, personal views and opinions from those of the College in order that such opinions not bring discredit or notoriety upon the College.

Paine College Faculty Responsibilities Policy #2

The primary responsibility of Paine College is the provision of a liberal arts education of the highest quality. The College fosters intellectual growth through courses in (i) humanities, (ii) natural sciences and mathematics, (iii) social sciences, (iv) business administration, (v) education, and (vi) media studies that result in a major in one of 11 degree programs. The criteria for admission to these programs are designed to provide the College with evidence that the student is capable of meeting the Institution's academic expectations. Criteria for admission, completion of major programs and other policies are detailed in the Paine *College Catalog*.

It is assumed that every faculty member, regardless of rank, will evidence concern for the objectives of Paine College and will be competent in four areas - teaching effectiveness, scholarly achievement, College service to the profession, and community service. Teaching, however, is the primary function of the faculty at Paine College. In order to teach effectively, one must keep

abreast of the content and method of one's academic discipline through research and scholarship. Meeting one's Librarian duties as assigned, is considered full time teaching.

In support of, and as an integral part of the teaching mission, all faculty members are expected to stay current in their fields of study and to engage in scholarship and creative activity. Proposal development and research are also encouraged.

Effective educational programs are dependent upon continual review and assessment by faculty, students, and academic administrators. Thus, all faculty members are expected to be knowledgeable of the curriculum in their own and other departments of the College and to participate formally when called upon in the development and revision of curricula via committees and faculty meetings.

Faculty responsibilities include, but are not limited to, reviewing and recommending policy and establishing procedures for the following: requirements for admission; procedures for registration, withdrawal, and transfer; curricula and degree requirements; grading and examination policy; attendance regulations; recruitment; and planning and design of the institution. The Faculty will make recommendations to the Provost and Vice President of Academic Affairs and the President on these and related matters.

Academic functions and general obligations of the faculty are to:

1. Provide instruction for students.
2. Grade and counsel students.
3. Keep class records, prepare and submit grade reports, attendance reports and other necessary reports as required. (NOTE: Faculty members who separate from the College, regardless of means [voluntarily or involuntarily], are expected to submit class records, grade reports, attendance reports, and other pertinent information to the Office of Academic Affairs prior to their separation.)
4. Attend faculty meetings.
5. Serve on appropriate committees of the College to which they may be elected or appointed.
6. Supervise appropriate extra-class student activities including advising student organizations.
7. Participate in the Fall Convocation, Founder's Day Ceremonies and Commencement Convocation in academic regalia.
8. Attend the Spring Convocation and Baccalaureate service.
9. Perform such administrative duties as may be specifically designated in their annual or special contracts for the Faculty.
10. Perform such additional duties as are necessary to facilitate the defined program of the College, including but not limited to being available for prescheduled in-service days that may include days prior to or after the academic term.

A sample faculty position description is included in the Appendix (see Appendix 4.8.2.1).

Paine College Part-time Faculty Responsibilities.

Part-time faculty are expected to adhere to the same standards of teaching and academic excellence as full-time faculty. Further, they are expected to adhere to the academic functions and general obligations of the faculty as listed in items 1 – 3 above. Part-time faculty, supervised by the Department Chair, may be required to provide data or other pertinent information related to the department's assessment of Student Learning Outcomes (SLOs). Part-time faculty members teach 1 – 2 courses per semester and are expected to maintain one to two office hours per week. They are invited to attend Faculty Development Workshops/Conferences held at the beginning of each academic semester. They are welcome to attend departmental and faculty meetings, but are not required to do so.

While part-time faculty may participate in Fall Convocation, Founder's Day, and Commencement Convocation in academic regalia, they are not required to do so. Part-time faculty are exempt from the responsibilities of academic advising or supervising student organizations/activities.

4.8.2.2 Absence from Class

All faculty members (full-time and part-time) are expected to meet all scheduled classes punctually. Faculty members who anticipate being absent should obtain and complete an authorization for such absence from the chair of their academic department.

Requests for absences should be made at least five (5) days prior to the date of the requested absence. Preparation for class activities should be made and clearly documented on the form, titled *Request Form For Faculty Absence* (see Appendix 4.8.2.2).

If the absence is reported ahead of time, the Department Chair will make provisions for class coverage. In the event of an unplanned or unexpected absence, the faculty member must advise the Department Chair or Program Coordinator at once or upon return to work, as appropriate. Upon return to work the faculty member should file a leave request form in order to account for the number of days not present.

4.8.2.3 Office Hours

The College expects its faculty to be effective classroom teachers and to meet classes as scheduled. Faculty must also be accessible during office hours to students who need assistance with formal class work, guidance in the pursuit of independent learning (e.g., preparation of major field papers) and/or academic advisement for at least ten hours per week between the hours of 8:30 a.m. and 5:00 p.m. Office hours are expected to vary between morning and afternoon times. Faculty are to list their office hours and Paine College e-mail and telephone number on their syllabi and make the information available electronically for each class taught within the learning management system utilized by the College. Virtual office contacts will use Paine College directory information. Faculty who teach evening and night courses are expected to offer evening accessibility for student advising and contacts.

Part-time faculty are expected to maintain at least one to two office hours per week.

4.8.2.4 Office Facilities

Each full-time faculty member will be provided with office space. However, due to space constraints, offices may be shared. Part-time faculty will share office space with other part-time faculty when space is available. By mutual arrangement between those sharing, small conference and seminar rooms may be utilized for academically related discussions with students or colleagues so as to keep disturbances to a minimum. It is institutional policy that offices are not intended as a facility for personal or private use not related to the academic program of the College.

4.8.2.5 Administrative Services, Office Equipment, and Supplies

Each department is served by a designated administrative assistant. Administrative Assistants may be assigned to more than one academic department. Unless otherwise specified, faculty should give all their administrative work to the appropriate administrative assistant. In times of especially heavy workload, the assistance of administrative assistants to administrators and other schools/departments may be sought. Office equipment and supplies are made available to faculty members by their Department Chairs.

4.9 Professional Development

4.9.1 Sabbatical Leave

Sabbatical leaves are subject to the limitation of the fiscal resources of the College. After five years of consecutive service as a tenured faculty member at Paine College, a person is eligible for a sabbatical leave. This person's salary during the sabbatical leave shall be three-quarters of the salary received during the year preceding the sabbatical leave. Subsequently, a faculty member will be eligible for another sabbatical at full salary after seven additional consecutive years of full-time instruction at Paine College. Any faculty member is eligible for a sabbatical leave at full salary following at least twelve consecutive years of fulltime service. Sabbatical leaves are subject to the following policies:

1. Requests for sabbatical leaves should be submitted in writing to the Provost and Vice President of Academic Affairs in reasonable time for the necessary adjustments in the program of the College. Sabbatical leaves are granted by the President, in consultation with the Provost and Vice President of Academic Affairs and the Chair of the Department involved.
2. A prospectus describing the benefits which the faculty member and the College may anticipate from the sabbatical leave must be submitted to the Provost and Vice President of Academic Affairs along with the request, and shall be filed in the office of the Provost and Vice President of Academic Affairs. This must be augmented by annual progress reports during the period of the sabbatical leave.

3. Sabbatical leaves will be granted for no more than two years, although they are renewable by mutual agreement.
4. General salary increases and consideration for promotion shall not be negated by a sabbatical leave. However, normally a faculty member will spend the two years immediately preceding the year of eligibility for tenure in full-time service to the College.
5. Grants, fellowships, or other funds other than loans secured by the faculty member or by the College on behalf of the faculty member for the purpose of meeting normal living expenses, or for recreational travel, will be deducted from the faculty member's salary while on sabbatical leave. Exceptions to this policy are funds secured in whole or in part for defraying the costs of travel for scholarly purposes, tuition, or expenses directly related to research activity, and grants of outright funds.

4.9.1.1 Definition and Purpose

Sabbatical leave allows faculty members to do uninterrupted research and writing, or to gain new educational experiences. The purpose of sabbatical leave is directly related to professional growth. The leave must also be spent in a manner clearly calculated to serve the best interest of the College.

4.9.1.2 Eligibility

To be eligible for sabbatical leave in a given academic year, a faculty member must be a tenured full-time faculty member who has a minimum of six years continuous service since the faculty member's initial appointment or last sabbatical. The faculty member must also commit to two academic years at the College, normally in the same position, for at least two academic years following the proposed sabbatical leave. If qualified, the faculty member may apply for promotion during this two-year period. Sabbatical Leave does not apply to faculty whose duties are primarily administrative.

4.9.1.3 Term

Sabbatical leaves may continue for a single semester or a full year, and shall commence either August 15th or January 15th of the academic year and shall terminate on either December 31st or May 31st of the same academic year. Periods of Summer recess or Winter break preceding or following the period of sabbatical leave shall not be deemed a formal part of the sabbatical period.

4.9.1.4 Plans

The request for a sabbatical leave should be addressed to the Provost and Vice President of Academic Affairs through the Department Chair or Library Director. Applications for sabbatical leave are made according to the following schedule (prior to the academic year in which the sabbatical leave is desired).

1. On or before September 1, notice will be given to eligible faculty members by the Office of Provost and Vice President of Academic Affairs based on information provided by the Human Resources Office.
2. On or before October 1, faculty members must inform their Department Chair and the Provost and Vice President of Academic Affairs of their intent to make application.
3. On or before November 1, applicants must submit full proposals and any supporting information (e.g. letter from the appropriate Department Chair) referenced below to the Chair of the Faculty Development Committee.
4. On or before January 15, the Chair of the Faculty Development Committee will submit the committee's recommendation to the Provost and Vice President of Academic Affairs.
5. On or before February 15, the President will inform the applicants and their Department Chair of the final decision.

