



Voorhees University

**POLICY MANUAL**

**VOLUME IV**

**Faculty Personnel Administration  
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. Volumes II, III, V, and VI. Faculty members should become familiar with the contents of those documents that have significance for their professional performance.

This Volume IV is incorporated by reference into the individual contracts of each faculty member. Where the terms and provisions of an individual contract of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual contract will control. Otherwise, the provisions of this Volume IV will remain in effect until changed by the procedures contained in Section 4.14. 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/Vice President for Academic Affairs (formerly the Executive Vice President/Vice President for Academic Affairs).

The administrative or staff responsibilities of faculty members with administrative or staff duties are specified in the individual contracts 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, and then published. This Volume IV of the *University Policy Manual* has been written and designed to answer most of the questions that might be asked about faculty personnel policies at Voorhees University. It supersedes all previous faculty personnel policies and procedures published in prior faculty handbooks.

## **4.1 Definition of Faculty Status, Faculty Titles and Criteria for Promotion**

### **4.1.1 Faculty Status**

#### **4.1.1.1 Full-time Faculty**

A full-time faculty member is an employee of Voorhees University who is qualified for appointment to one of the academic ranks listed in Subsection 4.1.2. Full-time faculty members are hired for a specific academic year and ordinarily have full-time teaching duties or have teaching and other duties (e.g., research, academic administration, counseling, library duties) equivalent to a full-time teaching load and fulfill the duties and responsibilities of a faculty member. The full-time teaching load for full-time faculty is up to fifteen (15) semester credit hours per semester. They are full voting members of the faculty. Full-time faculty members may be appointed for a specific academic year or years pursuant to term contracts as described in Subsection 4.2.1.

#### **4.1.1.2 Adjunct/Faculty Members**

Adjunct faculty members are employed pursuant to term appointments (See Subsection 4.2.1.1) and are hired to teach a specific course. They must meet the same qualifications as a full-time faculty member. Privileges for adjunct faculty are limited to University identification cards and parking permits. These faculty members are not given faculty rank.

Adjunct faculty members carry nine (9) or fewer credit hours per semester at the University. (A full-time teaching/advising load is defined in Section 4.11 Faculty Workload, Working Conditions and Compensation) (See also Subsection 4.9.2.6 Summer Sessions). Such faculty usually have no other faculty duties or responsibilities (i.e. committee obligations, advisement), except for those specified by their departments.

#### **4.1.1.3 Auxiliary Faculty**

Auxiliary Faculty at Voorhees University are hired by the Academic Department Chairpersons who select and appoint the faculty to teach online classes regardless of whether the classes are offered for traditional or for VC Online Programs. Auxiliary Faculty may be appointed to teach courses that fulfill the need of the Academic Department. Some courses may run a full semester (16-weeks) or shorter part-of-term course. Most VC Online Program courses run for eight (8) weeks; some are offered in 4-week winter and spring terms. Faculty teaching online class are expected to adhere to all VC Online policies regarding instruction.

To hold the designation of Auxiliary Faculty at Voorhees University an individual must have:

1. A master's degree (or its equivalent) in a teaching field or a master's degree (or its equivalent) and 18 graduate credit hours in the assigned academic teaching area(s) or a

minimum of three (3) years successful teaching, industry, or relevant professional experience;

2. Documented plans to continue professional growth;
3. Evidence of scholarly endeavors; and,
4. Evidence of demonstrable promise of teaching and related competence.

#### **4.1.1.4 Staff with Faculty Rank**

The Provost/Vice President for Academic Affairs and other appropriate academic officers, who have the necessary credentials as defined in Section 4.1 Faculty Titles and Criteria for Promotion, may be granted faculty status upon the recommendation and approval of the President and the Board of Trustees.

Members of the general staff who are awarded faculty status and rank are subject to all responsibilities and standards of teaching performance that apply to other full-time or adjunct faculty, and receive the same academic freedom as other faculty members and have access to the grievance procedure provided in Volume IV for academic matters. With regard to the non-academic aspects of their duties, provisions in Volume III (General Employment and Fiscal Affairs Policies) of the *University Policy Manual* govern them. If a Voorhees University faculty member assumes full-time administrative duties, the person retains the faculty rank achieved at the time of full-time faculty duties, but is not eligible for advancement in rank while serving as an administrator. Such an administrator retains faculty rights if the administrator regularly attends faculty meetings. If an administrator is removed, or resigns from an administrative position, the removal does not impair whatever rights that person may have in faculty rank.

#### **4.1.1.5 Temporary and Special Appointment Faculty**

Temporary and special appointments carry the titles of Artist/Writer/Scholar-in-Residence, Replacement, Visiting, Lecturer, Emeritus, and Chaired and Distinguished Professors. These appointments are made pursuant to term contracts (See Subsection 4.2.1.1) and as such are specific and carry no obligation for continuance. Persons in these positions are expected to perform as full-time faculty. They are entitled to all privileges, except those relating to extended agreement and retirement. These appointments are made at the pleasure of the Provost/Vice President for Academic Affairs. Temporary and Special Appointment Faculty have voice but not vote in faculty governance and have the rights, duties and benefits that are set forth in their contracts.

<b>4.1.1.5.1 Artist/Writer/Scholar-in-Residence</b>
-----------------------------------------------------

The University 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 and may be full-time or adjunct depending upon the needs of Voorhees University. The Provost/Vice President for Academic Affairs appoints them after consultation with the appropriate Department Chairperson and Academic Program Coordinator. All such faculty members are hired on term appointments for a limited period with no intent of on-going employment.

Their rights and duties will be dependent upon whether they are appointed on a full-time or



adjunct basis.

#### **4.1.1.5.2 Replacement Faculty**

The University may appoint a temporary replacement faculty member for a faculty member who is on leave or who has retired or resigned. The Provost/Vice President for Academic Affairs appoints the replacement faculty member after consultation with the appropriate Department Chairperson and Academic Program Coordinator pursuant to term contracts. The replacement faculty member may be appointed on a full-time or adjunct basis until such time as the regular faculty member returns or a permanent replacement is found. In that case, the rights and duties of that faculty individual will be dependent upon whether he/she is appointed on a full-time or adjunct basis. If a replacement appointment is converted to a regular appointment, time served under any replacement term appointment does not count towards advancement in rank unless indicated in the replacement faculty member's contract.

#### **4.1.1.5.3 Visiting Appointments**

Visiting appointments are reserved for faculty members of other institutions, professor emeriti, and persons distinguished in their fields. The Provost/Vice President for Academic Affairs appoints visiting faculty members after consultation with the appropriate Department Chairperson and Program/Area Coordinator. Visiting faculty members will carry the rank they hold from their most recent employer or will be assigned a rank based on the criteria listed in Subsection 4.1.3.

Visiting appointments may be held for no more than three academic years.

#### **4.1.1.5.4 Lecturers**

Lecturers must possess a master's degree or other appropriate credentials qualifying them to teach a course, or set of courses in a specific discipline. Lecturers are typically Special Appointment Faculty to teach one course or a set of courses on a Term Contract (See Subsection 4.2.1.1). Generally lecturers do not have any additional faculty rights or responsibilities.

#### **4.1.1.5.5 Emeritus Faculty**

Faculty members holding the rank of professor who retire after providing a minimum of ten years of service at the University may be awarded emeritus status. The Department Chairperson, Program/Area Coordinator, or the Provost/Vice President for Academic Affairs may nominate such faculty members for emeritus status. Upon approval from the Board of Trustees, a Professor Emeritus is entitled to use the facilities of the University and participate in faculty meetings, but cannot vote.

Professors Emeriti may serve on committees and may perform other services as desired in keeping with the needs of the University. They receive the benefits provided to all faculty members who have retired in good standing from the University. (See Subsection 4.8.3) They do not teach at the University except on an adjunct basis pursuant to a discrete Term Contract (see Subsection 4.2.1.1).

#### **4.1.1.5.6 Chaired and Distinguished Professorships**

The status of Chaired and Distinguished Professorships are established and appointed by the President and approved by the Board of Trustees. However, other offices may recommend candidates for these positions to the President through the Provost/Vice President for Academic Affairs. These appointments are made in accordance with established guidelines, available in the President's office, and are contingent upon the allocation of funds.

### **4.1.2 Librarians and Professional Librarians**

#### **4.1.2.1 Faculty Status and Appointment Criteria**

The library supports the educational, research, and service functions of the University. In order to offer this support, it is the policy of the University to recruit, develop, and retain highly qualified librarians.

#### **4.1.2.2 Responsibilities of all Librarians**

The responsibilities of all librarians include:

1. Selection and development of library resources;
2. Administration and management of library programs;
3. Organization and maintenance of library resources;
4. Interpretation and use of library resources; and
5. Service to the University, profession, and community.

Librarians educate members of the University 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 Voorhees University 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 Voorhees University 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 that 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 University'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 University community.

6. Personnel: Librarians advise the Director of e Library Services in the hiring and evaluation of colleagues and other personnel required to perform library functions.
7. University, Community, and Professional Service: Librarians serve on University and Faculty committees, participate in professional associations and community activities, and represent the library at meetings of library and other educational agencies.

### 4.1.2.3 Types of Contracts, Definitions, and Contract Policies for Librarians

Librarians receive the same type of contracts as do regular faculty members (see Subsection 4.2 Policies Pertaining to Faculty Contracts). The contracts will however be for nine, ten or twelve months as stated in the applicable job description.

### 4.1.2.4 Advancement in Rank for Librarians

#### 4.1.2.4.1 General Professional and Scholarly Qualifications of the Library Faculty

Librarians are faculty members of Voorhees University and are subject to the same evaluation, promotion, and tenure policies set forth in Sections 4.5, 4.6 and 4.7 of the *University Policy Manual*. The criteria used to evaluate librarians will necessarily vary somewhat from the criteria used to evaluate teaching faculty. Provided below are guidelines for the evaluation of librarians at the University. The exact criteria used for the evaluation of librarians will be made available in the Office of the Provost/Vice President for Academic Affairs. The basic criterion for advancement in academic rank is an ability to perform at a high professional level in areas that contribute to the educational and research mission of the institution, such as reference service, collection development, and bibliographic organization.

1. Evidence of this level of performance may be adduced from the judgments of colleagues on the Library Faculty and members of the academic community outside the library.
2. Additional evidence for advancement in rank may include:
  - a. Contributions to the educational function of the University: for example, teaching, not necessarily in a classroom situation, organizational of workshops, institutes or similar meetings, public appearances in the interest of librarianship or information transfer.
  - b. Contributions to the advancement of the profession: for example, active participation in professional and learned societies as a member, as an officer, as a committee member, or as a committee chairperson.
  - c. Activities related to inquiry and research: for example, publications, such as in professional and scholarly journals, presentation of papers; reviews of books and other literature; consulting; services as a member of a team of experts, task force, review committee or similar body.

#### 4.1.2.4.2 Purpose of Performance Assessment

Performance assessment provides a formal means to review, at regular intervals, a librarian's

progress toward the achievement of individual and organizational goals. It has both a formative and summative role. It is intended to foster communication between and among the Voorhees University librarians concerning position requirements and the goals of the library. It is thus a means of developing and improving the overall performance of the librarians, and improving library operations and services. Performance assessment is also a major factor in judgments about contract renewal.

#### **4.1.2.4.3 Effectiveness of Librarians**

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

1. High quality 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.

### **4.1.3 Faculty Titles and Criteria for Promotion**

#### **4.1.3.1 Assignment of Rank**

Members of the faculty appointed on a full-time basis may be assigned to one of four ranks on the strength of their graduate education, their years of experience, and evidence of or testimony to their professorial competence. These ranks, in ascending order, are Instructor, Assistant Professor, Associate Professor, and Professor.