The request should include:

1. A specific proposal describing a significant program of scholarly self-development calculated to enhance the teaching or other scholarly capabilities of the faculty member and to which the faculty member proposes to devote oneself over substantially the entire sabbatical term. The plan shall describe, so far as is contemplated or can be determined, the place or places the faculty member proposes to perform the sabbatical work, the persons or organizations, if any, with whom or under whose auspices it is to be performed, any known or foreseeable contingencies which may affect the plan.
2. A statement indicating any monetary compensation to be received for activities engaged in during the time of the sabbatical and related to the sabbatical. Although supplementary fellowship grants may be accepted by a faculty member on sabbatical leave, remunerative employment is permitted only with the approval of the Provost and Vice President of Academic Affairs.
3. A statement pledging to stay in the employment of the College for at least one year from the date of return from the sabbatical, unless the faculty member and the College make other arrangements by written agreement. The acceptance of a sabbatical automatically commits the faculty member to return to the College for a minimum of one year. Should the employee decide to leave the College within that one-year period, the employee shall reimburse the College for the pro rata share of the salary and benefits paid to the employee during the sabbatical period.
4. A recommendation from the Department Chair or Library Director as to how the responsibilities of the applicant, including teaching and student mentoring, could be handled during the absence of the applicant.

4.9.1.5 Appointment

Application for Sabbatical leave will be reviewed by the Faculty Development Committee and granted by the President based on:

1. The merits of the application; and
2. The extent to which the College budget allows.

Applicants will be notified of the decision on or before February 15.

4.9.1.6 Report

A formal written report from the faculty member to the Provost and Vice President of Academic Affairs is required at the end of the sabbatical leave. The faculty member shall also offer a seminar or presentation for interested colleagues on the results of the leave, scheduled with the Faculty Development Committee.

4.9.2 Professional Growth and Development Leave

Professional growth and development leaves of absence are granted to members of the Paine College faculty whose duties are not primarily administrative with the understanding that the time spent will serve professional growth and development and the interest of the College.

The following policies govern leaves of absence:

1. At least three consecutive years of service at Paine College must immediately precede a leave of absence which is financed wholly or in part with college-generated funds.
2. Regardless of the source of funding, the length of a leave of absence will not exceed the most recent period of consecutive service to the College, except by special permission of the Provost and Vice President of Academic Affairs and the President. Leaves of absence must be negotiated annually, but will be granted for no more than four consecutive years.
3. Requests for leaves of absence should be submitted in writing to the Provost and Vice President of Academic Affairs in reasonable time for the necessary adjustments in the program of the College should the leave be approved.
4. A prospectus describing the benefits which the faculty member and the College may anticipate from the leave of absence must be submitted to the Provost and Vice President of Academic Affairs along with the request, and shall be filed in the office of the Provost and Vice President of Academic Affairs. This must be augmented by annual progress reports during the period of the leave of absence.
5. Number of years accrued toward tenure, general salary increases, and consideration for promotion shall not be negated by leaves of absence. However, normally a faculty member will spend the two years immediately preceding the year of eligibility for tenure in full-time service to the College.
6. A faculty member on leave of absence may not be employed by another institution without the full knowledge and consent of the Provost and Vice President of Academic Affairs, and then it will normally be allowed only if the employment is related to the purpose of the leave of absence.
7. "Payback" of time granted for a leave of absence is expected and required. Normally, upon return to the College, the faculty member will spend one year in service to the College for each year of leave granted. Failing this, the faculty member shall "buyout" of the time obligation by appropriate advance notice and other arrangements which may include:
 - a. Payback of money in dollars to the College or any other source that provided funding for the leave;
 - b. Repayment in dollars to the College for time obligated to that person to permit the leave of absence.
8. The details of such a payback arrangement must be specified in writing prior to a person's taking leave of absence.

4.9.3 Paid Educational Leave

The College grants faculty members an educational leave of absence from their employment with the College to pursue and obtain a doctoral degree. In order to qualify for educational leave, the faculty member must have completed a minimum of two years of employment at Paine and be engaging in an educational endeavor directly related to the faculty member's approved

Professional Development Plan (PDP), which will provide long-range benefit to the College as well as the individual.

1. Faculty members will have their regular salary (payable monthly and subject to authorized deductions and payroll taxes) reduced by the amount of scholarship funds, work study, or other financial aid received by a faculty member from the institution that the faculty member will be attending. This amount will be adjusted, if necessary, to reflect the amount actually paid (e.g., if the leave ends earlier than expected).
2. The granting of educational leave is a privilege rather than a right and is granted only upon approval from the President. Faculty members must have been accepted in a program and agree to complete the program or degree within four years prior to submitting a letter of application to the office of the Provost and Vice President of Academic Affairs.
3. If the faculty member fails to complete the approved program or degree within four years, the faculty member must reimburse the College for the amount of compensation paid during the period of educational leave as provided in an Agreement and Promissory Note entered into with the College.
4. In consideration of the granting of paid educational leave the faculty member will agree that, immediately following termination or expiration of the educational leave they will serve a period of employment equal to twice the period of the paid educational leave.
5. Additional information regarding Educational Leave (such as the application process, retained benefits, and the submission of a plan of study and progress reports) may be obtained from the Office of the Provost and Vice President of Academic Affairs.
6. Paid Educational Leave may not be used in conjunction with any other leave of absence in Volume IV or Volume III Subsection 3.1.5 of the College Policy Manual. Exceptions to this policy are subject to the review and approval of the faculty member's Department Chair, the Provost and Vice President of Academic Affairs, and the President of the College. The granting or denial of approval for Paid Educational Leave is not grievable.

4.9.4 Educational Assistance

The College grants Educational Assistance to faculty members to actively pursue and obtain a doctoral degree in that person's preferred/designated area of study (and consistent with the projected needs and strategic plan of the College) as agreed upon with the individual's Supervisor(s), Department Chair and the Provost and Vice President of Academic Affairs. The College will provide reimbursement for the cost of tuition.

1. The granting of educational assistance is a privilege rather than a right and is granted only upon the approval of the Provost and Vice President of Academic Affairs and the President. Faculty members must have been accepted in a program and agree to complete the program or degree within four years prior to submitting a letter of application to the office of the Provost and Vice President of Academic Affairs
2. Faculty members are expected to faithfully pursue the designated course of study by enrolling in at least one course per semester during the academic year and are encouraged to enroll in a

second course. With prior approval from a faculty member's Department Chair, a faculty member may be enrolled in two courses at the same time and be granted release time from/for one course. Faculty may also receive financial assistance for courses complete during the summer months.

3. While engaging in the educational endeavor, individuals are expected to maintain or perform their usual and customary duties/responsibilities to the College. If release time has been granted to faculty members, appropriate adjustments will be made.
4. Exceptions to this policy are subject to the review and approval of the individual's supervisor(s), Department Chair, and the Provost and Vice President of Academic Affairs. The granting or denial of Educational Assistance is not grievable.

4.10 Faculty Workload Policies

Paine College places a premium on recruiting, hiring, and retaining highly qualified instructional faculty to serve its students. Crucial to the College's mission is the need to appoint faculty who are dedicated to student success, who are knowledgeable and current in their fields, and who have the skills and talent to engage students in learning. To fulfill this mission, Paine College has developed faculty workload policies intended to balance student, institutional, and professional interests in an equitable manner.

4.10.1 Standards and Equivalencies

The academic year operates under a semester system. Credit for courses is recorded in semester credit hours. A 50-minute period of instruction per week for 1 semester is equivalent to 1 credit hour.

The full-time teaching load at Paine College is typically 15-16 semester credit hours of instruction with the required teaching load being adjusted as follows:

1. Where classes commonly meet more hours per week than the semester credit hours granted (e.g., physical education and laboratory classes) contact hours shall aggregate to a minimum of 15 and a maximum of 18 for a full-time load.
2. Studio music instruction shall aggregate to a minimum of 18 contact hours per week for a full-time load.
3. Practice or student teaching supervision and intern supervision shall aggregate to a maximum of 24 contact hours per week for a full-time load.

Where a faculty member teaches in more than one of the categories noted above, the teaching load shall be proportioned among the categories, but the faculty member's teaching load must be equal to at least 15 semester credit hours of instruction.

Exceptions to the foregoing may be made as follows:

1. A reduced teaching load will be granted for a faculty member who is Department Chair or head of a comparable administrative unit.

2. A reduced teaching load may be granted for extraordinary formal faculty mentoring or significant administrative responsibilities (temporary) relating to the institution as a whole, e.g., Director of the Institutional Self-Study.
3. Special Assignments (*cf.* SPEE). The above exceptions do not apply to faculty members who are also athletic coaches because of the wide variance in their schedules from semester to semester. Further, the aforementioned exceptions may be granted only upon approval of the President of Paine College.
4. Other curricular assignments as approved by the Provost and Vice President of Academic Affairs.

Faculty members may be asked to teach an overload for compensation in addition to their base salary.

4.10.2 Administrative Responsibilities for Monitoring and Reporting Faculty Workloads

4.10.2.1 Department Chair

1. It is the responsibility of the Department Chair to assign faculty workloads in accord with current applicable policy. Consideration should also be given to the number of preparations, the number of students taught and the nature of the subject. Except as specifically authorized, a faculty member's teaching assignment will be equivalent to a teaching load of fifteen semester credit hours.
2. It is the responsibility of the Department Chair to prepare an official report of the workload assignment of each faculty member teaching in the department each semester according to an established calendar. The Department Chair and each faculty member will by signature on the workload report certify that each workload assignment is in accord with applicable policy.
3. It is the responsibility of the Department Chair to recommend exceptions to the workload requirement and to provide such documentation as necessary to justify that recommendation. Recommendations for exceptions must be made judiciously.

4.10.2.2 Provost and Vice President of Academic Affairs

1. It is the responsibility of the Provost and Vice President of Academic Affairs to monitor the procedures for reporting and certifying faculty workloads.
2. It is the responsibility of the Provost and Vice President of Academic Affairs to forward one copy of the faculty workload reports to the appropriate office for entry into the College's database and to have the original faculty workload reports filed for possible future review.

4.10.3 Policies Regarding Faculty Working Conditions

4.10.3.1 Outside Employment and Activities

Faculty are encouraged to participate in professional activities which contribute towards satisfactory evaluations and the College recognizes the value to the institution when a faculty member elects to be recognized as an employee of the College while participating in these activities. It is expected that such activities, including outside employment, will not interfere with the faculty member's rights and responsibilities as defined in Sections 4.8 and 4.10. The first responsibility of full-time faculty members is to their academic responsibilities at Paine College. As long as these are satisfactorily carried out, faculty members may engage in employment outside of the College. Faculty members engaged in employment outside of the College so engaged will notify their Department Chair in writing of such employment annually at the beginning of the appointment period. Failure to inform the Department Chair of outside activities or failure to satisfactorily perform the faculty member's duties because of outside activities may result in appropriate disciplinary action, up to and including dismissal for cause in accordance with paragraph 4.7.4.8. Except for visiting appointments while on leave from Paine College, faculty members may not hold appointments at other institutions of higher learning that create a workload, the cumulative workload total of which is greater than a full-time workload at Paine College.

The College assumes no responsibility for the competence or performance of "outside activities" engaged in by a faculty member, nor may any responsibility be implied in any advertising with respect to such activities. Faculty members may not represent themselves as acting on behalf of the College. The applicable Department Chair as well as the Provost and Vice President of Academic Affairs shall be available for advance consultation with respect to potential conflicts between a faculty member's primary responsibility and outside activities. Paine College expects faculty members to seek advice from these sources.

If the applicable Department Chair is concerned about whether a faculty member is meeting the standards of this policy, they will discuss this with the faculty member. If a satisfactory resolution cannot be reached, the Department Chair will meet with the faculty member to resolve the issue. If a satisfactory resolution cannot be reached, the Department Chair will meet with the Provost and Vice President of Academic Affairs and the faculty member to resolve the issue. The decision of the Provost and Vice President of Academic Affairs is final with regard to such matters.

4.10.3.2 Political Activity

Faculty members, as citizens, are free to engage in political activities. Any member of the faculty who wishes to engage in direct political activity which will involve a substantial amount of time away from the performance of Paine College responsibilities (e.g., holding or running for political office, managing a campaign, directing group action on behalf of a political candidate or issue) is expected to work out a mutual agreement for leave of absence (in accordance with College policy) with the Provost and Vice President of Academic Affairs before undertaking such activity. The terms of such leave of absence will be set forth in writing.

4.10.3.3 Plagiarism

Plagiarism includes, but is not limited to, the taking over of the ideas, methods or written words of another individual, including those of students, without acknowledgment and with the intention that they be taken as the work of the deceiver. Plagiarizing the work of another, particularly the work of one's students, is the antithesis of the honest labor that characterizes true scholarship and without which mutual trust and respect among scholars is impossible.

Accordingly, every faculty member should scrupulously recognize all intellectual debts owed, be they in the form of ideas, methods or expressions, by means of an appropriate form of communication and acknowledgment. Any discovery of suspected plagiarism shall be reported to the appropriate Department Chair who will bring the matter to the attention of the affected parties, the Provost and Vice President for Academic Affairs, and, as appropriate, to the community at large – typically through reviews in or communications to relevant scholarly journals.

Scholars must make clear the respective contributions of colleagues on a collaborative project, and professors who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the professor's benefit; to do so is to abuse power and trust. Any faculty member who engages in plagiarism is subject to dismissal for cause pursuant to paragraph 4.7.4.8.

4.11 Faculty Benefits, Holidays, and Leaves

4.11.1 Faculty Benefits

Information about benefits provided to all employees of Paine College is contained in Volume III, Section 3.3 of College Policy Manual and in the Summary Plan Descriptions. Certain benefit information pertains to faculty only, and is contained in this section.

4.11.2 Holidays

Faculty members have all of the recognized holidays as provided in Volume III, Section 3.3. These may also include regular workdays if the President closes the College due to special circumstances such as weather.

4.11.3 Faculty Leaves

Information about leaves provided to all employees of Paine College is contained in Volume III, Section 3.3 of College Policy Manual

4.12 Faculty Grievance Policies

4.12.1 Definition of Grievance

A grievance is defined as an allegation by a faculty member, or a group of faculty members that one of the following situations has occurred:

1. An alleged breach or misinterpretation of the terms of the agreement embodied in this Volume IV or in Volume I, Sections 1.6 (Governance) and 1.7 (Committees), of the Policy Manual; or

2. An alleged violation of the College policy or procedure as set forth in Volumes II, III or IV or Volume I Sections 1.6. (Governance) and 1.7 (Committees), of the Policy Manual (unless another College policy and procedure could have been used for the matter being grieved (e.g. Promotion and Tenure Appeals).

4.12.2 Informal Procedures

Upon the occurrence of an allegedly grievable offense, a faculty member may file a written grievance with the Grievance Review Committee. Grievances must be received in writing by a member of the Grievance Review Committee (see Volume I, Section 1.7 for information pertaining to committee membership, responsibilities, etc.) within 21 calendar days of when the grievant first knew or, through the exercise of reasonable diligence, should have known of the occurrence of the event(s) upon which the grievance is based. The calculation of these calendar days should exclude official holidays.

The Grievance Review Committee will consider all written grievances, together with any supporting evidence submitted by a faculty member, a group of faculty members, or the Faculty Senate. Written grievances should set forth in detail:

1. The alleged wrong;
2. Against whom the grievance is directed;
3. The relief or remedy sought by the grievant; and
4. Any other data deemed pertinent by the grievant.

If the Grievance Review Committee determines that there is a substantial basis for the grievance, the Chair of the committee will attempt to settle the grievance by informal methods. In the course of doing this, the Grievance Review Committee will collect pertinent documents and will conduct informal discussions among the concerned parties, at all times preserving the confidentiality of the proceedings. The informal discussions will be conducted no later than 14 calendar dates upon receipt of the written grievance.

A settlement between parties at the level of the Grievance Review Committee shall not create a legal precedent. Rather, the settlement is only applicable to the current settlement between the parties.

The Grievance Review Committee will not substitute its judgment on the merits of the decision for the judgment of the deciding person or persons.

If the Grievance Review Committee finds that a grievance does not merit a formal hearing, the process shall then end. When the grievant has a right to a formal hearing, as delineated below, the Grievance Review Committee is required to authorize a formal hearing upon request by the faculty member.

4.12.3 Allegations Involving Individual Faculty Members

If the grievant is an individual faculty member and the grievance cannot be resolved by the informal methods of the Grievance Review Committee, the grievant may request formal consideration by an ad hoc Hearing Committee. This Hearing Committee will hear any grievance

sent to it by the Grievance Review Committee with 14 calendar dates of receiving the grievance. Decisions of the Grievance Hearing Committee, however, may be appealed only as set forth below.

An individual faculty member has a right to a formal grievance when the unresolved grievance involves one of the following:

1. Dismissal of the faculty member;
2. Suspension or reassignment of the faculty member;
3. Layoff of the faculty member;
4. Non-renewal of the faculty member's appointment.

With regard to the foregoing four items, the grievant may allege only that one of the following situations has occurred:

1. A decision to terminate was based on considerations that violate the faculty member's academic freedom;
2. A decision to terminate was based on considerations that violate the governing policies bearing upon nondiscrimination with respect to race, color, national origin, religion, sex, disability, age, status as a disabled veteran of the Vietnam Era, medical condition, ancestry, marital status, sexual orientation, or other factors which cannot lawfully form the basis for an employment decision;
3. The faculty member's specific contract provisions were not taken into consideration;
4. Appropriate College or committee procedures, as set forth herein or elsewhere in this Volume IV of this Policy Manual, were violated.

4.12.4 Allegations Involving More Than One Faculty Member

If the grievant is the Faculty as a whole or a group of faculty members and the grievance cannot be resolved by informal methods, the Grievance Review Committee will present a recommended resolution of the grievance in writing to all parties and to the President of the College within 14 calendar days after receipt of the grievance. This resolution can be accepted by both parties or rejected by either party. Rejection or acceptance by each party will be communicated in writing to the Grievance Review Committee with a copy to the President of the College within seven (7) calendar days of receipt of the recommended resolution from the Grievance Review Committee. Any rejection must include the reasons for rejection and, if desired, suggested alternative solutions. If the matter remains unresolved for an additional 14 calendar days following the receipt of a response from each party, either party may request that the grievance proceed.

4.12.5 Formal Hearing Procedures

4.12.5.1 Notification by Grievance Committee

When a formal hearing is to be conducted, the Grievance Review Committee will provide written notification to the parties involved and to the Provost and Vice President of Academic Affairs and the President of the College.

4.12.5.2 Formation of Ad Hoc Hearing Committee

The Grievance Review Committee will supervise the formation of an ad hoc Hearing Committee to conduct the formal hearing. This Hearing Committee will be formed as follows: the grievant will select one (1) faculty member. The President of the College or the President's designee will then appoint one (1) faculty member (if the grievant is an individual, these selections shall not be the grievant's Department Chair). These two (2) Hearing Committee members thus chosen will select a third member who will be the Chair of the Hearing Committee. None of these individuals may be members of the Grievance Review Committee.

4.12.5.3 Date, Time, and Place of Formal Hearing

The Hearing Committee will set a date, time and place for the formal hearing that is agreeable to all parties concerned. The arrangements should be completed within ten (10) calendar days after receipt of the grievance by the Hearing Committee from the Grievance Review Committee.