Adjunct faculty members are not assigned rank.

#### **4.1.3.2 Appointment to/Advancement in Faculty Rank**

In order to be appointed to the faculty of Voorhees University, an individual must provide evidence of special competence in the field(s) for which they are employed. An advanced degree from an accredited institution with 18 graduate credits in the subject area(s) are the minimum qualifications for a regular appointment to the faculty.

In addition, the personal and academic qualifications of faculty members must be consistent with the mission of the University and with the academic needs of students served by the institution. Further, faculty members must manifest a commitment to continuous advancement in academic competence.

For each of its educational programs, Voorhees University justifies and documents the qualifications of its faculty members. Qualified, effective faculty members are essential to carry out the mission of Voorhees University and to ensure the quality and integrity of its academic programs. The emphasis is on overall qualifications of a faculty member, rather than simply academic credentials. While academic credentials in most cases may well be the standard qualification for faculty members, other types of qualifications may prove to be appropriate. Examples could include appropriately related work experiences in the field, professional licensure and certifications related to the teaching assignment, honors and awards, continuing professional development, relevant peer-reviewed publications, and/or continuous documented excellence in teaching. These types of qualifications are especially important in professional, technical, and technology-dependent fields.

#### **4.1.3.2.1 Faculty Credentials**

Faculty credentials are to be verified prior to the hire of a prospective faculty member each semester in the Office of the Provost/Vice President for Academic Affairs. Therefore, Academic Department Chairpersons and Program/Area Coordinators will ensure that by the second week of the semester all course information is complete and in Tiger Portal, the University's learning management system.

### **4.1.3.3 Instructor**

To hold the rank of Instructor at Voorhees University an individual must have:

1. A master's degree (or its equivalent) in a teaching field or a master's degree (or its equivalent) in a teaching field or a master's degree (or its equivalent) and 18 graduate credit hours in the assigned academic teaching area(s) or a minimum of three (3) years successful teaching experience industry or relevant experience;
2. Documented plans to continue professional growth;
3. Evidence of scholarly endeavors;
4. Evidence of demonstrable promise of teaching and related competence.

### **4.1.3.4 Advancement in Rank to Assistant Professor**

To advance to the rank of Assistant Professor an individual must have:

1. A master's degree (or its equivalent) in a teaching field or a master's degree (or its equivalent) and 18 graduate credit hours in the assigned academic teaching area(s) or documented national distinction and recognition in the teaching area(s);
2. Evidence of personal creativity and scholarly endeavors;
3. Documentation of continued professional growth and development.
4. A minimum of seven (7) years teaching experience at the University level.

### **4.1.3.5 Advancement in Rank to Associate Professor**

To advance to the rank of Associate Professor an individual must have:

1. A doctoral/terminal degree or a master's degree with exceptional experiences in the assigned teaching area(s); and/or 18 graduate credit hours in the teaching area(s) and the documented intention of acquiring the doctoral or terminal degree: in the teaching area(s); or documented

- national distinction and recognition in the teaching area(s);
2. Demonstrated leadership among instructors and students within the department;
  3. Demonstrated participation in campus-wide affairs of the University;
  4. Demonstrated outstanding ability and competence as a University instructor;
  5. A minimum of seven (7) years teaching experience at the University level.

#### **4.1.3.6 Advancement in Rank to Professor**

To advance to the rank of Professor an individual must have:

1. A doctoral/terminal degree in the assigned academic teaching area(s); and/or, 18 graduate credit hours in the teaching area(s) or documented national distinction and recognition in the teaching area(s);
2. Evidence of recognition by colleagues as a master teacher, and as a leader in the assigned academic area(s);
3. Demonstrated scholarly and creative ability;
4. Distinguished service in scholarly and educational endeavors and a minimum of 10 years teaching experience at the University level.
5. Advancement from one rank to another is not automatic, and only under exceptional circumstances will it be made at less than three-year intervals. A recommendation for advancement in rank will be based upon positive accomplishments, not merely upon time served and an absence of serious deficiencies. Only the accomplishment and performance of the faculty member in the rank currently held should be considered for advancement to the next rank. (See Sections 4.5, Evaluation and 4.6 Advancement in Rank).

##### **4.1.3.6.1 Policies Pertaining to Faculty Contracts**

The terms of each faculty appointment, including the beginning and ending dates of employment and the major services to be rendered, are specified in writing and signed by both the President and the faculty member. Regulations found in the most current Faculty Personnel Policies (Volume IV of the *University Policy Manual*) and applicable Governance and Administrative Policies (Volume I of the *University Policy Manual*) bind each contract. The contract constitutes the entire agreement between the faculty member and Voorhees University.

The Provost/Vice President for Academic Affairs typically interviews candidates recommended for full-time appointment prior to their being recommended to the President.

Rank and conditions of employment are determined by the President in consultation with the Provost/Vice President for Academic Affairs and upon recommendation of the applicable Department Chairperson.

Appointment to the full-time faculty is finalized by the President with the issuance and signing of a contract which states the terms and conditions of the appointment. Any subsequent extension or modifications of an appointment must be confirmed in writing to the faculty member.

Initial appointments of full-time faculty are made pursuant to term contracts (See Subsection 4.2.1.1) for one year, or for other stated periods, subject to notice and renewal.

The Provost/Vice President for Academic Affairs and/or the appropriate Department Chairperson will advise the faculty member at the time of the initial appointment of the substantive standards and procedures generally employed in decisions affecting renewal of appointment.

Any special standards adopted by the faculty member's discipline, division, or academic program will also be brought to his/her attention by the applicable Department Chairperson and Program/Area Coordinator.

## 4.2 Types of Contractual Appointments

Faculty appointments are made and issued for nine or ten months and at the discretion of the President upon the recommendation of the Provost/Vice President for Academic Affairs.

### 4.2.1 Term Contracts

Term Contracts are issued for a clearly defined, limited period of time to special appointment adjunct and full-time faculty members. Faculty members on term contracts will be notified whether they will be issued new contracts as provided in Subsection 4.8.4 (Non-Renewal of Faculty Appointments) or in the individual contract. Term contracts are also used for summer term teaching if not a part of the academic year load. Term contracts carry no right or expectation of reappointment with them.

### 4.2.2 Continuous Contracts (Tenure)

Full-time faculty members with annual term contracts are eligible to receive/apply for tenure beginning in their fifth year of continuous employment as faculty at the University. Tenured faculty members are entitled to annual appointment renewal and shall be subject to the terms and conditions of employment that exist at the time of each annual renewal. They are further subject to the separation policies in Section 4.8. Tenured faculty will receive a post-tenure Triennial evaluation pursuant to Subsection 4.7.3. Faculty members who are not granted tenure are typically issued one-year terminal contracts. In special circumstances, a faculty member denied formal tenure whose performance is nevertheless judged to be satisfactory may be permitted to continue teaching at Voorhees University pursuant to annual or multi-year contracts solely at the discretion of the President.

### 4.2.3 Locus of Contracts

All faculty contracts have as their locus the applicable department and academic program 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/Vice President for Academic Affairs in consultation with the faculty member and the applicable Department Chairperson will select one academic unit as the faculty member's primary academic unit for the purpose of this Volume IV (e.g., locus, evaluation, advancement, separation).

## 4.3 Guidelines for Search and Appointment of Faculty

The appointment of faculty members is the responsibility of the President, or his/her designee, after consultation with the Provost/Vice President for Academic Affairs. The Department Chairperson has the responsibility for recommending faculty candidates to the Provost/Vice President for Academic Affairs and ensuring that faculty members have applicable content expertise, academic credentials, and have met requisite faculty qualifications. The Department Chairperson is responsible for reviewing faculty applicants and recommending candidates for faculty appointments to the Provost/Vice President for Academic Affairs. The Provost/Vice President for Academic Affairs reviews all faculty recommendations for advancement to the President for hire approval.

Voorhees University provides equal employment opportunities to all employees and applicants for employment without regard to age, sex, disability, race, color, national origin, political affiliation, sexual orientation, mental status, or any other non-merit factor in accordance with federal law. The University, through the Department of Human Resources, recruits faculty members by such means as will ensure a diverse pool of candidates, including personal contacts, advertisements, and circulation of notices to other institutions.

After obtaining input from the applicable Department Chairperson, Program/Area Coordinator, and the faculty members in the pertinent discipline(s) at the University, the department chairperson may recommend replacing faculty members or hiring new ones to the Provost/Vice President for Academic Affairs. When possible, this should be done before or while the budget for the approaching academic year is being developed. The Department Chairpersons should make their recommendations based on expected student enrollment and student interest within the Departments.

### 4.3.1 The Hiring Process

#### 4.3.1.1 Recruiting and Hiring Procedures for Academic Affairs

##### **Preamble**

Voorhees University (VC) strives to actively recruit from a variety of sources to achieve a diverse and qualified workforce that successfully meets the needs and demands of the institution. Persons hiring in the Division of Academic Affairs will use the following procedures in the recruitment and selection process.

##### **New Positions**

The Provost or Division Vice President, Department Chairperson, or Dean/Director determines the need for a new position to ensure that it contributes to the goals and mission of the department or unit, consistent with institutional and divisional, goals and mission. The Chairperson/Director forwards the request for a new position to the Provost/Vice President for Academic Affairs. When the Provost/Vice President for Academic Affairs approves the request, consultation with the Vice President for Business and Fiscal Affairs for budget processing will occur. The position request is then forwarded to the President for approval.



## **Vacant Positions**

Employees should submit a letter of resignation/retirement to the Department Chairperson, Director, or the Provost/Vice President for Academic Affairs and the Director of Human Resources. When the resignation/retirement is officially filed with Human Resources, the position will be available to be advertised accordingly.

## **Advertising**

The Provost/Vice President for Academic Affairs will approve all requisitions and job announcements for positions to be advertised as submitted by the Chairperson or Director. Positions will be advertised within various online employment systems, personnel management information systems, the VC website, and via other employment modes as available.

## **Selection Process**

1. Develop and post advertisement for vacant position(s);
2. By cut-off day of advertising period, appoint search or screening committee (to include a chairperson) to handle the search process;
3. The Provost/Vice President for Academic Affairs will conduct orientation for search committee members;
4. Search committee will select criteria, based on job announcement, to assess applicants and packages and develop potential interview questions;
5. Committee will submit interview questions to Provost/Vice President for Academic Affairs for approval;
6. Search committee will assess applications and rank top candidates;
7. A telephone interview may be held with selected candidates after initial screening to help solidify the most promising candidates;
8. Campus interviews will be scheduled for at least the top two candidates if applicable;
9. Interview should include assessments made by at least search committee and position supervisors (i.e. director, department head, and Provost/Vice President for Academic Affairs); when hiring for executive-level position (including director), the president should also be included for an interview;
10. References should be verified;
11. Search committee will forward its recommendation to the director/division head who will in turn submit a recommendation to the Provost/Vice President for Academic Affairs;
12. Provost/Vice President for Academic Affairs will make his determination and forward recommendation to the president for final approval;
13. Upon the president's selection of a candidate, Human Resources (HR) will conduct background check (if applicable), issue contract, and finalize the hiring process.

## **Search Committee Responsibilities**

The Department Chairperson or Unit Director shall submit recommended names to the Provost/Vice President for Academic Affairs to serve on the search committee. Additionally, the Chairperson or Unit Director shall submit interview questions to the Provost/Vice President for Academic Affairs that have been proposed to be used by the search committee. Questions approved for the interview should not be shared prior the first meeting of the search committee. The search committee should be structured to demonstrate diversity in terms of race, gender, work assignment, and ideas.