The formal hearing will begin no more than ten (10) calendar days after completion of the arrangements, during which time all parties shall prepare evidence and obtain documentary and other information.

4.12.5.4 Proceedings

The formal hearing will be conducted in private and the parties will make no public statements about the case during the course of the hearing.

The Chair of the Hearing Committee will conduct all meetings and hearings deemed necessary by the Hearing Committee to resolve the grievance. The grievant may have an academic advisor present only to provide advice to the grievant. Such an advisor may not address the Hearing Committee without the permission of the Chair.

All parties to the grievance will have the right to obtain witnesses and present evidence.

The College will cooperate with the Hearing Committee in securing witnesses and making available documentary and other evidence requested by the grievant to the extent not limited by law. All parties will have the right to cross-examine witnesses. Where a witness has made a statement and cannot or will not appear, but the Hearing Committee determines that fairness requires admission of the witness' statement, the Hearing Committee will identify the witness, disclose their statement, and if possible, provide for interrogatories. The Hearing Committee will grant appropriate continuances to enable either party to investigate evidence or for any other appropriate reason.

A documented and demonstrable effort will be made to obtain the most reliable evidence available; however, the committee will not be bound by evidentiary rules applicable in courts of law.

4.12.5.5 Burdens of Proof

In cases involving non-reappointment, the burden of proof that adequate cause exists for the grievance shall be on the grievant, which proof shall be by a preponderance of the evidence.

In any case of dismissal, suspension or layoff, the burden of proof that adequate cause exists for the action shall be on the College, which proof shall be by a preponderance of the evidence. In cases involving termination, a determination that an academic program is to be discontinued will be considered prima facie valid, providing that the applicable procedures set forth in Section 4.8 in this Volume IV of the Policy Manual have been followed.

4.12.5.6 Record of Hearing

The formal hearing shall be recorded by the College and made available to the Hearing Committee. The costs of this recording shall be borne by the College. Copies or transcripts of the recording shall be provided at the expense of the party(ies) requesting it.

4.12.5.7 Recommendations

The recommendation of the Hearing Committee will take the form of findings of fact, conclusions, and recommended disposition of the grievance that must be based solely on the hearing record, and pertinent College procedures as set forth herein or elsewhere in the Policy Manual, as well as applicable law.

The Hearing Committee will present its recommendation, in writing, to all parties and to the President of the College within seven calendar days of the conclusion of the formal hearing. This decision, insofar as it consists of a recommended disposition of the grievance, may either be accepted by both parties or rejected by either party. Rejection or acceptance by each party will be communicated in writing to the Hearing Committee, with a copy to the President of the College, within five calendar days of receipt of the recommendation of the Hearing Committee.

4.12.5.8 Appeals

The grievant(s) may, within ten (10) calendar days of receipt of the recommendation of the Hearing Committee, or as otherwise provided in this Section, file a written appeal to the President of the College, who shall review the record and respond within ten (10) calendar days as to the final disposition of the grievance within the College. The decision of the President of the College is final, except as provided in paragraph 4.12.5.9 below.

4.12.5.9 President as Party to the Action

If the President of the College is a direct party to the grievance in the first instance, the grievant(s) may file an appeal, beyond that provided above, within ten (10) calendar days of the receipt of the President of the College's decision. Such an appeal is filed with the Chair of the Board of Trustees. The Executive Committee of the Board of Trustees will then review the record of the case at its next meeting and will render a final decision on the grievance within ten (10) calendar days of that meeting to all parties. In case of any discussion over Presidential involvement, the Executive Committee of the Board of Trustees shall be the sole judge of such involvement. The decision of the Executive Committee of the Board of Trustees is final.

4.12.6 General Provisions

The filing or pendency of any grievance under the provisions of this Section shall not prevent the College from taking the action complained of, subject, however, to a final decision regarding the grievance.

Failure at any step of this procedure to communicate the decision regarding the grievance within the specified time limits or such additional period of time, as shall be mutually agreed upon in writing, shall permit the grievant to proceed to the next step.

Failure at any step of this procedure to appeal a grievance to the next step within the specified time limits, or such additional period of time as may be mutually agreed upon in writing, shall be deemed to be acceptance of the decision rendered at that step.

Extensions of time will normally be granted for good reason (e.g., illness) by mutual written consent.

4.13 Revision of this Volume IV

While the adoption of policy and its changes is ultimately the prerogative of the Board of Trustees, members from all segments of the College community enjoy the privilege and responsibility of contributing to the formulation and alteration of the College policy statements. Since the faculty is the group most accountable for upholding the academic standards and implementing the mission of the College, it is imperative that the Volume IV Policy Manual be kept up to date.

4.13.1 Revision Procedure

4.13.1.1 Board of Trustees Approval

1. Before definitive action on Policy Manual revision proposals, the Board of Trustees may commission a subcommittee of its members to meet with the Provost and Vice President of Academic Affairs, the President of the College, and faculty representatives to discuss final adjustments in the revised texts;
2. The Board of Trustees shall either approve or reject the proposed revision; and
3. The Board of Trustees retains the right, in the best interest of the College and in their fiduciary capacity, to alter the provisions of Volume IV of the Policy Manual after following the procedures in this policy.

4.13.1.2 Emergency Procedure

When the President of the College, after consultation with the appropriate internal Councils or Committees determines that, in the best interests of the College, a modification of any part of Volume IV or Sections of Volumes I, II, III, VI or VII applicable to faculty in the Policy Manual is necessary, the President of the College may petition the Chair of the Board of Trustees for review of a specific change at the next Board meeting. The Board of Trustees may accept or reject such a petition. The President shall communicate the decision of the Board of Trustees to the appropriate internal Councils or Committees.

If any provision of the Policy Manual is in conflict with federal, or local law or ordinance or is otherwise illegal, invalid or unenforceable to any extent, the remainder of the Policy Manual and the application of the provision in question to persons or circumstances other than those to which the provision is improper, shall not be affected. In addition, the Board of Trustees shall act to bring the College into compliance with such law, ordinance, or invalidity, and the Policy Manual will be amended as soon as possible, providing none of these laws are in conflict with the mission of the College.

4.13.1.3 General Rules of Implementation

1. All new members of the faculty shall receive a copy of or electronic access to the Policy Manual at the time of their initial appointment as a new faculty member. Such copy/access must contain Volume IV in the form that will apply during the offered appointment term. Continuing members of the faculty will receive copies of or electronic access to any approved amendments with their annual reappointments during the Spring semester;
2. A hard copy of the Policy Manual with current revisions shall be available for inspection during regular hours at the Offices of the Provost and Vice President of Academic Affairs, the Library and the Office of the President of the College;
3. Electronic access is available to the faculty for all Policy Manual documents
4. Proposed amendments to any part of Volume IV of the Policy Manual under discussion by the Board of Trustees shall have no status, not even a promissory one, until final action by the Board of Trustees has been taken;
5. Paine College students are bound by the catalogue in place at the time that they enter the College so long as they are in continuous enrollment. This is not changed by any language in or amendment to the Policy Manual.

Appendix 4.3.1.5: Campus Based Interview Questions for Faculty

Name of Applicant _____

Position _____

Department _____

These questions should be asked of faculty during the on-site interview. Search committee members should use the Faculty Rating Form to score each question on a scale from 5 to 1 with “5” representing the highest score possible and “1” representing the lowest score possible.

1. Discuss your dissertation/current research.
2. Tell us about your teaching experience at the collegiate level.
 - What courses have you taught?
 - What is your instructional approach?
 - How do you measure student learning?
 - How do you utilize technology as a part of the learning process?
3. Discuss any experience that you have had engaging students in research at the undergraduate level.
4. What is the greatest contribution you would bring to Paine College as a member of the _____ program?
5. What is the primary thing about Paine College and/or the position that caused you to apply?
6. Tell us what successes you have had working with diverse populations, including students and colleagues? Provide some examples.
7. Tell us about any experience that you have had seeking/acquiring external funding for your research and or academic programs?
8. What service and/or leadership have you had at the collegiate level? In your discipline?

Would you like to make any additional comments?

Do you have any questions for the search committee?

Appendix 4.5: Promotion and Tenure Review and Portfolio Contents

All faculty (except Department Chairs) applying for promotion in rank and/or tenure shall submit their applications (portfolios) to the Departmental Portfolio Review Committee (DPRC). Applications shall be reviewed by the Department's DPRC and Department Chair prior to submission to the Tenure and Promotion Committee. Department Chairs applying for promotion in rank or tenure shall submit their applications to the Provost and Vice President of Academic Affairs who reviews and transmits to the Tenure and Promotion Committee.

With each applicant's portfolio and letter of application for promotion, Department Chairs will send a letter to the Tenure and Promotion Committee that includes:

1. The Department Chair's recommendation and its justification.
2. The DPRC's recommendation and its justification.

Upon review of all submitted materials, the Tenure and Promotion Committee reaches a decision on each of the four categories in an applicant's portfolio. This decision shall be based on an applicant's portfolio which consists of evaluations of completed prior-year and proposed forthcoming PDPs for each year of eligibility required for the applied promotion; a full set of annual reviews (Coordinators; Chairs; students; and DPRCs when applicable for those rising in rank); and supporting documentation (Scholastic Activity and Service). This evidence will be assessed for each of the four categories (Teaching Effectiveness, Scholarly Activity, College Service and Community Service) required for the applied rank (see Faculty Evaluation Scoring Form in Appendix 4.5.3.C). Once analyzed, the Tenure and Promotion Committee shall make its decision to promote or reject with justifications.

Portfolio Contents:

- A. A self-assessment narrative for each of the four evaluation sections. Summarize in a matrix, starting with all Professional Development Plans (PDPs), Annual Evaluations, and supporting documents. In this matrix, starting with the current year, list by years all accomplishments by categories of teaching, scholarly achievement, and college and community service.
- B. A current curriculum vita (if over 2 pages, provide a 2-page summary).
- C. A proposed and completed PDP (see the next section) for each year required for the applied promotion level; include copies of all annual evaluations (Department Chairs, and students). See Appendices 4.5.3A-4.5.3H) for forms and procedures utilized in the annual faculty evaluations.
- D. Teaching Effectiveness – Supporting documentation should include:
 1. Summaries of students, DPRC, and chair evaluations for all years since last promotion (include copies of evaluations). Exclude material used for past promotions; only new material and documentations are permitted.
 2. Teaching materials, syllabi, and evaluation measures of students for each course.

3. Summary of teaching loads since last promotion, including number of students in classes.
- E. Scholastic Activities
 - F. Potential Services to Paine College
 - G. Potential Community

Appendix 4.5.3A: Promotion and Tenure Annual Professional Development Plan (PDP) Form

PDP I. Annual Proposed PDPs and Evaluation of Prior Year PDPs

On April 1st of each year, all faculty should close out their PDPs for the completed academic year. The close out consists of the following documents: faculty signed PDPs proposed in April from the previous year, annual evaluations, and supporting documentation (e.g., copies of publications, grant and contract awards, letters of commendation from community leaders, etc.). Faculty shall evaluate their academic achievements in the completed year against the prior year's proposed PDP. To complete the cycle, on April 1st, returning faculty members shall propose a new PDP for the forthcoming summer and new academic year.

PDP Evaluation for Tenure and Promotion Deliberations:

Faculty Name: _____ Rank: _____ Date: _____

Teaching Activities:

1. (Describe the faculty member's commitment(s) regarding Student Instruction/Teacher Effectiveness):
2. (Describe the faculty member's commitment(s) regarding Student Engagement):

Average Teaching Effectiveness Scale

5 = Excellent
4 = Above Average
3 = Average
2 = Below Average
1 = Unsatisfactory

Faculty Member's Self-Evaluation score of Teaching Activities Commitments: _____ (add one bonus point for the successful completion of a Student Engagement project).

Justification: _____

Research/Scholastic Activity:

1. (Describe the faculty member's commitment(s) regarding Professional Organizations):
2. (Describe the faculty member's commitment(s) regarding further education):
3. (Describe the faculty member's commitment(s) regarding Scholarly Activities):
4. (Describe the faculty member's commitment(s) regarding Grant/Contract Activities):
5. (Describe the faculty member's commitment(s) regarding Student Engagement under categories 1-4):

Professional Organizations

- 5 = International chapter member; leadership role
- 4 = National chapter member; reviewer role
- 3 = Regional chapter member; committee role
- 2 = State chapter member
- 1 = City chapter member

Faculty Member's Evaluation of Professional Organizations: _____

Further Education for a PhD Degree (Instructors and Assistant Professors only)

- 5 = Ph.D. Thesis completed
- 4 = ABD: comprehensives passed; dissertation proposal accepted 3
= Dissertation field work.
- 2 = Graduate level classes above the Masters Level
- 1 = Enrolled in a PhD program

Faculty Member's (Instructors and Assistant) Evaluation of Further Education: _____

New Scholarly and/or Creative Activities (Peer-reviewed only)

- 5 = New Major Journal Article or Book Chapter; Lead or Senior Author
- 4 = New Journal Article/Book Chapter; Co-Author
- 3 = New peer-reviewed proceedings, poster or artistic public performance
- 2 = New submission to Journal, Book, or Proceedings
- 1 = New non-peer reviewed report or public performance

N: ___ x Scholarly Activity score from scale above: ___ = ___ (add one bonus point for the successful completion of a Student Engagement project).

New or Renewed Awards, Grants/Contracts, Artistic Commissions, Fellowships:

- 5 = Federal, State or Private Grant/Contract Award, PI
- 4 = Federal, State or Private Grant/Contract Award, Co-PI
- 3 = Federal, State or Private Grant/Contract Award, Other Position
- 2 = Cash Award, intramural grant or artistic commission
- 1 = Grant/Contract submitted, but unfunded

N: ___ x Grant Awards score from scale above: ___ = ___ (add one bonus point for the successful completion of a Student Engagement project).

Faculty Member's Average Evaluation score of his/her Scholastic Activity (if Instructors and Assistant Professors are taking graduate courses, divide by 4; otherwise, divide by 3 for Associate and Full professors): _____

Justification: _____

Service Activities:

1. (Describe the faculty member's commitment(s) regarding Service to Paine College):

2. (Describe the faculty member's commitment(s) regarding Service to the Community):

3. (Describe the faculty member's commitment(s) regarding Student Engagement):

5 = Excellent
4 = Above Average
3 = Average
2 = Below Average
1 = Unsatisfactory

Faculty Member's Evaluation average score of his/her Service: _____ (add one bonus point for the successful completion of a Student Engagement project).

Justification: _____

Notes:

1. For faculty members with significant administrative workloads compared to those with normal administrative duties, PDPs can lead to unfair R&T evaluations. It is incumbent upon each faculty member to take responsibility to negotiate with Department Chairs and the P/VPAA to establish a PDP that reflects the appropriate percentages of a faculty member's workload and value to Paine College. After the negotiation is completed and is approved by the faculty member, the Department Chair, and the P/VPAA, the PDP must be signed by the Faculty member, the Department Chair, and the P/VPAA.
2. Paine College is not a "publish or perish" school; however, to remain in good standing, each faculty member is obligated to submit, negotiate and gain approval for a PDP and then fulfill its commitments.
3. The weight for teaching, research and service has been shifted from its historical 50-20-30% value rankings to 40-40-20%. The formula in the Faculty Evaluation Scoring Form on page 28 has been changed to reflect the new priority. This means that it is incumbent on each faculty member not only to make commitments to Paine College, but also to obtain commitments from Paine College to provide the support necessary to complete the commitments made in the final PDP (e.g., intramural research funds, project spaces, and release time as needed to perform the scholastic or other activities committed to in the signed PDP).

PDP II. Table 1. Examples of 3 typical faculty member evaluations with averaged scores.

Proposal 3. Faculty Member Annual Self-Evaluation: 3 Examples

Category	Faculty member #1	#2	#3
Teaching	4.5	4.5	4.5
SE: 1 bonus	1	1	1
Raw ave 1	5.5	5.5	5.5
x40%	1.8	1.8	1.8
Publications			
1.Prof. Orgs	5	5	5
2. Edu	0	0	0
3. Pubs	0	5	10
4. GA/CA	0	0	5
5. SE: 1 per P/GA	1	1	2
Raw average 3	2	3.67	7.33
x40%	0.80	1.47	2.93
Service			
1. SPC	4.5	4.5	4.5
2. CS	4.5	4.5	4.5
3. SE: 1 per SC/CS	1	1	1
Raw average 2	5	5	5
x20%	1	1	1
Sum	3.60	4.27	5.73

Notes: No publications* 1 Pub* 1 JA; GA, CP**

* Does not meet minimum academic requirements (see next Section PDP III)

** Meets minimum academic requirements (see next section under PDP III)

JA: Journal Article; GA: Grant Award; CA: Contract Award; CP: Conference Proceedings PDP

III. Minimum Total Peer-Reviewed Scholastic Productivity

Minimum Total Peer-Reviewed Scholastic Productivity. Faculty members are required to satisfy the annual commitments established in individually prepared and signed Professional Development Plans (PDPs). In addition, the Minimum Total Peer-Reviewed Scholarly Productivity for faculty members represents the Faculty's requirements for faculty members to be eligible for tenure or promotion. To be eligible for promotion, by adopting minimum standards for publications and grants, Paine College Faculty require administrative support (e.g., startup funds; travel and research budgets; research facilities; student research assistantships; and sabbaticals) and two hours set aside per day to conduct research (scheduled in tandem with office and teaching hours/loads). Faculty members may conduct research in a location chosen of their choosing, but locations must be selected under the auspices of their Department Chairs for their approval.

Promotion:	Journal Article, Book Chapter, Book, Proceedings or Posters*	Years	Grants and Contracts**
To Assistant Professor	1 New	3	1 Submitted
To Associate Professor	2 New	5 (i.e., 2 years post Assistant Professor)	2 Submitted
To Full Professor	4 New	7 (i.e., 3 years post Associate Professor)	1 New Award
To Tenure		9	
Post-Tenure Review/Post-Full Professor (5th year mark)	2 New		1 New Award
Post-Tenure Review/Post Full Professor (10th year mark)	2 New		1 New Award
Totals	11 publications, minimum	18	3 Awards (minimum)

* Journal articles, book chapters, books, conference proceedings and posters must be peer-reviewed and published to receive consideration for promotion. Periodicals and web publications may be accepted as equivalent publications if agreed to with signed PDP's.

** Grants and contracts weighed 1-5 based on their benefit to the College and the respective faculty member, for example:

- Grant or contract Principal Investigator (PI) is weighed a “5” for a funded national agency grant, such as NSF, DoD, and NIH;
- Co-PI is weighed a “4” for a funded national agency grant, such as NSF, DoD, and NIH;
- Other worker (e.g., staff scientist) is weighed a “3” for a funded national agency grant such as NSF, DoD, and NIH;
- State and local agency and intramural awards are weighed “2”; and
- Submitted but unfunded grants and contracts are weighed “1.”