After receiving the charge from the Provost/Vice President for Academic Affairs, Department Chairperson or Unit Director, the search committee, at its first meeting, will develop interview questions and additional hiring criteria according to the function, technical nature, and varying operations of the advertised position. A telephone interview may be held with candidates meeting the minimum requirements to help narrow the field. During the interview, the same questions must be asked of each candidate. Committee members may take notes during the interviews, and all members must be present and participate in each interview to ensure fairness in the selection process. Questions may not be shared with prospective candidates prior to the interview. At the end of the interviewing process, the committee members meet to discuss their scores and to return all search materials to the chair of the committee. Each member of the committee should prepare and sign individual *Candidate Rating/Ranking Reports*. Information gathered when references are verified/checked, should assist the committee with its decision. The committee's recommendations are made to the Department Chairperson or Unit Director. The Department Chairperson or Unit Director will submit a recommendation to the Provost/Vice President for Academic Affairs (If the position is for Chairperson or Director, then the committee should make its recommendation directly to the Provost/Vice President for Academic Affairs). The chair of the search committee is responsible for ensuring that any copies or documents related to the selection process are returned to the Office of the Provost/Vice President for Academic Affairs.

### **Preparing the Contract**

A recommendation form will be submitted to the Department of Human Resources so that a contract may be prepared at the conclusion of the selection process. Background checks are to be completed on all new hires. For those candidates selected, official university transcripts must be received in the Office of the Provost/Vice President for Academic Affairs-prior to an employee beginning work.

The Employment Eligibility form (I-9) must be completed within three days once the prospective employee commences his employment date.

### 4.3.1.2 HIRING PROGRESSION OF STEPS FOLLOWED FOR INTERVIEWING

HIRING FACULTY	Hiring a DIRECTOR	Hiring a DEPARTMENT CHAIR/UNIT HEAD	Hiring STAFF	Hiring at the EXECUTIVE LEVEL
Interview with Search Committee	Interview with Search Committee	Interview with Search Committee	Interview with Search Committee (if applicable)	Interview with Search Committee
Interview with Chairperson	Meeting with Potential Staff	Interview with Provost/Vice President for Academic Affairs	Chair/Director/Dean	Meeting with Potential Staff
Meet with Provost/Vice President for Academic Affairs	Meet with the Vice President	Presentation for Faculty and Students	Meet with the Vice President	Possible lunch or meeting with other vice presidents or cabinet
	Meet with President (if applicable/practical)	Possible lunch or meeting with other chairpersons/unit director		Meet with President
		Meet with President (if applicable/practical)		

### 4.3.1.3 Questioning Candidates

#### Questions that SHOULD NOT BE ASKED in the interview

The following are examples of interview questions that should be avoided in interviews because they may be alleged to show illegal bias. This is why they are illegal interview questions.

1. Are you a U.S. citizen? (instead ask if the person has the legal right to work in the USA)
2. Do you have a visual, speech, or hearing disability?
3. Are you planning to have a family? When?
4. Have you ever filed a workers' compensation claim?
5. How many days of work did you miss last year due to illness?
6. In what off-the-job activities do you participate?
7. Would you have a problem working with a female partner?

8. What is your age?
9. Do you have children? How old are they?
10. What year did you graduate from high school? (reveals age)

**ALSO, do not ask anything about**

1. Religion or ethnicity
2. Sexual orientation
3. Marital status
4. Have you been treated for drug addiction, alcoholism, or by a psychiatrist?
5. Have you been arrested? (instead, ask is person has ever been convicted of a crime that might disqualify the applicant for employment.)
6. Date and type of military discharge

## 4.4 Faculty Personnel Records

Because appointment as a ranked faculty member may lead to a continuing relationship with the University, 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 3.5 Personnel Records Policies).

### 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. Past and current contracts;
  - c. Personnel form;
  - d. Hiring transaction documents (payroll notices, etc.);
  - e. Payroll change documents (salary increases or changes, changes in status);
  - f. Performance reviews and evaluations;
  - g. Application, resume and copies of transcripts;
  - h. Salary and fringe benefit data;
  - and
  - i. Other documents required by law.
2. In the Office of the Provost/Academic Affairs:
  - a. The faculty member's file (including three (3) professional references);
  - b. Performance reviews and evaluations;
  - c. Official transcripts from each institution attended;
  - and
  - d. Current resume.

Faculty members are required by the University to ensure their credentials are maintained on a current basis; specifically, information regarding degrees, publications, professional background, accomplishments, addresses and telephone numbers will be kept current.

Before a negative document officially becomes a part of the file of a faculty member, the faculty member involved will be advised of the existence of the document. The faculty member shall have the right to submit a written response to the content of the negative document, which response 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 will be considered for evaluation purposes, along with the other normal criteria.

#### **4.4.1.1 Access to File**

The official files are available on a need-to-know basis only to the Board of Trustees, the President, the Provost/Vice President for Academic Affairs, appropriate financial officer(s), legal counsel, the Director of Human Resources, the appropriate Department Chairperson, applicable Program/Area Coordinator, the individual faculty member, or others specifically designated in writing by the President and/or the faculty member.

#### **4.4.1.2 Copies of File**

Faculty member files are kept and maintained in the Department of Human Resources and the Office of the Provost/Vice President for Academic Affairs. Faculty members may obtain copies of any materials in their official faculty file. In case of an official action, these files will be available to the faculty member.

Further, the University 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.

## **4.5 Faculty Evaluation and Application Timeline**

The rationale of evaluation procedures is to encourage and commend the faculty, to bring about improvement in the quality of performance, to recognize the contributions of the individual member, and thus, to promote the excellence of the University. In addition, this assessment serves as a basis for decisions regarding retention, reappointment, and promotion and tenure.

### **4.5.1 Annual Evaluations of Faculty**

Evaluation reports on faculty performance by division chairpersons shall be made to the Provost/Vice President for Academic Affairs. Reports will be made as often as deemed necessary; however, a written annual report on each faculty member will be presented to the Provost/Vice President for Academic Affairs on or before March 15th of each year. The Provost/Vice President for Academic Affairs will provide evaluation forms. Department chairpersons will review annual evaluations with faculty members, who will have the opportunity to respond to the evaluation.

The Student Evaluation of Course and Instructor is coordinated through the Office of Institutional Effectiveness. This assessment tool is part of the University's Assessment Model and Institutional Effectiveness Program and is administered at the end of the fall, spring and summer semesters. Students are able to access the electronic survey through the Tiger Portal and the Office of Institutional Effectiveness generates the results. The results are then disseminated to the President, Office of the Provost/Vice President for Academic Affairs as well as Chairs of the Departments of Business and Entrepreneurship; Humanities, Education and Social Sciences; and Science, Technology, Health and Human Services. The Provost/Vice President for Academic Affairs shall report the results of the evaluation of faculty performance as well as plans for improving faculty performance in the classroom at the Annual Planning Retreat held in June of each year.

## 4.5.2 Evaluation Criteria

Forms to be used for the evaluation of faculty members are available from the Office of the Provost/Academic Affairs.

The criteria provided in this Subsection 4.5.3 are intended as guidelines for the purpose of evaluation. The form(s) and other current information to use for evaluation(s) are available in the Office of Academic Affairs.

### 4.5.2.1 Teaching Effectiveness and Instructional Activities

The University recognizes that excellence in teaching is one of the most important attributes of a faculty member. Teaching effectiveness involves the interplay of many qualities. The criteria below reflect faculty expectations for effective teaching and instructional delivery. The effective faculty member:

1. Actively engages in effective teaching, scholarship, and service;
2. Creates a learning environment of open-mindedness and objectivity which is conducive to increased intellectual maturity and authentic scholarship on the part of the students;
3. Demonstrates effective teaching methodologies for varied student learning styles;
4. Shows command of area of specialization and ability to relate this specialization to other areas of knowledge;
5. Communicates well and gives evidence of ability to interest and motivate students;
6. Maintains current knowledge in the discipline and employs effective pedagogical approaches;
7. Evidences instructional competence;
8. Executes a substantive, well-organized course;
9. Develops course syllabi, reading lists, and assignments which are helpful to students and colleagues and participates productively in instructional planning and organization;
10. Relates the discipline to other areas of knowledge;
11. Evidences a willingness to learn and to experiment with new approaches and to adapt to new developments successfully when appropriate;
12. Evidences punctuality and effective use of class time;

13. Exhibits promptness, objectivity and care in evaluating student performance;
14. Attends faculty meetings and serve on committees to assist in determining policies and standards relating to admissions, graduation requirements, degree programs, and other academic matters; and
15. Demonstrates integrity in maintaining academic standards.

#### **4.5.2.2 Advising and Concern for Students**

The criteria below reflect faculty expectations for effective advising. The effective faculty advisor:

1. Is capable of serving in a mentor role with students when appropriate;
2. Remains informed regarding university policies, procedure, programs and developments in the discipline and cognates; communicates these to students;
3. Effectively advises students and makes appropriate support referrals for students and student organizations;
4. Demonstrates genuine concern for student interests and concern for the well-being of students;
5. Is available on a regular basis for student advisement and consultation; and
6. Provides leadership and support in the area of student development through moderating or coordinating student activities or comparable services.

#### **4.5.2.3 Service and Concern for Institutional Development**

The criteria below reflect faculty expectations for contributing to institutional development. The supportive faculty member:

1. Contributes to fulfillment of the strategic plan, mission, goals, and objectives of the University;
2. Evidences character consistent with the university's mission, goals and objectives;
3. Supports the best interests of the university; provides evidence that his/her appointment at Voorhees University is the primary professional commitment;
4. Participates willingly in committee work, administrative responsibilities, program management and development, grant development, and related activities;
5. Cooperates in general service to the university (e.g. Participation in and attendance at university-sponsored functions such as assemblies, special programs, convocations, commencement activities);
6. Carries out the accepted policies and procedures of the university;
7. Works well with colleagues;
8. Participates in recruitment and advancement activities of the university as the need arises;
9. Serves as an agent for continuing institutional recognition and excellence through civic and social participation in community affairs for the improvement of society.

#### 4.5.2.4 Scholarship and Professional Activities

The criteria below reflect faculty expectations for engagement in scholarship, professional activities, and service. The faculty member:

1. engages in scholarship, professional activities, and service evidenced by published or unpublished material, funded proposals, or scientific research;
2. maintains current knowledge and developments in higher education and professional studies;
3. conducts research activities relevant to discipline and/or current responsibilities, reflecting the strategic plan, vision, mission, and goals of the University;
4. maintains shows active scholarly engagement interest through publications, lifelong learning, and professional disciplinary membership;
5. participates in professional societies, and attendance at conferences, workshops, and seminars; and
6. exhibits professionalism in appearance and demeanor.

Additional information regarding Scholarship and Professional Activities is provided in the Appendix at the end of this volume.

### 4.6 Reappointment and Promotion

Faculty members are eligible for promotion to a higher academic rank based on training, experience, and the quality of performance, as recorded in their annual evaluation(s). Recommendations for promotion are initiated by the department chairperson and submitted to the Committee on Promotion and Tenure. Each recommendation for promotion should be accompanied by supporting materials, which certify that the faculty member has met the minimum qualifications of training and experience, which are required for the rank requested by the faculty member.

In addition, the faculty member who is being considered for promotion will have the right to appear before the Committee to present the reasons he or she should be considered for promotion. The Committee will forward its recommendation to the Provost/Vice President for Academic Affairs, who makes the final recommendation to the President. Newly conferred ranks will become effective the following academic year.