Appendix 4.5.3B: Individual Faculty Evaluation Report

Name: _____ Academic Year: _____

Rank: _____ Tenured: Yes No

Year(s) at Paine College: _____ Date Tenured: _____

Date of Last Promotion: _____

1. Professional Development Form (PDP)

Proposed and Signed start-of-year (April 1st)? Yes No _____

Evaluator

Completed end-of-year? Yes No _____

Evaluator

2. Department Chair Classroom Evaluation (Form 4.5.3F):

	Department Chair	Other
Class Observed		
Date		
Overall Score		
Rating		

3. Department Chair Faculty Evaluation Form (Form 4.5.3H)

Overall Score _____ Rating _____

4. Student Evaluation of Instructor Form Overall Rating: _____

Class				
Overall Rating				
Items with 2 highest ratings				
Items with 2 lowest ratings				

5. Course Evaluation Improvement Strategies (Form 4.5.3F)

Completed? Yes No _____
 Evaluator

SUMMARY OF STRENGTHS AND WEAKNESSES

I. PDP: N/A

Strengths:

Weakness Areas:

II. Teaching:

Strengths:

Weakness Areas:

III. Scholarly Activities Strengths:

Weakness Areas:

IV. Service to College, Profession, and Community Strengths:

Weakness Areas:

IV. Indicate area(s) that must be improved referencing I, II, III or IV above.

V. This faculty member is prepared for promotion in rank or tenure:

Not Applicable _____ Yes _____

No ____ For a "no", complete the chart below. This faculty member requires faculty development in the following areas:

Deficient Area(s)	Faculty Development Action (what must be completed and by what date)
Example: Faculty member has not published in the discipline	Example: Faculty member must have documented publications prior to the next evaluation cycle.

Faculty Member's Signature

Date

Department Chair's Signature

Date

Appendix 4.5.3C Faculty Evaluation Scoring Form

Instructions: For each item provide a score on the range of excellent (5) to unsatisfactory (1). After denoting the individual scores for each area involving teaching effectiveness, scholastic achievements, and service to college and community according to the instructions found at the end of each subsection, total the annual score in the far right column for item numbers 8, 12, and 16.

Scoring:	Guideline
Meritorious/Excellent	5 = Excellent
Above Average	4 = Above Average
Average	3 = Average
Below Average	2 = Below Average
Unsatisfactory	1 = Unsatisfactory

Please use the guideline above to determine a raw score.

Items	Raw Score	Annual Score
Teaching Effectiveness		
1. Classroom Performance Evaluation, Department Chair		
2. Classroom Performance Evaluation, Students (averaged over two semesters; convert by subtracting from 5.00)		
3. Average		
4. PDP Student Instruction/Teaching Effectiveness, Self		
5. PDP Student Instruction/Teaching Effectiveness, Department Chair		
6. Average		
7. Raw score (overall average: Combine #3 and #6 and divide by two)		
8. Multiply #7 by 40% (place in far right column only)		
Scholastic Achievements		
9. PDP Research/Scholastic Achievements, Self		
10. PDP Research/Scholastic Achievements, Department Chair		
11. Average		
12. Multiply #11 by 40% (place in far right column only)		
Service to College and Community		
13. PDP Service (College and Community), Self		
14. PDP Service (College and Community), Department Chair		

15. Average		
16. Multiply #15 by 20% (place in far right column only)		
Total Annual Score (Sum #8, #12, #16; place in far right column only):		

Faculty Evaluation Conference

Date of Conference: _____

This evaluation has been discussed with the faculty member including a review of faculty development needs, if any. Faculty member's signature does not specify agreement with the details of this evaluation. The signature indicates acknowledgement of a discussion of the evaluation

Faculty Member's Signature

Date

Department Chair's Signature

Date

Faculty Member Comments:

Faculty Member's Signature

Date

Appendix 4.5.3D: Department Chair's Report of Evaluation

School Year: _____

Faculty Member: _____ Date _____

1. The PDP has been reviewed and the faculty member has updated it.

Signature Date

2. Department Chair Classroom Evaluation Form
(Form 4.5.3F)

Signature Date

3. Department Chair Faculty Evaluation Form
(Form 4.5.3H)

Signature Date

4. Student Evaluation of Instructor

Signature Date

5. PDP Evaluation by Department Chair

Signature Date

6. Course Evaluations/Improvement Strategies
(Attach a copy of deficiencies from last year)

Signature Date

7. Department Chair Summary of Strengths
Weaknesses, Concerns, Areas for
Improvement (use separate page to document)

Signature Date

8. Overall Assessment: Exceeds Expectations _____

(**check one**) Meets Expectations _____

Unsatisfactory _____

9. I have discussed this evaluation with the faculty member and have noted needed areas of improvement and any commendation. Faculty member's signature does not specify agreement with the details of this evaluation. The signature indicates acknowledgement of a discussion of the evaluation

Faculty Member's Signature _____ Date _____

Department Chair's Signature _____ Date _____

Appendix 4.5.3F Department Chair Classroom Evaluation Form

Faculty Member _____ Course _____ Date _____

Department Chair _____ Date of Observation _____

5 = Excellent
4 = Above Average
3 = Average
2 = Below Average
1 = Unsatisfactory
0 = NA

I. Objectives/Learning Outcomes

- _____ 1. Clear objectives for class were given (eg. verbally, written, handouts, etc).
- _____ 2. The opening remarks to the class established rapport and gain students' attention.
- _____ 3. The class presentation seemed to be carefully planned and organized.
- _____ 4. The faculty member introduced the topic in a manner that was stimulating and relevant.

II. Instructional Materials

- _____ 5. Various elements of the class period (e.g. lecture, materials written on the board, websites, and other audiovisuals) were effectively used.
- _____ 6. Questions were interspersed throughout the class period.
- _____ 7. Classroom delivery in terms of volume, clarity, gestures, humor, and tempo were effective.
- _____ 8. Faculty member demonstrated adequate knowledge of the subject matter.
- _____ 9. Key points of the topic were emphasized.
- _____ 10. Faculty member treated the students with respect.
- _____ 11. Faculty member was available out-of-class to assist students (e.g., during an evaluation, the Department Chair may have gone by a faculty member's office during office hours; if the faculty member was not available during posted office

hours, a message should have been posted on the door or the administrative assistant should have been notified).

- _____ 12. Faculty member was fair and consistent in evaluating students (e.g., based on the number and quality of student complaints received by the Department Chair).
- _____ 13. Examinations, quizzes and other graded assignments were returned promptly.
- _____ 14. Faculty member encouraged class participation.
- _____ 15. Faculty member demonstrated knowledge of the subject matter.

Written Responses

- 1. Describe one thing about the faculty member that you found helpful in your learning.

- 2. Suggest ways that the faculty could improve the course.

_____	_____
Faculty Member's Signature	Date
_____	_____
Department Chair's Signature	Date

Appendix 4.5.3G: Student Evaluation Form

Faculty member _____ Course _____ Date _____

I. Classification: Freshmen _____ Sophomore _____ Junior _____ Senior _____

5 = Excellent 4 = Above Average 3 = Average 2 = Below Average 1 = Unsatisfactory
--

II. Questions about the Course

- _____ 1. The class presentations were well organized.
- _____ 2. The required textbook and other materials were helpful.
- _____ 3. The quizzes, tests, and other assignments were appropriate for the credit(s) given for the course.
- _____ 4. Course objectives were clearly stated.
- _____ 5. Students' responsibilities were clearly defined.

III. About the faculty member

- _____ 6. The faculty member seemed to be genuinely enthusiastic about the course and subject matter.
- _____ 7. The faculty member communicated ideas and information clearly.
- _____ 8. The faculty member made effective use of technology where appropriate.
- _____ 9. The faculty member answered questions in a straightforward and understandable manner.
- _____ 10. The pace of delivery seemed to meet students' needs.

III. Climate

- _____ 11. Questions tend to be asked of both individuals and the group as a whole.
- _____ 12. The atmosphere of the classroom is participatory.
- _____ 13. The faculty member has eye contact with students.

- _____ 14. The faculty member treats students with respect.
- _____ 15. The faculty member reacts to cues of boredom or confusion (e.g., to get students more involved in class activities, the Professor might change from lecturing to asking questions).
- _____ 16. The faculty member provides students opportunity to mention problems/concerns with the discourse.
- _____ 17. The instructor asks questions requiring thought, previous knowledge, and opinions.
- _____ 18. The faculty member relates the class to the real world.

19. Strengths of the faculty member?

20. Weaknesses of the faculty member?

Appendix 4.5.3H Department Chair Faculty Evaluation Form

Instructor's Name: _____ Date _____ Evaluator _____

Please use the following scale for evaluation of the instructor.

- | |
|--------------------|
| 5 = Excellent |
| 4 = Above Average |
| 3 = Average |
| 2 = Below Average |
| 1 = Unsatisfactory |

Teaching Effectiveness:

- _____ 1. Prepare syllabi carefully and promptly.
- _____ 2. Attends classes regularly.
- _____ 3. Attends classes on time.
- _____ 4. Attends department, school and faculty meetings and all official college convocations.
- _____ 5. Assumes some responsibilities for extra-class student advisement.
- _____ 6. Prepares and remits midterm and final grades in a timely manner.
- _____ 7. Shows that the content of the courses taught correspond with course descriptions in the catalog.
- _____ 8. Utilizes examinations which require the display of knowledge and critical thinking rather than simple rote memory.
- _____ 9. Informs chairs of all absences from class.

Scholastic Activities:

- _____ 10. Faculty member is on progress towards achieving a satisfactory PDP.
- _____ 11. Faculty member's PDP will make a significant contribution to Paine and his/her discipline.

Service to Paine College:

- _____ 12. Is willing to work on college committees.
- _____ 13. Keeps regular office hours which are clearly indicated.

- _____ 14. Cooperates with colleagues of the faculty and members of the staff.
- _____ 15. Respects varying opinions, suggestions, and constructive criticism from colleagues.
- _____ 16. Adapts to new policies and procedures.

Community Service:

- _____ 17. Faculty member's contributions to the community help Paine College.

Which of the following strengths of the faculty member contribute most to Paine?