The Board of Trustees has the authority to make promotion effective immediately. The criteria to be reviewed when considering appointment and promotion for full-time faculty members are provided in Section 4.5.

#### 4.6.1 Promotion Procedures

The following procedures will be used for promotion to a higher rank:

1. Each individual faculty member is responsible for applying for promotion.



2. A faculty member who wishes to be considered for promotion must discuss the matter with his/her department chairperson. If the individual faculty member and the department chairperson agree that promotion is appropriate, the faculty member must address a letter to the chairperson requesting promotion. A self-evaluation must be attached to the letter. Documentation that attests to the quality of the faculty member's overall performance and special achievements must also be attached. The faculty member must submit the letter and supporting materials to the department chairperson on or before October 31<sup>st</sup>.
3. The department chairperson will review the faculty's application/documentation and submit it with his/her own recommendation to the Promotion and Tenure Committee on or before November 15.

On or before February 15<sup>th</sup> the Promotion and Tenure Committee will submit its recommendations to the Provost/Vice President for Academic Affairs.

4. The Provost/Vice President for Academic Affairs who will review the recommendations and the total budgetary impact of these promotions. His/her recommendations will be submitted to the President of the University on or before April 1.
5. The President of Voorhees University will review the list of faculty members recommended for promotion as well as the budget impact study. The President will then submit the names of those whom he or she approves for promotion for final approval by the Board of Trustees at its May meeting.

#### 4.6.2 Reappointment

Recommendations regarding reappointment are made by the Department Chairpersons in accord with the provisions of Section 4.5 Evaluation and Subsection 4.8.4 Non-Renewal of Faculty Appointments.

### 4.7 Tenure at Voorhees University

Tenure denotes the status of continuing appointment as a member of the faculty. The purpose of tenure is to assure the freedom of expression of ideas in the search for and teaching of truth, and is therefore a cornerstone of academic freedom. The faculty has responsibility to ensure that only competent and effective professors are recommended for tenure and to assure the continued competency and effectiveness of those awarded tenure throughout their academic careers through the application of continued evaluation.

Achievement of tenure does not necessarily imply advancement to a higher rank or a higher salary echelon, nor does the lack of tenure preclude either.

Tenure will normally be awarded to Senior Faculty, i.e., those who have achieved the rank of associate professor or full professor following the rules and procedures adopted at Voorhees University for the award of tenure.

Normally, tenure is a five-year process with the award of tenure occurring at the end of a faculty member's fifth year of employment. A faculty member denied formal tenure whose performance is nevertheless judged to be satisfactory may be permitted to continue teaching at Voorhees University pursuant to annual or multi-year contracts as provided in Section 4.2 of the *University Policy Manual*.

Decisions regarding promotion and/or tenure may be appealed pursuant to the University Grievance Procedure set forth in Section 4.13 of the *University Policy Manual*.

#### 4.7.1 Evaluation Criteria

The specific criteria for evaluation are provided in Section 4.5 of the *University Policy Manual*. Granting of promotion and/or selection for tenure will be on the basis of merit and not on such factors as age, sex, race, color, national origin, religion, political affiliation, sexual orientation, disabilities, or marital status.

#### 4.7.2 Tenure Procedures

The following procedures will be used for promotion to a higher rank and/or the granting of tenure:

1. Each individual faculty member is responsible for applying for tenure.
2. A faculty member who wishes to be considered for tenure must discuss the matter with his/her Department Chairperson. If the individual faculty member and the department chairperson agree that tenure is appropriate, the faculty member must address a letter to the chairperson requesting tenure. A self-evaluation must be attached to the letter. Documentation that attests to the quality of the faculty member's overall performance and special achievements must also be attached. The faculty member must submit the letter and supporting materials to the department chairperson on or before 31 October.
3. The Department Chairperson will review the faculty application and submit it with his/her own recommendation to the Promotion and Tenure Committee on or before November 15.
4. On or before February 15 the Promotion and Tenure Committee will submit its recommendations to the Provost/Vice President for Academic Affairs.
5. The Provost/Vice President for Academic Affairs will review the recommendations for tenure and the total budgetary impact. His/her recommendations will be submitted to the President of the University on or before April 1.
6. The President of Voorhees University will review the list of faculty members recommended for tenure as well as a budget impact study. The President will then submit the names of those whom he or she approves for tenure for final approval by the Board of Trustees at its May meeting.

### 4.7.3 Triennial Review

A tenured faculty member who is not being considered for promotion will be evaluated every three years from the date of the last such evaluation (for tenure, promotion, or previous triennial review). The primary intent of these evaluations is to assist individual faculty members in their professional development as teachers and scholars. The Provost/Vice President for Academic Affairs initiates review of tenured faculty for Academic Affairs, in conjunction with the Department Chairpersons and Program/Area Coordinators who will notify the faculty member that he/she will be reviewed in the Spring of the year prior to the year in which the review will take place. The faculty member will be asked to submit the appropriate documentation (available in the office of the Provost/Vice President for Academic Affairs on or before October 1 of the same year. The Academic Program Coordinator examines the documentation submitted, prepares a written evaluation of the faculty member's performance, reviews this evaluation with the faculty member, and provides copies to the faculty member, the Department Chairperson, and the Provost/Vice President for Academic Affairs.

If the evaluation finds that the faculty member's performance is deficient, the Department Chairperson will meet with the faculty member for designing a plan of action to remedy any deficiencies. The University will endeavor to provide the faculty member with reasonable resources to remedy any identified deficiencies in accordance with the agreed upon plan of action.

The faculty member will be re-evaluated by the Department Chairperson together with the Academic Program Coordinator in the fall of the following academic year. If suitable progress has been made to correct the deficiencies noted in the previous year, then the faculty member will be returned to a three-year review track commencing from the date of return.

Should the faculty member fail to correct the deficiencies noted in the previous year, the faculty member may be subject to dismissal for cause in accordance with the terms set out in Subsection 4.8.5.6 and be given a one-year terminal appointment for the following academic year or, in the alternative, negotiate a settlement.

## 4.8 Separation/Termination

At times, Voorhees University or individual faculty members may find it necessary to sever their relationship. To protect the interests of both parties, categories of separation are defined here, and the policies and procedures related to each are set forth.

### 4.8.1 Resignation of a Term Contractual Faculty Member

A faculty member on a term contract may terminate his/her appointment effective at the end of an academic year. He/she must give notification in writing to the Department Chairperson and the Department of Human Resources at the earliest possible opportunity, but no later than May 1, or ten days after receiving notification of the terms of his/her appointment for the coming year, whichever date occurs later. Faculty members are requested to notify their Department

Chairperson and the Department of Human Resources, in writing, at least thirty days prior to the end of the applicable year. The faculty member may properly request a waiver of his/her requirement of notice in case of hardship or in a situation where he/she would otherwise be denied substantial professional advancement or other opportunity.

A faculty member must accept or reject a contract offered by the University within thirty days of its receipt. Failure to do so will be deemed a resignation unless the President has granted an extension of time in writing to the faculty member.

#### 4.8.2 Resignation

A faculty member may terminate his/her employment effective at the end of an academic year. A faculty member must notify his/her Department Chairperson and the Department of Human Resources, in writing, at least thirty days prior to the end of the applicable year.

#### 4.8.3 Retirement

There is no mandatory retirement age for faculty at the University. Some benefits upon retirement, however, do have contract and service limits. Faculty members who are planning to retire are requested to notify the Provost/Vice President for Academic Affairs, the Department Chairperson, and the Director of Human Resources at least six months prior to the planned retirement date.

The Director of Human Resources will provide the individual with information about retirement benefits.

Continued participation in the educational community of the University is offered to retired faculty members. This may include invitations to:

1. Attend social and commencement activities;
2. Attend special educational programs or lectures and sports or other student activities;
3. Serve as a guest lecturer or resource person in an area of expertise;
4. Take tuition free courses in any division on a space available basis;
5. Utilize university services such as the library and recreational facilities on a non-priority basis.

Any ranked faculty member at the University who is eligible to retire, and who will be retired, shall be deemed to have been separated from service to the University in good standing.

#### 4.8.4 Non-Renewal of Faculty Appointments

Faculty members at Voorhees University will be notified on or before March 1 of the applicable year if their contracts are going to be renewed or not renewed for the coming academic year. If the applicable deadline is passed and no decision is taken one way or the other, then the faculty member is automatically renewed for the coming academic year.

In the event of a decision not to renew an appointment, the faculty member will be informed of the decision in writing. If he/she so requests in writing his/her application will be reconsidered by the Provost/Vice President for Academic Affairs and the applicable Department Chairperson(s). Based upon the recommendations of the Provost/Vice President for Academic Affairs, and the applicable Department Chairperson, the President will make the final decision.

## 4.8.5 Layoffs

Layoff is a severance action by which the University 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. In no case will layoffs be used to impair academic freedom. The Provost/Vice President for Academic Affairs to the President recommends decisions about layoffs. The Board of Trustees may also mandate or recommend such changes pursuant to its fiduciary responsibilities, through the President. Such mandate(s) or recommendation(s) will proceed in consultation with the Provost/Vice President for Academic Affairs and the appropriate Department Chairperson and Academic Program Coordinator in cases of enrollment emergency and financial exigency.

### 4.8.5.1 Curricular Changes or Academic Program Reorganization

Layoff of 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/Vice President for Academic Affairs will make decisions regarding such changes after consultation with the Department Chairperson and the Academic Program Coordinator of the impacted departments/programs.

Individual layoff decisions resulting from curricular changes will follow the "Guidelines for Order of Layoff procedures" described in Subsection 4.8.5.4 below. Faculty laid off under a curricular change will receive notice in accord with this Section 4.8. Except in unusual circumstances, the University will end such programs and the faculty member's relationship with the University at the end of an academic semester or year. Faculty laid off under this Subsection have the same rights as those terminated under Enrollment Emergency or Financial Exigency policies as delineated below.

#### 4.8.5.1.1 Financial Exigency & Enrollment Shortfall

In the event of financial exigency or enrollment shortfall, the employment relationship may be modified or terminated, as determined by the University at its discretion. The University will give 15 days' written notice of any modification or termination under this provision. Financial exigency means a shortfall in revenue or increase in expenses that, as determined at the discretion of the President or Board of Trustees, is expected to require changes in planned expenditures in order to balance the budget. An enrollment shortfall is the enrollment of fewer than the planned number of students,

which at the discretion of the President or Board of Trustees, causes a financial exigency, or results in there not being sufficient need for the course or courses to be taught by you. Any term of any University policy or manual notwithstanding, you may not file a grievance over the modification or

termination of your Contract or the employment relationship under this provision.

#### **4.8.5.1.2 Major Changes in Curricular Requirements**

Termination of a faculty member may occur as a result of a major change, including discontinuation of a curricular requirement or an academic program whole or in part.

The President makes decisions about such major changes after receiving recommendations from the appropriate Department Chairperson and the Provost/Vice President for Academic Affairs.

Individual layoff decisions resulting from curricular changes will follow the general procedures and order of layoff described in Subsection 4.8.5.5.

Faculty laid off under a curricular change shall receive notice according to the schedule in Subsection 4.8.3.1. The University will normally end such programs and the faculty member's relationship with the University at the end of an academic term.

Faculty terminated under this section have the same rights as those affected by financial exigency or by an enrollment emergency, as delineated in Subsection 4.8.5 and Subsection 4.8.5.2.

### **4.8.5.2 General Notice Procedures Regarding Layoff**

#### **4.8.5.2.1 Layoff of Non-Tenured Faculty**

If the University determines to terminate the appointment of a faculty member pursuant to Section 4.8.4, 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 University, not fewer than 60 business days after the date of notification.

#### **4.8.5.2.2 Layoff of Tenured Faculty**

If the University determines to terminate the appointment of a tenured faculty member pursuant to Subsection 4.8.4, notice will 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 actions are necessary, all tenured faculty will receive notice of 30 business days 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 will receive 90 business days' notice from the date of notification.
3. Tenured faculty who have been laid off shall be the first individuals considered/offered non-teaching positions at the University if there are openings for which they are

qualified; and

4. The University will attempt to, and document efforts to, assist displaced tenured faculty to find employment in industry, government, or in other educational institutions.

If the University determines to terminate the appointment of a faculty member pursuant to Subsection 4.8.4, 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 University, not fewer than 90 business days after the date of notification.

#### **4.8.5.2.3 Content of Layoff Notice**

The notice will specify the cause of the layoff, provide a summary description of the facts relied on by the University, and reference the faculty member's right to file an exception or exceptions through the University Grievance Procedure. Notice will 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 Department of Human Resources. It will be the duty of a laid-off faculty member to keep the University informed of the faculty member's current address.

#### **4.8.5.3 Transfer Eligibility**

Faculty members who are laid off will be eligible to transfer to any other vacant position at the University for which the faculty member is qualified, subject to the terms and conditions of employment attendant to that position. The Provost/Vice President for Academic Affairs will review a faculty member's qualification for a formally advertised position based on the job description for the position, after consultation with the appropriate Department Chairperson.

A faculty member who exercises the rights accorded under this Section and who is determined by the Provost/Vice President for Academic Affairs to be qualified, shall be eligible for the position over any other applicant except another faculty member exercising eligibility accorded under this Section who is also qualified and has greater length of service with the University.

Length of service will be equivalent to the years of service credited to the faculty member by the Provost/Vice President for Academic Affairs.

#### **4.8.6 Dismissal for Cause**

Dismissal for cause is a severance action by which the University terminates its appointment with the faculty member for just cause. Any faculty member is subject to action under this Section. Dismissal for cause must be directly and substantially related to the fitness of a faculty member to continue their professional capacity.

Dismissal will not be used to restrain a faculty member's academic freedom.

### 4.8.6.1 Grounds for Dismissal

The following constitutes cause for dismissal of an individual faculty member before the end of the applicable period of appointment:

1. Inability or unwillingness to perform the essential functions of a full-time faculty position. In compliance with the Americans with Disabilities Act and any applicable state statutes governing discrimination against persons with disabilities, the University will make reasonable accommodation for any faculty member otherwise qualified to perform the essential functions of the position.
2. Conviction of a crime directly related to the faculty member's fitness to practice the faculty member's profession. The Grievance Committee will consider the nature of the crime and recommend to the President whether this provision should apply. The President shall present the Committee's recommendation along with the President's own to the Board of Trustees for a final decision.
3. Unprofessional conduct that directly and adversely affects a faculty member's teaching, advising, scholarship, or services to the University or the community.
4. Sexual harassment or other discrimination as defined in the University Policy on Discrimination (See Volume II).
5. Refusal to discontinue using a faculty position or the name of the University in any way that suggests the support or endorsement of the University in any venture or cause extraneous to the specific purpose of the University and in which the faculty member is engaged for reasons other than the faculty member's academic profession.
6. Deliberate disruption of the life of the University. The University recognizes no justification for any harassment, intimidation, or obstruction that would inhibit or preclude the ongoing operations of the University.
7. Falsification of credentials and experience, including but not limited to, substantial misrepresentation of the facts relevant to the faculty member's advancement on the faculty, such as false claims to academic degrees or serious misrepresentation of previous academic or professional experience.
8. Professional incompetence.
9. Continued neglect of academic duties in spite of oral and written warnings.
10. Deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students.
11. Serious failure to follow the professional ethics of the academic discipline.
12. Failure, after oral and written warnings, to follow standards of the University as designated in this Volume IV of the *University Policy Manual*.
13. Lack of appropriate credentials and/or certifications needed for the position.

Cases of Removal for Cause as defined above will follow the dismissal procedures specified below. This procedure is intended to provide a process for the hearing of charges prior to the ultimate decision by the Board of Trustees.



## 4.8.6.2 Dismissal Procedures

### 4.8.6.2.1 Informal Discussions

1. When a reason arises to question whether or not the University will continue to employ a faculty member whose term has not expired, the applicable Department Chairperson shall ordinarily discuss the matter with the faculty member in a personal conference. The matter may be ended by mutual consent at this point.
2. If a resolution is not reached, the Department Chairperson shall include the Provost/Vice President for Academic Affairs. After a meeting of the faculty member, the Department Chairperson and the Provost/Vice President for Academic Affairs (formerly the Executive Vice President/Vice President for Academic Affairs) shall make a recommendation to the President regarding a potential informal resolution to the matter. The decision of the President in this regard is final.
3. If the matter is not resolved at this point, the Grievance Committee may be invited to recommend a resolution. If none is recommended, the Committee may determine whether in its opinion formal proceedings to consider dismissal should be instituted, without its opinion being binding upon the President.
4. If the President of the University determines that such proceedings be instituted, action will begin under the procedures which follow. The President or the President's designee will formulate a statement describing the grounds for proposed dismissal.

### 4.8.6.2.2 Formal Proceedings

1. Formal proceedings will begin with a formal statement of reasons addressed to the faculty member by the President of the University. The faculty member in question will have the right to be heard initially by the Grievance Committee. The Provost/Vice President for Academic Affairs or a designee, shall also be invited to be present.
2. Suspension of the faculty member during formal proceedings will be determined by the administration if the faculty member's presence will be judged to have an adverse effect upon the community. Salary will continue during the period of suspension.
3. The Grievance Committee may, with the consent of the parties involved, hold joint pre-hearing meetings with the parties in order to:
  - a. Simplify the issues;
  - b. Provide for exchange of relevant documents or other information; and
  - c. Determine objectives to make the hearing fair, effective, and expeditious.
4. All sessions of the Grievance Committee will be closed to the public.
5. In any case involving dismissal for cause, the burden of proof that cause exists will be on Voorhees University, which burden will be by a preponderance of the evidence.
6. The President shall have the option of attending the hearing. The faculty member shall have the opportunity to present witnesses, documents, or other evidence to the Grievance Committee. The administration will provide staff support to the Grievance Committee in order to facilitate proceedings.
7. The faculty member and the administrator representing the University will have the right to confront and cross-examine all witnesses.

8. During the proceedings, the faculty member will be permitted to have an academic advisor and counsel of the faculty member's choice. Such counsel may be an attorney-at-law but shall not act in a legal capacity nor address the committee unless specifically addressed by the Committee Chair.
9. The Grievance Committee will not be bound by strict rules of legal evidence, and may admit any evidence which may be of value in determining issues involved. The Grievance Committee shall reach its decision in conference, on the basis of the hearing.
10. Public statements either by the Grievance Committee or by the administration about any aspect of the proceedings will be avoided.
11. The President and the faculty member will be notified in writing of the Grievance Committee recommendation and will be given a copy of the record of the hearing. The Grievance Committee will make a written report and non-binding recommendation to the President. The President may accept or reject the Grievance Committee report and recommendation.
12. If the President rejects the report of the Grievance Committee, the President will state the reasons for so doing, in writing, to the Grievance Committee and to the faculty member. If the faculty member disagrees with the President's decision, the faculty member may request review by the Board of Trustees.
13. If such review is requested, the President will transmit to the Board of Trustees, through its appropriate committees, the record of the case.
14. The Board of Trustees' review will be based on the record of the Grievance Committee recommendation and the President's decision.
15. The President's decision will either be sustained or be returned to the President with specific objections, if any, in which case the President will then reconsider, taking into account any stated objections and any new evidence. The President will make a final decision.
16. Any faculty member who regards any action of the President or of the Provost/Vice President for Academic Affairs as unjust may appeal the case, through the Grievance Policy outlined in Subsection 4.13.

#### **4.8.6.3 Action Short of Dismissal**

Depending on the circumstances, the President or a designee may elect to impose a disciplinary action short of dismissal for causes listed in Subsection 4.8.6.1 such as suspension for a period with or without pay and/or withdrawal of faculty privilege. In unusual circumstances, such as when a faculty member is an apparent danger to self or others, the President or a designee may take disciplinary action without previous citation or warning.

Temporary suspension may be implemented when it is determined by the President or a designee that there is a strong likelihood that the faculty member's continued presence at Voorhees University poses an immediate threat of harm to Voorhees University, or to individual members of the Voorhees University community. Such suspension will be with pay and will last only so long as the threat of harm continues or the President or a designee takes other action.

In view of the past merits of the faculty member, final action by the President or a designee may take the milder form of suspension rather than outright dismissal. Such suspension will not last beyond one (1) full year, but may entail the total or partial discontinuance of all salaries and

benefits, the suspension of all advancement, and the temporary suspension or withdrawal of all faculty privileges.

When merited, the faculty member may appeal any action short of dismissal pursuant to the University Grievance Procedure (See Section 4.13). An appeal does not prevent or limit the action short of dismissal that has been taken by the University.

#### **4.8.6.4 Progressive Discipline of Faculty Members**

In normal circumstances, dismissal for cause should 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 will also stipulate a period of time within which correction of the alleged problem is expected. The faculty member may contest 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.

## **4.9 Faculty Rights and Responsibilities**

### **4.9.1 Faculty Rights**

#### **4.9.1.1 Academic Freedom**

All faculty members are entitled to enjoy and to exercise, without penalty, the rights of academic freedom as they are understood in the teaching profession. Within the framework of the purpose and philosophy of the University, any faculty member of the community of scholars shall have the right and freedom to profess and teach objectively.

### **4.9.2 Faculty Responsibilities**

Faculty are expected to support and advance the mission and goals of the University and to maintain high professional standards in their teaching, research, relationships with students and colleagues, and all their related activities.

In addition to teaching, faculty responsibilities include academic advisement of students, the creation of student opportunities for undergraduate research, participation in registration of students, committee work, attendance at faculty workshops and meetings, both general and department, and such other incidental professional services as, in the judgment of the Provost/Vice President for Academic Affairs, the needs of the University require.

#### **4.9.2.1 Faculty Meetings**

Mandatory faculty meetings are held as needed. However, special meetings may be called at any other time. The Provost/Vice President for Academic Affairs presides at faculty meetings. The departments and the Academic Council meet monthly.

The Provost/Vice President for Academic Affairs presides at meetings of the Academic Leadership Team and the Academic Council.

Faculty members are required to report to the campus for the Faculty/Staff Institute and Academic Workshops at the opening and closing of each semester.

Faculty members are expected to attend commencement, opening and closing workshops, the Faculty/Staff Institute of each semester, Christmas Concert, Founder's Day Convocation, Honors Day Convocation, Baccalaureate Services, Academic Hooding Ceremony, Commencement, orientation meetings, faculty meetings and departmental meetings.

After the Institute and before the first day of class, faculty members may use any remaining time for planning, course preparation, committee and departmental meetings, registration of students, student orientation, and counseling.

Weekly assembly programs are an integral part of the curriculum for which the support of the faculty is required.

#### **4.9.2.2 Requisitions**

If a faculty member needs educational or instructional items to be purchased by the University, as provided in the annual budget, the faculty member should ask the divisional secretary for a requisition form. This form should be filled out completely, indicating the item(s), quantity, a catalogue number, vendor with address, and the account to be charged.