- _____ Exemplary teaching skills.
- _____ Scholarly research.
- _____ Grants or contracts.
- _____ Campus service.
- _____ Community service.
- _____ Other

COMMENTS:

OVERALL RATING:

Appendix 4.5.3I: Scholastic and Service Activities to Enhance Portfolios

Scholastic Activities

1. Professional Organizations
 - a. Held current membership in a professional organization
 - b. Served on a committee of a professional organization
 - c. Held an elective or appointed office or chaired a committee of a state or local professional organization or program committee for a local or state conference.
 - d. Held an elective or appointed office or chaired a committee of a regional or national professional organization or program committee for a regional or national conference.
2. Further Education and Degrees
 - a. Received credit for a graduate-level courses (other than dissertation or thesis hours) while teaching full-time
 - b. Participated in scholarly, pedagogical, or technological workshops or presentations at Paine College (excluding those that were required)
 - c. Participated in workshops, summer institutes, short courses, audited a graduate level course, etc. (excluding Paine College activities)
 - d. Completed a graduate degree from an accredited institution
3. Scholarly and/or Creative Activities
 - a. Gave a presentation at regional or national professional conference.
 - b. Attended a professional conference
 - c. Gave a presentation at a local or state professional conference.
 - d. Presented work or chaired a committee at international conferences.
 - e. Chaired/Organized a session in professional association annual meeting
 - f. Served on a discussion roundtable/panel
 - g. Published an article, short story, or poem in scholarly publication
 - h. Published a new edition of a book
 - i. Published a book review in an appropriate scholarly publication
 - j. Served as an editor of a scholarly publication
 - k. Served as a reviewer or referee of a scholarly publication or a performance in public
 - l. Reviewed a manuscript for publication
 - m. Published a comment, note, or letter to the editor in a scholarly publication

- n. Published an article, short story, piece of music or gave a public performance or recited a poem or published an article in a scholarly publication, or presented a scholastic activity in public
 - o. Collaborative faculty/student research under scholarly or creative activities
4. Awards, Grants, Artistic Commissions, and/or Fellowships
 - a. Received an award, grant, artistic commission, or fellowship (Excluding tuition grants for graduate study).
 - b. Served on a grant review panel for a state or regional granting agency or a national organization or agency.
 5. Other Activities
 - a. Those activities, other than the ones noted above, which directly contribute to either the academic or administrative functioning of the college. As an example, assisting in the writing of a college-wide grant, such as an infrastructure grant.
 - b. Two more examples: Faculty training to prepare to teach online; or training the English faculty to better evaluate placement, or exit, or SPEE essays.

Potential Services to Paine College

1. Committees:
 - a. Member of college, school, discipline, or departmental committee(s).
 - b. Member on a college-wide council or committee.
 - c. Chair of a discipline, department, school, or College-wide committee.
2. Student Activities:
 - a. Advisor to student organizations recognized by SGA and the Office of Student Affairs.
 - b. Develop a program or activity geared toward an academic area, practical application, or other activity that enhances student life experiences
3. Department and School Activities:
 - a. Service as Faculty Mentor.
 - b. Service as advisor for Departmental Program.
 - c. Service as a Director for the SPEE Program.
 - d. Service as a Director for Department Placement/Exit Exams.
4. Mentoring/Developmental Activities:
 - a. Mentor new/part-time faculty members
5. Other Activities:

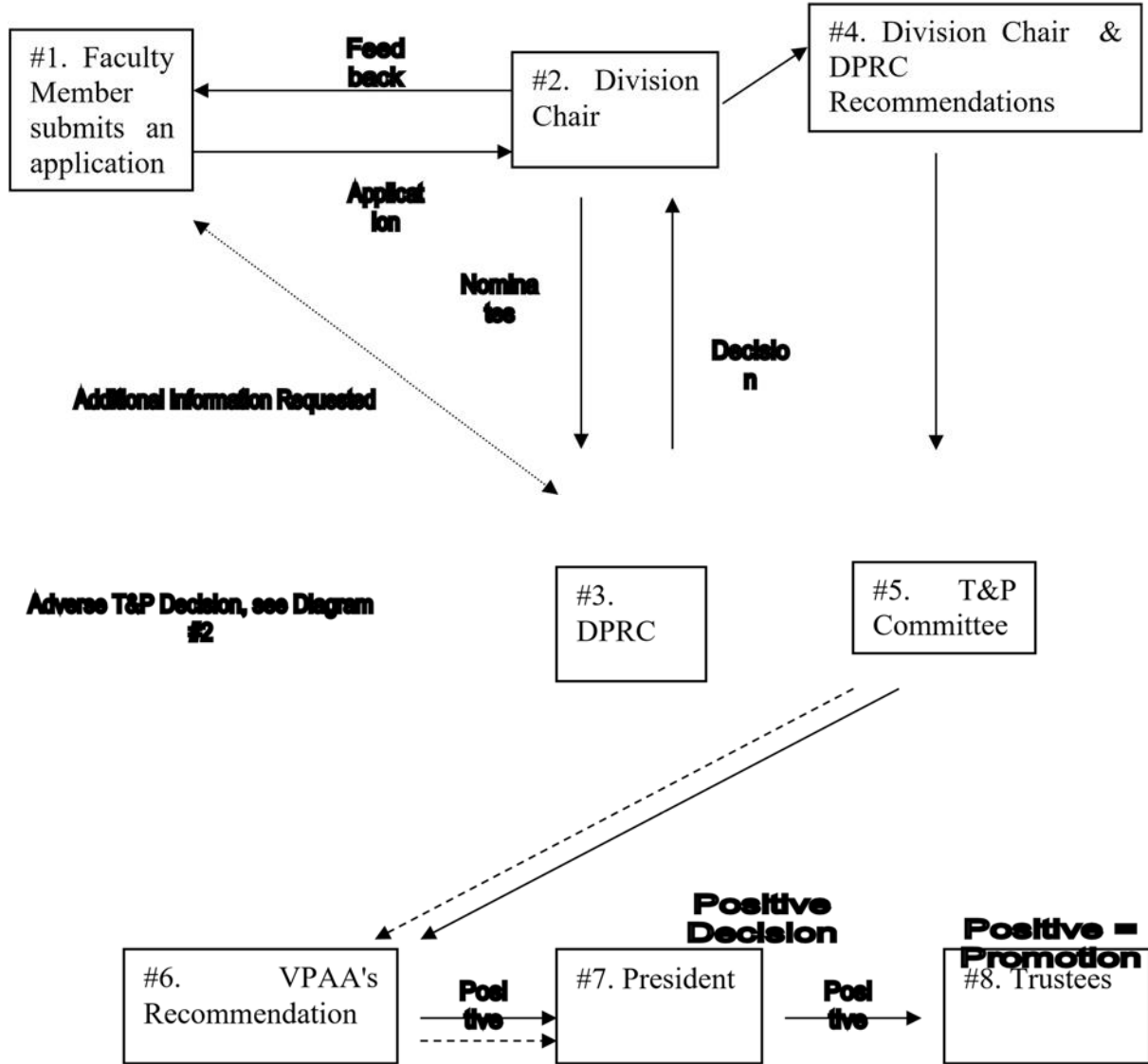
- a. Activities, other than noted above, which directly contributed to either the academic or administrative functioning of the College.
- b. Organize or chair a formal activity, process or document utilized for faculty orientation or workshop.

Potential Community Services

1. Serves on the board of a civic organization (government, business):
 - a. Serves in a civic organization related to faculty member's discipline; e.g., evidence could be minutes; participation by name on a program or panel; holding office; registering at regional or national conferences; letters of gratitude for participation in a project; certificates of project completion.
 - b. Serves in a leadership capacity in a civic organization related to faculty member's discipline.
 - c. Is a civic service keynote speaker in an area related to faculty member's discipline.
 - d. Consults /shares expertise with organization in an area related to faculty member's discipline.
 - e. Helps plan activities, meetings, fairs, and fund-raising activities in an area related to faculty member's discipline.
 - f. Organizes events or forums for a civic organization in an area related to faculty member's discipline.

Appendix 4.6.3.4: Promotion and Tenure Appeals Process Diagrams

Diagram #1: Steps in the P&T Process: Positive Decisions Lead to Promotion



Adverse VPAA Decision, see Diagram #3

Diagram #2: Steps in the P&T Appeals Process: An Adverse Decision by T&P Committee