This should be submitted to the department chairperson for approval. The requisition should then be sent to the Provost/Vice President for Academic Affairs and the Business Office for approval (Grant Administrator when appropriate). The Business Office will process the requisition and place the order.

When requesting reimbursement, the same procedures should be followed. If the faculty member did not receive prior authorization for the purchase, then there is no guarantee of reimbursement. Faculty should consult with the department chairperson concerning budgetary provisions and planning. If a request is denied or deferred, the department chairperson will be notified promptly.

#### **4.9.2.3 End-of-Term Procedures**

At the end of the semester, faculty are required to complete a Faculty Clearance Form and file with the department chairperson, including: a copy of final grades, final examinations, grade books, student learning outcomes assessment, and instructions for the removal of all Incomplete "I" grades. Failure to comply may result in holding the final check for the semester.

#### **4.9.2.4 Academic Processions**

Academic processions are a part of commencement exercises and other specified occasions. The order of the procession at graduation is as follows.

- Stage Party
- Department Chairpersons
- Program Coordinators

- Professors
- Associate Professors
- Assistant Professors
- Instructors
- Adjunct Faculty
- Administrative Staff

#### **4.9.2.5 Summer Sessions**

There may be one or two sessions held during the summer, which consists of five to eight weeks each. The department chairpersons will select faculty on a nine-month agreement before considering persons on adjunct contracts to instruct summer courses. Students may register for a maximum of nine (9) credit hours per session.

#### **4.9.2.6 Class Attendance and Cancellation**

Faculty members are to reflect the highest standards of professionalism by being present in class, punctual, well prepared, innovative, and enthusiastic in their approach to the subject matter.

Faculty members must allow time to provide academic assistance to individual students.

If a faculty member must be absent from a class, the faculty member must inform the department chairperson of the provisions that have been made for the class. When a faculty member cannot be in class due to an emergency, a description of the emergency will be provided to the Provost/Vice President for Academic Affairs who will forward the information to the Department of Human Resources. Faculty members should review Volume VI of the *University Policy Manual* for additional information.

Students are required to attend class and to be punctual. It is the responsibility of the faculty member to keep accurate records of student attendance. A student is permitted one absence per credit hour of the course. An absence beyond the designated limit will result in the student being given a written warning. When a student exceeds the number of allowable absences in a course during a given semester, the instructor must report the student to the student's Academic Advisor and to the Retention Specialist.

#### **4.9.2.7 Office Hours**

Faculty members are obligated to maintain scheduled office hours so that students seeking counseling may contact instructors during the designated office hours. Faculty members shall maintain at least 10 scheduled office hours during each regular week. Additional time must be available by appointment. A copy of the established office hours for each faculty member must be posted on the faculty member's office door at the beginning of each semester and copies filed with the Provost/Vice President for Academic Affairs and the Department Chairperson. Any changes in the office hours during a semester must be posted on the faculty member's office door and a notice sent to the Provost/Vice President for Academic Affairs and the Department Chairperson.

### 4.9.2.8 Student Advisement

Each student is assigned an academic advisor to ensure that he/she is afforded the opportunity to attain maximum progress toward his/her educational objectives. It is the responsibility of the department chairperson to assign each student to an academic advisor. The academic advisor will coordinate closely with the Office of the Registrar in monitoring the student's educational programs and progress. A requirement of the University is that each academic advisor will confer with each assigned student at least two (2) times per semester to discuss his/her academic progress and to assist the student in preparing a class schedule for the following semester.

Documentation of these conferences is required.

### 4.9.2.9 Class Enrollment

#### 4.9.2.9.1 Admission to Class

At the beginning of the semester, the faculty member must verify the registration of each student in his/her class. Only students who are officially registered may attend class. Students who are not registered must not be allowed to attend.

#### 4.9.2.9.2 Class Rosters

Faculty members will receive an official class roster for each class from the Registrar's Office and should refer students not on that list to the Registrar's Office for clearance.

#### 4.9.2.9.3 Reports

The following reports are to be submitted to the Provost/Vice President for Academic Affairs by the chairperson:

Workload Profile - submit by the 3rd week of each semester,

Request for Absence Form - submit for every absence from class (Faculty),

Mid-Semester Grade reports - submit the Friday of the designated mid-semester evaluation period, and

Final Grade Reports.

### 4.9.2.10 Course Outlines/Workbook

Each faculty member is required to prepare a detailed course syllabus for each course he/she is assigned to teach. Included in the syllabus will be a statement regarding academic integrity. A copy of the syllabus must be presented to the department chairperson and the Provost/Vice President for Academic Affairs. A copy of the course syllabus must be given to each student enrolled in the course at the first-class meeting. The course syllabus should include the following:

1. Topic and subtopic outline of each unit
2. Course description and objectives
3. Student Learning Outcomes (Competencies and proficiencies to be developed)

4. Required textbooks and materials
5. Requirements in terms of papers, projects, homework, and test with dates due
6. Basis of evaluation for final grade
7. List of books on library reserve
8. Attendance Policy
9. Schedule of office hours
10. ADA Accommodations, Title IX, and Students' Right to Privacy Statements
11. Instructor's expectations for the course and
12. Supplies and equipment to be purchased by the student.

**NOTE:** The course syllabus/outline must remain current with a review by the faculty member each year. Additionally, faculty members and instructors are encouraged to stimulate learning by preparing handouts and study questions.

#### 4.9.2.11 Textbooks

A departmental meeting will be held early each semester to determine textbooks needed for the following semester. Faculty members must submit book orders to the department chairperson for approval. Faculty members will require students to own a copy of the assigned textbook(s) in order to enhance the student's success in the course.

#### 4.9.2.12 Grading

Student academic progress is measured quantitatively in terms of semester hours and qualitatively in terms of quality points each semester. Faculty members should refer to *Voorhees University Catalog* pp.57-59 to ascertain the Institution-wide policy on the grading system and related information.

#### 4.9.2.13 Academic Conduct

Each faculty member has the responsibility to maintain the academic integrity of the courses being taught. Any violations of the Honor Code should be reported to the department chairperson and the Provost/Vice President for Academic Affairs. If necessary, an ad hoc Academic Conduct Committee will be formed to determine the appropriate response to a violation.

#### 4.9.2.14 Examinations and Quizzes

1. Unannounced quizzes may be given throughout the semester. They must be graded and returned to the student within a week.
2. Announced examinations should be scheduled throughout the semester as indicated in the course outline. These should also be graded and returned within a week if indicated in the course syllabus.
3. Mid-term examinations are scheduled during regular class periods. No changes to the schedule are to be made, except with the approval of the department chairperson. Mid-term grades of "D" or "F" must be reported according to University requirements.

The faculty member should request a conference with each student who has received unsatisfactory grades and a plan to improve academic performance must be prepared.

4. Final examinations are scheduled at the end of the semester. Faculty members may not change the time and/or place of any final examination without the prior approval of the division chairperson and the Provost/Vice President for Academic Affairs

#### **4.9.2.15 Professional Relationships**

The educational mission of the University is promoted by professionalism in faculty-student and faculty-faculty relationships. An atmosphere of mutual trust and respect fosters professionalism. Actions of faculty and students that harm this atmosphere undermine professionalism and hinder fulfillment of the University's educational mission. Trust and respect are diminished when those in positions of authority abuse, or appear to abuse, their power. Those who abuse their power in such context violate their duty to the University community.

#### **4.9.2.16 Personal Property**

The University makes documentable and reasonable efforts to provide for the safety and security of property on University premises, but the University is not responsible for the replacement of lost, stolen, or damaged personal property that has been brought on University property.

### **4.10 Professional Development**

Faculty members are required to engage in activities that increase their effectiveness and upgrade the academic climate of the University. Some activities suggested are course work, participation in workshops/seminars, and other informal/formal learning activities. It is the responsibility of faculty to initiate professional development activities. The Office of Provost/Vice President for Academic Affairs assists with this effort.

#### **4.10.1 University Courses at Voorhees**

Faculty members are permitted to take three credits per semester at the University at no charge. The appropriate Department Chairperson and the Provost/Vice President for Academic Affairs must approve permission for enrollment in courses at the University.

#### **4.10.2 Professional Societies**

Faculty members are expected to join professional associations and are urged to attend meetings and conferences of these organizations. Departmental budgets make provisions for attending some meetings and conferences. The Office of the Provost/Vice President for Academic Affairs assists with the effort.



### 4.10.3 Proposal Writing

The University considers proposal writing, study, and research essential to professional growth and encourages faculty members to submit proposals for funding. Proposal writing is therefore encouraged. The writer may obtain information from several sources, including the applicable Department Chairperson or the Office of Provost/Vice President for Academic Affairs. Any research publications that associate the author with the University, must be cleared through Office of the Provost/Vice President for Academic Affairs.

### 4.10.4 Faculty Release Time

Release time for faculty members is considered on an individual basis. Either the faculty member or members of the administration may propose a task that would require release time from duties. The Provost/Vice President for Academic Affairs in consultation, with other units, will consider the proposal. Scholarly pursuits, administrative duties, and other special tasks are examples of valid considerations for release time.

## 4.11 Faculty Workload, Working Conditions and Compensation

### 4.11.1 Faculty Workload Policies

A faculty member who holds a full-time appointment is expected to participate in some committee activity and student services beyond the regular teaching assignment.

However, the teaching load may be reduced in order to provide time for University - approved administration or other projects of special significance without affecting full-time status.

#### 4.11.1.1 Full-Time Teaching Load

A typical full-time teaching load consists of up to 15 semester credit hours.

The University has developed and implemented a Faculty Workload Policy (FWLP). The policy states that the teaching load for full-time faculty consists of the following:

The typical teaching load for full-time faculty consists of the following:

#### 4.11.1.1.1 Faculty

1. Teach a maximum of five courses and five preparations.
2. Teach up to 15 semester credit hours.
3. Meet sixty contact hours for lectures on a four-credit hour course.
4. Meet forty-five contact hours for lectures on a three-credit hour course.
5. Meet thirty contact hours for lectures on a two-credit hour course.

6. Meet fifteen contact hours for lectures on a one credit hour course.

#### **4.11.1.1.2 Department Chairperson**

1. Teach a minimum of two courses and two preparations.
2. Teach at least six credit hours.
3. Meet sixty contact hours for lectures on a four-credit hour course.
4. Meet forty-five contact hours on a three-credit hour course.
5. Meet thirty contact hours for lectures on a two-credit hour course.
6. Meet fifteen contact hours for lectures on a one credit hour course.

Some courses may require laboratory. (Example: a 4-hour course consisting of 60 contact hours, will include 45 lecture hours and 15 laboratory hours.)

**NOTE:** Student-credit-hours will be calculated by multiplying the number of students officially enrolled in a course at the end of the Drop/Add period by the number of credit hours for the course. Courses with fewer than ten students may be canceled at the discretion of the Provost/Vice President for Academic Affairs.

If a Faculty member's load falls short of the requirements, the faculty member, in consultation with the Department Chairperson and the Provost/Vice President for Academic Affairs, may be assigned to another course or assigned to another specified activity. In music ensemble courses, all course numbers of students in the class are included in the calculation of the load.

Any course, in addition to those, which constitutes the minimum requirements above, will be considered an overload. A faculty member assigned to a developing program may request a waiver of the minimum student credit-hour load requirement for a prescribed length of time. Faculty members and department chairpersons will not be assigned teaching loads that are in excess of those defined above, except in cases of emergency and with the agreement of the faculty member, or at the request of the faculty member.