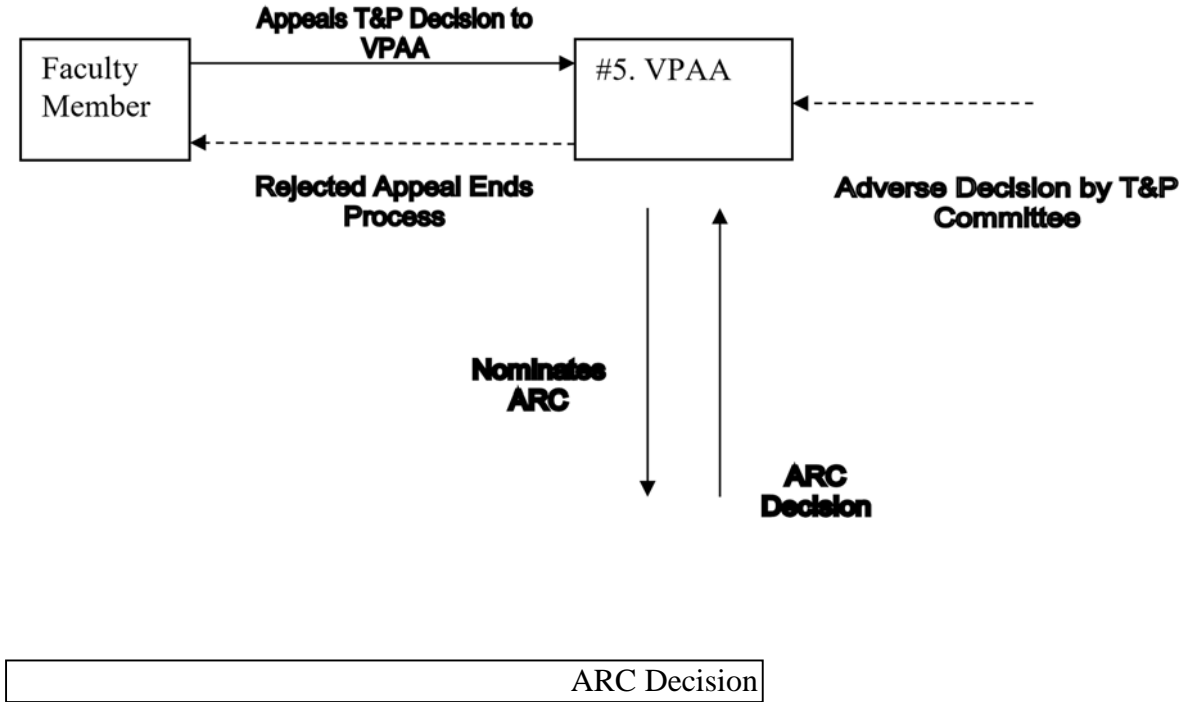
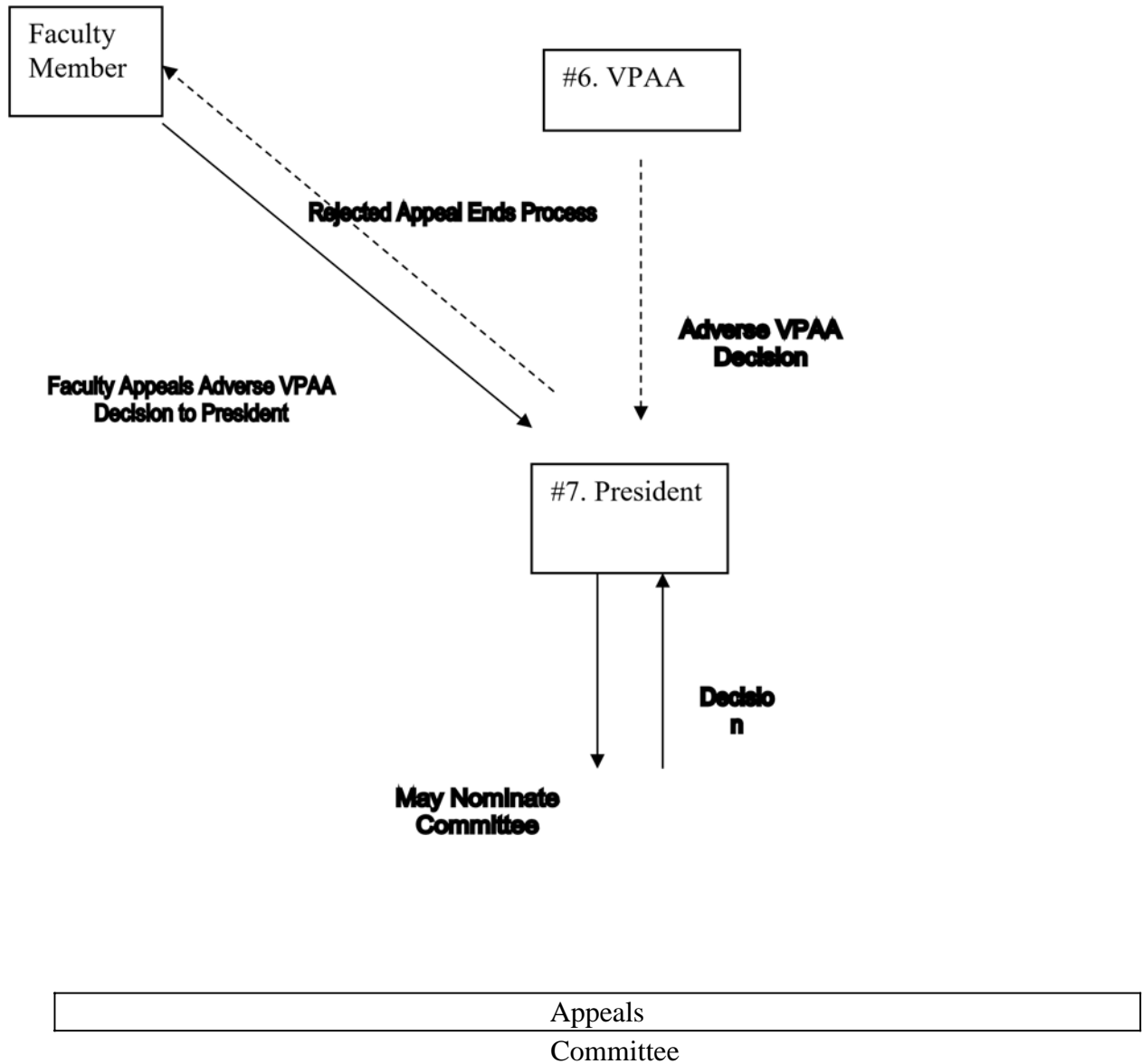


Diagram #3: Other steps in the T&P Appeals Process: An Adverse Decision by the P/VPAA



Appendix 4.8.2.1: SAMPLE Job Description PAINE COLLEGE

Position Title: Assistant or Associate Professor of Psychology
Department: School of Arts and Sciences
Reports To: Chair, Department of Social Sciences

Job Number:
Salary Grade:
Status: Full-time
Category:

GENERAL SUMMARY:

The Department of Social Sciences at Paine College located in Augusta, Georgia invites applications for the position of Assistant or Associate Professor of Psychology.

Paine College is a private institution steeped in the tenets of Methodism that provides a liberal arts education of the highest quality. The College emphasizes academic excellence, ethical and spiritual values, social responsibility, and personal development to prepare spiritually-centered men and women for positions of leadership and service.

Faculty in the Department of Social Sciences are expected to teach undergraduate courses, which may include evening, weekend, and hybrid courses; advise students; conduct socially significant research; engage in teaching practices with an acute focus on documenting student learning; mentor students; serve on faculty committees; attend departmental, faculty, and other meetings; attend College convocations; and pursue professional service opportunities at the local, regional, and national levels.

JOB DESCRIPTION

The Department of Social Sciences is seeking qualified candidates for a tenure-track position at the rank of Assistant Professor of Psychology.

RESPONSIBILITIES

Full-time teaching (15 semester credits) of undergraduate courses which may include evening, weekend and/or hybrid courses. The courses may include Introduction to Psychology and upper level major courses such as Abnormal Psychology, Introduction to Counseling/Counseling Practicum, Developmental Psychology, Theories of Personality, Physiological Psychology, Sensation and Perception, Educational Psychology, and Senior Research Project (e.g., senior thesis). The candidate should have teaching experience at the college level. Other responsibilities include advising students, mentoring students, serving on college committees, supervising undergraduate student research projects, and performing other duties as assigned.

QUALIFICATIONS

The successful candidate will have an earned doctorate in Psychology from a regionally accredited institution, a Transactional Association of Christian Colleges and Schools (TRACS) accredited institution, or agencies recognized by the Department of Education and the Council on Higher Education Accreditation (CHEA). The accrediting agency must be in good standing. Additional qualifications include:

- Previous collegiate teaching experience is desired.
- Ability to communicate effectively in oral and written English.
- Strong interpersonal skills with students, faculty, staff, and administrators.

Preference will be given to candidates who have demonstrated grantsmanships skills and active scholarship.

RANK AND SALARY

Salary is competitive and commensurate with professional experiences; nine-month position with potential for summer employment.

Appendix 4.8.2.2: Request Form for Faculty Absence
ACADEMIC YEAR FACULTY RECORD OF LEAVE
(Request to be Away From Campus Assignment)

Each nine (9) or ten (10) month faculty member desiring to be absent from classes must properly execute this form and submit it through proper channels to the Office of Academic Affairs. This form should be in the Office of Academic Affairs at least five working days prior to the date to be absent and must be approved before leave of class is granted.

NAME _____

DEPARTMENT _____ DATE _____

I hereby request authorization to be away from campus on DATE (S) _____ from _____ A.M. to _____ P.M.

My reason for making such a request is checked in the space below:

Give Reason for Absence or Leave

1. Official College Business

2. Sickness

3. Unpaid Leave

****Numbers 1 and 3 must be approved by supervisor **Number 2 may be completed upon return or before the leave.**

Signed: _____ Date: _____

COVERAGE OF CLASSES:

COVERAGE OF CLASSES OR OTHER SPECIFIC DUTIES: (Assignments Must be Attached)

Course(s)/Duties	Hour	Day	Room	Instructor/Staff Covering Class(es) or Assigned Duties
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Instructor(s) covering class(es) or Person(s) covering Special Duties should sign here:

If Library Research is assigned, provide a description of the assignment, relationship to course objectives and method of evaluation and weight if given to the assignment in the overall evaluation process. Library Assignment (Attached)

Approved Not Approved

Coordinator/Immediate Supervisor Date

Approved Not Approved

Department Chair/ /Director/Unit Head /Title III Director (if applicable) Date

Approved Not Approved

Provost/Vice President of Academic Affairs Date

Statement of Leave

THE LEAVE FOR THE ABOVE TIME SHOULD BE CHARGED TO: (Check one or more boxes indicate # of days)

1. Sick Days # of Days: _____

2. Vacation # of Days: _____

3. Official College Business # of Days: **No Days Charged**

Documentation:

4. Unpaid Leave # of Days: _____

Chair/Director Signature Date

For Office Use Only:

Received in Academic Affairs Office: _____ Submitted to Business Office: _____
Initials Date Initials Date

Signature: _____ Date
Revised 1/22/07