The faculty member shall receive additional compensation for each overload course consistent with Adjunct faculty members. The Provost/Vice President for Academic Affairs must approve every teaching assignment in excess of the regular teaching load. Full-time faculty members shall have preference in staffing all University courses.

Department chairpersons, with the approval of the Provost/Vice President for Academic Affairs may assign faculty members to other responsibilities in lieu of one or more classes.

The primary responsibility of a faculty member is teaching. Faculty teaching loads will include a combination of day, evening, weekend, and at off-campus instructional sites as assigned. All courses taught at the University must have at least 10 students. A teaching load may be adjusted to compensate for release time for special assignments, grant time and effort, or team teaching.

#### **4.11.1.1.3 Overloads**

1. Faculty members may teach only one (1) overload course per academic semester. Overloads must have prior approval.
2. An application to request an overload must be completed and signed by the Department Chairperson, Provost/Vice President for Academic Affairs during the time when the schedule is being developed.



### 4.11.1.2 Academic Regalia

Academic Regalia must be worn at Commencement, and all other formal convocations and specialized programs.

## 4.11.2 Faculty Working Conditions Policies

### 4.11.2.1 Outside Employment and Activities

Faculty members are encouraged to participate in professional activities that contribute towards satisfactory evaluations and the University recognizes the value to the institution when a faculty member elects to be recognized as an employee of the University while participating in these activities. It is expected that such activities, including outside employment, will not interfere with the faculty member's rights, responsibilities and workload obligations as defined in Sections 4.9 and 4.11.

The first responsibility of full-time faculty members is to their academic responsibilities at Voorhees University. As long as these are satisfactorily carried out, faculty members may request to engage in employment outside of the University.

Full-time faculty members engaged in employment outside of the University will notify their Department Chairperson and Academic Program Coordinator in writing of such employment annually at the beginning of the academic year. Failure to inform the department chairperson, and receive approval for 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 Subsection 4.8.6.

Except for visiting appointments while on leave from Voorhees University, faculty members may not hold appointments at other institutions of higher learning that create a workload without the written approval of the department chairperson and the Provost/Vice President for Academic Affairs the cumulative workload total of which is greater than a full-time workload.

The University 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 University. The applicable Department Chairperson, Program/Area Coordinator, and the Provost/Vice President for Academic Affairs shall be available for advance consultation with respect to potential conflicts between a faculty member's primary responsibility and outside activities. The University expects faculty members to acquire information and obtain written approval.

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

### 4.11.3 Faculty Compensation

Discipline-specific market forces and a faculty member's highest academic degree, academic rank, and productivity in teaching, research, and service normally determine faculty compensation. Department Chairpersons initiate recommendations for initial compensation and pay raises. Department Chairpersons, who make recommendations to the Provost/Vice President for Academic Affairs, review these recommendations for concurrence and subsequent Presidential approval.

#### 4.11.3.1 Salary Rates for Faculty Members/Academic Year

Charges for work performed on sponsored agreements by faculty members during the academic year will be based on the individual faculty member's regular compensation for the continuous period, which, under the policy of the institution, constitutes the basis of his/her salary.

Charges for work performed on sponsored agreements during all or any portion of such period are allowable at the base salary rate. In no event will charges to sponsored agreements, irrespective of the basis of computation, exceed the proportionate share of the base salary for that period. This principle applies to all members of the faculty at the institution.

However, in some cases where consultation is across departmental lines or involves a separate or remote operation such as off-campus instructional sites, and the work performed by the consultant is in addition to his regular departmental load, any charges for such work representing extra compensation above the base salary are allowable provided that such consulting arrangements are specifically provided for in the agreement or approved in writing by the sponsoring agency.

#### 4.11.3.2 Periods outside the Academic Year

Except as otherwise specified for teaching activity, charges for work performed by faculty members on sponsored agreements, during the summer months or other period not included in the base salary period, will be determined for each faculty member at a rate not in excess of the base salary divided by the period to which the base salary relates. The base salary period used in computing charges for work performed during the summer months will be the number of months covered by the faculty member's official academic year appointment.

### 4.11.4 Proposal Writing Compensation & Distribution of Indirect Costs

The University considers proposal writing, study, and research essential to professional growth and encourages faculty and staff members to submit proposals for funding to the Office of Sponsored Research. The writer of a funded proposal which has indirect cost may receive 10 percent each year of the indirect cost and the academic department may receive 10 percent to be used for travel, faculty development, and/or anything which will enhance the faculty and the University.

The purpose of this policy is to provide governance over the distribution of facilities and

administration (indirect) costs and to provide fair and equitable allocation of facilities and administration costs funded from governmental and non-governmental grants and contracts, if applicable. This policy also provides additional support to participating units, project directors and principal investigators that generate funded, sponsored-research projects. These allocations target the following areas: Principal Investigators (See Extra Compensation Statement), Department(s) involved, a Cost Sharing Fund for Future Sponsored Initiative (Capital Improvement Fund), a Faculty/Staff Research Initiation Award Program (Grant Funded), Research Scholarship Fund, and Project Director/Principal Investigator/Staff Incentive Awards. Remaining funds at 60 percent of indirect costs are used for operational expenses of the Office of Sponsored Research and to offset the general operating expenses of the University (i.e., office/program space, utilities, etc.).

**Applicability**

1. **Scope and Terminology:** This policy applies to all sponsored projects that allow for Facilities and Administration (F&A) Cost recovery. The term overhead, general and administrative costs (G&A), indirect cost and institutional cost are considered synonymous for the purposes of this policy.
2. **Eligibility:** All grant and contract projects that, as an allowable cost, include a category for F&A Cost (indirect cost) are subject to distribution according to this policy statement.
3. **Responsibility:** The Division of Business and Fiscal Affairs is responsible for ensuring that F&A costs are allocated to all units accurately. Distribution of the funds occurs at the beginning of fiscal year following the end of the project year. (For example, if a project year ends June 30, 2009; the distribution will be in 2010-2011 budget.)

**4.11.4.1 Guidelines & Extra Compensation Statement**

The most recently negotiated indirect cost for the University was 50.9 percent of salaries and wages (which is subject to change). Accordingly, the University’s policy regarding full-time faculty and staff compensation for research and sponsored programs awards “at a rate not to exceed 10 percent of the faculty/staff member’s base salary” annually by fiscal year as a director or principal investigator. Multiple grants awards are not to exceed 15 percent collectively. During the summer months, the faculty/staff members may be employed on grant(s) fulltime, if not under contract with the University or other outside interests. Released time may also be used if it is deemed to be in the best interest of the approved faculty/staff member and the University.

The following guidelines serve as a Distribution of Facilities & Administration monitor:

<b><u>Percentage of F&amp;A</u></b>	<b><u>Receiving Unit</u></b>	<b><u>Scenario (\$100K F&amp;A)</u></b>
Up to 10% Salary	Principal Investigators	\$10,000
Up to 10%	Academic Department	\$10,000
Up to 10%	Grant Fund (Faculty Funds)	\$10,000
Up to 10%	Research/Scholarship Fund	\$10,000
60%	General Operating Fund	\$50,000

## Exceptions

Only in situations where the funding agency does not allow for Facilities & Administration cost recovery will this policy not apply. Only in rare cases and under special circumstances will there be exceptions to this policy. Such exceptions must be in written request form, made to and approved by the President.

### 4.11.5 Salary Schedule

A range of salaries for each academic rank will be provided through the Department of Human Resources annually.

## 4.12 Faculty Leaves and Benefits

The University offers a comprehensive and valuable package of fringe benefits to its faculty members. Information about leaves and benefits available to all employees of the University is contained in Volume III of *University Policy Manual*. Below is a summary of the benefits which accrue only to faculty members who have full-time appointments. For a complete summary of the various leaves and benefit programs available, please contact the Department of Human Resources.

### 4.12.1 Unpaid Leave for Faculty

Leaves of Absence without pay for periods up to one year may be granted to faculty members upon request with the approval of the President. Such leaves are not counted as part of the accrual of time toward eligibility for multi-year contracts. Application for such a leave of absence is normally made before the close of the first semester of the academic year preceding that during which the leave is to be taken. The faculty member who seeks a leave of absence should ordinarily have been employed at the University for at least three years.

## 4.13 Grievance Policies and Procedures

### 4.13.1 Definition of Grievance

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

1. An alleged breach or misinterpretation of the terms of the agreement embodied in Volumes IV and in Volume I, Subsection 1.5.1 of the *University Policy Manual*; or
2. An alleged violation of applicable University policy as set forth in the Volumes II, III or Volume I Subsection 1.5.1 of the *University Policy Manual*.

## 4.13.2 Grievance Procedures

### 4.13.2.1 Informal Procedures

All grievances must first be pursued through an informal stage using the existing lines of authority. The first step in the informal procedure is for the grievant to take his/her matter to the faculty member's Department Chairperson. If no resolution occurs at this level, the grievant next takes the matter to the Provost/Vice President for Academic Affairs. If the Provost/Vice President for Academic Affairs is the subject of the grievance, the President may designate an appropriate individual to attempt an informal resolution of the grievance. The emphasis in the informal stage is on a collegial review of the dispute and seeking a reasonable solution. If the grievance is resolved in the informal stage, no official records of any proceedings are kept.

## 4.13.3 Formal Hearing Procedures

If, despite good faith efforts for an informal resolution, the grievant remains unsatisfied, the grievant may file a formal grievance. To initiate a formal grievance, the faculty member shall present the grievance in writing to the Provost/Vice President for Academic Affairs within 30 calendar days of the event giving rise to the grievance. The written grievance will 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. Relevant documents and witnesses or any other information pertinent to the matter should be provided.

Once the grievance has been committed to writing, it cannot be changed.

Within five (5) calendar days of receipt of the written grievance, the Provost/Vice President for Academic Affairs shall submit the grievance to the Grievance Committee.

### 4.13.3.1 Date, Time and Place of Formal Hearing

The Grievance 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 10 calendar days after receipt of the grievance.

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

### 4.13.3.2 Institutional Process in Grievance Committee 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 Chairperson of the Grievance Committee will conduct all meetings and hearings it deems



necessary to resolve the grievance. The grievant may have an academic advisor present only to provide advice to the grievant. This advisor may not address the Grievance Committee without the permission of the Chairperson.

All parties to the grievance will have the right to obtain witnesses and present evidence. If either the University or the Grievance Committee feels that an independent medical or psychological opinion would be helpful in the deliberations of the Grievance Committee, the faculty member may be required to undergo a medical or psychological examination by an appropriate professional of the requesting party's choice and at the requesting party's expense.

If the grievant fails to comply with such a requirement by the University or the Grievance Committee, the Grievance Committee may dismiss the grievance.

The University will cooperate with the Grievance 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 Grievance Committee determines that fairness requires admission of the witness' statement, the Grievance Committee will identify the witness, disclose their statement, and if possible, provide for interrogatories.

The Grievance 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 Grievance Committee will not be bound by strict rules of legal evidence.

#### **4.13.3.3 Burdens of Proof**

In cases involving non-reappointment or denial of promotion or tenure, the burden of proof that adequate cause exists for the grievance, will be on the grievant, which proof will 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 will be on the University, which proof will 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 facia valid, provided that the applicable procedures set forth in Section 4.8 in this Volume IV of the *University Policy Manual* have been followed.

#### **4.13.3.4 Record of Hearing**

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

#### **4.13.3.5 Grievance Committee Recommendations**

The recommendation of the Grievance 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 to the University procedures as set forth in these Grievance

Procedures or elsewhere in this Volume IV of the *University Policy Manual*, as well as applicable law.

The Grievance Committee will present its recommendation, in writing, to all parties and to the President of the University and the Provost/Vice President for Academic Affairs within seven (7) 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 Grievance Committee, with a copy to the President of the University and the Provost/Vice President for Academic Affairs within five (5) calendar days of receipt of the recommendation of the Grievance Committee.

#### **4.13.3.6 Appeals**

The grievant(s) may, within 10 calendar days of receipt of the recommendation of the Grievance Committee, or as otherwise provided in these Grievance Procedures, file a written appeal to the President of the University, who shall review the record and respond within 10 calendar days as to the final disposition of the grievance within the University. The decision of the President of the University is final, except as provided in Subsection 4.13.3.7 below.

#### **4.13.3.7 President of the University as Party to Action**

If the President of the University is a direct party to the grievance in the first instance, the grievant(s) may file an appeal, beyond that provided in Subsection 4.13.3.6 above, within 10 calendar days of the receipt of the President of the University'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 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.

### **4.13.4 General Provisions**

The filing or pendency of any grievance under the provisions of these Grievance Procedures will not prevent the University 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 may be mutually agreed upon in writing, will 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, will 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

agreement of the parties and the approval of the appropriate committee.

## 4.14 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 University community enjoy the privilege and responsibility of contributing to the formulation and alteration of the University policy statements.

Since the faculty is the group most accountable for upholding the academic standards and implementing the mission and goals of the University, it is imperative that Volume IV of the *University Policy Manual* be kept up to date.

### 4.14.1 Board of Trustees Approval

Before definitive action on *University Policy Manual* revision proposals, the Board of Trustees may commission a subcommittee of its members to meet with the Provost/Vice President for Academic Affairs, the President of the University, and the Faculty Senate to discuss final adjustments in the revised texts;

The Board of Trustees shall either approve or reject the proposed revision; and The Board of Trustees retains the right, in the best interest of the University and in their fiduciary capacity, to alter the provisions of Volume IV of the *University Policy Manual* after following the procedures in this policy.

### 4.14.2 Emergency Procedure

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

### 4.14.3 General Rules of Implementation

New members of the faculty shall receive a copy of or electronic access to the *University 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 their 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;

A hard copy of the *University Policy Manual* with current revisions will be available for inspection during regular hours in the Office of the Provost/Vice President for Academic

Affairs, the Library, and the Office of the President of the University. Proposed amendments to any part of Volume IV of the *University 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.

#### Appendix 4.5.2.4: Scholarship and Professional Activities

A faculty member must be a productive scholar, for scholarship is an intrinsic element of academic life at the University. To acknowledge that scholarly productivity is an essential component of a faculty member's duties is not to diminish the importance of excellent teaching, but rather to ensure that teaching, which lies at the heart of the University's responsibility to its students, is able to draw upon the intellectual richness that typically characterizes a community of scholars. The specific form and intensity of scholarly activity within the University appropriately varies between academic departments due to inherent differences among the disciplines.

Scholarship can take many forms. It includes, for example, articles in journals, research monographs, scholarly books, treatises, chapters in larger works, papers presented at academic meetings, and published instructional materials. In addition to traditional written works, scholarship may encompass, in particular disciplines, such types of intellectual expression as stage productions, art exhibits, mathematical and scientific formulas, and software creation.

Despite their myriad forms, works of scholarship share common characteristics which make it possible both to identify basic types of scholarship and to assess the value of works within those categories. For the purpose of promoting quality scholarship at the University, a framework consisting of types of scholarship and assessment criteria is set forth below in Sections A and B.

The content of those paragraphs forms the basis for the articulation by the various academic departments of more specific expectations relating to scholarly productivity of faculty members within those academic units that are discussed in Section C. In turn, those interpretations of the scholarship requirement define the standards against which a faculty member's scholarly productivity is to be measured during evaluations for retention and advancement.

##### **A. Types of Scholarship**

It is possible to identify at least four basic types of scholarship, which, as defined at the University, reflect, but do not embrace all details of the categories proposed by Ernest L. Boyer in *Scholarship Reconsidered* (1990). The following is an adaptation of Boyer's model for application in the evaluation and advancement processes at the University.

The Scholarship of Discovery encompasses those scholarly activities which extend the stock of human knowledge through the discovery or collection of new information. Such scholarship seeks to confront the unknown and typically exhibits a dedication to free inquiry, disciplined investigation, and the pursuit of knowledge for its own sake.

The Scholarship of Discovery includes, but is not limited to, what is sometimes referred to as basic or original research.

The Scholarship of Integration encompasses scholarly activities which are primarily interdisciplinary or interpretive in nature. Such scholarship seeks to better understand existing knowledge by making connections across disciplines, illuminating data in a revealing manner, drawing together isolated factors, or placing known information into broader contexts. It synthesizes, interprets, and connects the endings in a way that brings new meaning to those facts.

The Scholarship of Application encompasses scholarly activities which seek to relate the knowledge in one's field to the affairs of society. Such scholarship moves toward engagement with the community beyond academia in a variety of ways, such as by using social problems as the agenda for scholarly investigation, drawing upon existing knowledge for the purpose of crafting solutions to social problems, or making information or ideas accessible to the public.

The Scholarship of Teaching encompasses scholarly activities which are directly related to pedagogical practices. Such scholarship seeks to improve the teaching and advising of students through discovery, evaluation, and transmission of information about the learning process.

The four categories defined above do not embrace the entire range of valuable scholarship. Rather, the categories denote four areas of scholarly activity that the University has chosen to recognize as particularly significant. By defining these categories, the University makes it possible for faculty members and individual academic departments to identify more clearly the role of scholarship at the University.

Some works of scholarship have attributes that legitimately fall within more than one of the four stated categories. Consequently, it is often difficult to fairly categorize a work in the absence of full details about its content. Mindful of that limitation, the following non-exhaustive list is illustrative of works within the following categories:

Examples of the Scholarship of Discovery may be drawn from the sciences, such as the development of new materials and drugs, the discovery of unknown physical phenomena, and the identification of laws governing physics or mathematics. Across the disciplines, many types of empirical research, involving the use of quantitative techniques from the social sciences, fall within the Scholarship of Discovery. Work in the humanities that is so highly original that it cannot fairly be regarded as merely interpretive, interdisciplinary, or an extension of the work of others may constitute the Scholarship of Discovery.

Interdisciplinary works, such as those that use economic and/or psychological analysis, may qualify as Scholarship of Integration. The same is true of evaluative and interpretive works, such as review essays, which probe the merits of another's work from a particular viewpoint, such as a religious, political, or gender-based perspective.

Examples of the Scholarship of Application include such diverse forms of scholarship as drafts of model legislation; articles, books and web page's examining the legal, economic, or ethical implications of new social phenomena; editorials and opinion pieces involving issues in one's discipline; participating on the editorial board of refereed publications; and certain types of research in the applied sciences.

Examples of the Scholarship of Teaching include publications about pedagogy and methodology, development and publication of instructional materials; conducting workshops on innovative teaching methods, and the creation of computer exercises in areas relating to one's discipline.

The Scholarship of Application partially overlaps with the requirement of service. For example, in cases where public service involves the direct application of knowledge in one's field to the affairs of society, the work counts toward satisfaction of both the service and scholarship requirements for retention, advancement, and salary increases. However, the same is not true of all forms of service. There is a difference, for example, between carrying one's share of the administrative burdens of the University and participating in projects that require the application of knowledge from one's field. To be considered scholarship, service activities must be tied directly to one's discipline and require the use of knowledge of the discipline in the service of the University or outside community.

The Scholarship of Teaching must be distinguished from teaching itself. The Scholarship of Teaching involves the disciplined discovery, evaluation, and transmission of information about the learning process. Teaching, in contrast, involves the application of that information through actual instruction.

## **B. Assessment of Scholarship**

The evaluation of scholarship includes, but is not necessarily limited to, whether the work is well expressed, innovative, comprehensive, and visible and whether it has been favorably reviewed by, and has influenced others, according to the following criteria:

**Well Expressed.** Scholarship is well expressed if it effectively communicates the content of the work. At a minimum, the work must be appropriately organized and presented through a suitable medium. The clarity of the work is typically an important consideration.

**Innovative.** Scholarship is innovative if it is original in a meaningful sense. The originality of the work may relate to the content of the work, its mode of dissemination, its source, and perhaps to other matters as well. For instance, a written work may be innovative if it addresses a previously uncharted topic or brings a new perspective to bear upon previously identified ideas or issues; because it carries a message to a new audience or employs a new medium; or because it requires scholars to extend a personal range of scholarly competence.

**Comprehensive.** Scholarship is comprehensive if its presentation reflects a broad appreciation of existing information, relevant issues, and possible alternatives. Whether the scholar has placed a work into context is a significant consideration. Another important factor is whether the work has an appropriate degree of complexity in light of applicable limitations, such as those relating to space, time, or resources. The comprehensiveness of the work is enhanced to the degree that the work is interdisciplinary.

**Visible.** Scholarship is visible if it is communicated to an audience in a manner that is likely to enhance the reputation of the individual scholar and the University. The size and nature of the audience reached by the work is relevant to this determination. In addition, in the case of written works, consideration should be given to the prestige of the publisher and the prominence given to the work. Similar considerations apply to the evaluation of non-written works.

**Reviewed.** Scholarship is reviewed when it is subject to scrutiny by others. Review of a work may occur at several stages:

- Pre-dissemination;
- During the dissemination process; and

- Post-dissemination.

Prior to dissemination, drafts, prototypes and other tentative forms of a work may be evaluated by peers or others within or outside the University, for the purpose of soliciting guidance. During the dissemination process, potential publishers and others may evaluate the merits of a work with a view toward determining whether it deserves a forum. After dissemination, the work may be the subject of reviews which evaluate the final product of the scholarship.

Influential. Scholarship is influential if it affects the conduct or work of others. For instance, there is evidence that a work is influential if a book is adopted for use in others' classrooms, e.g. where a study or article is invoked as the basis for governmental action, or where a scientific discovery forms the predicate for research by others.

### **C. Standards Interpreting the Scholarship Requirement**

The faculty members of each academic unit and the University shall define, adopt and periodically revise standards interpreting the University's scholarship requirement. These standards will articulate the minimum expectations for scholarly productivity on the part of all faculty members in the academic department, taking the following into account:

- The mission of the academic department;
- The various constituencies served;
- The types and qualities of scholarship identified in Section A; and
- The time and resources available to the faculty members for scholarly activities, both of which vary throughout the University.

The standards adopted pursuant to Section C. should reflect both the importance of demonstrative evidence of continuing scholarly productivity and the fact that rigid timetables for research and scholarship are often unrealistic. In addition, the standards must recognize that the focus of individual research and the direction of one's scholarly activities are subject to seasonal change throughout the faculty member's career. The standards should not so narrowly define acceptable forms of scholarship as to inhibit the pursuit of new forms of scholarship within the University.

The standards of the individual academic units adopted pursuant to Section C. will provide that all faculty members are expected to devote some portion of their time, on a regular basis, to at least one of the forms of scholarship described in Section V.

Upon initial adoption or revision of Volume IV of the *University Policy Manual*, the standards adopted by individual divisions, departments or programs will be incorporated by reference.

### **D. Excellence in Scholarship**

Excellence in scholarship may be assessed by evidence generated by the following types of procedures and activities, as reported in the evaluative instrument and faculty member's personnel file:

1. Documented self-report of activities;
2. Evaluation or statements by professional peers;
3. Juried publications;
4. Citation of research in other works;

5. Awards or grants, prizes, or commendations; and
6. Demonstrated artistic or technical skill, scholarship and teaching techniques associated with one's discipline.