

TUSKEGEE UNIVERSITY



FACULTY HANDBOOK

!

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Tuskegee University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone Number 404-679-4501) to award doctoral, masters and bachelor's degrees.

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PREFACE

This Handbook is designed to provide faculty members at Tuskegee University basic information regarding their employment at the University. The handbook is not meant to be a source of all of the relevant information on all aspects of University life; rather, it seeks to discuss in one volume policies and procedures most pertinent to the employment of faculty. Several other manuals and handbooks must be referred to in order to gain a fuller understanding of the total operations of the University, e.g., Academic Regulations and Procedures for Undergraduates, Tuskegee University Statutes, Staff Statutes, Tuskegee University Catalog, Graduate Bulletin, Student Handbook and System of Judiciaries, and Selected Administrative Policies and Procedures.

This Handbook provides policies set by the Board of Trustees and discusses practices and procedures for carrying out those policies. The Handbook will be revised periodically by the central administration in consultation with the Faculty Senate to reflect changes in the policies, procedures, and practices of the University.

TUSKEGEE UNIVERSITY MISSION

INSTITUTIONAL MISSION AND PURPOSE

Tuskegee University is a national, independent, and coeducational institution of higher learning that has a historically unique relationship with the State of Alabama. The University has distinctive strengths in the sciences, architecture, business, engineering, health and other professions, all structured on solid foundations in the liberal arts. In addition, the University's programs focus on nurturing the development of high-order intellectual and moral qualities among students and stresses the connection between education and the leadership Americans need for highly trained leaders in general, especially for the work force of the 21st Century and beyond. The results we seek are students whose technical, scientific and professional qualities have not been not only rigorously honed, but also sensitively orientated in ways that make the public-spirited graduates who are both competent and have a strong commitment to public service and to excellence.

The University is rooted in a history of successfully educating Black Americans to understand themselves against the background of their total heritage and the promise of their individual and collective future. The most important of the people we serve are our students. Our overall purpose is to nurture and challenge them to grow to their fullest potential. Serving their needs is the principal reason for our existence. And a major outcome we seek is to prepare them to play effective professional and leadership roles in society and to become productive citizens in the national and world community. Tuskegee University continues to be dedicated to these broad aims.

Over the past century, various social and historical changes have transformed this institution into a comprehensive and diverse place of learning whose fundamental purpose is to develop leadership, knowledge, and service for a global society. Committed deeply to academic excellence, the University admits highly talented students and challenges them to reach their highest potential. The University also believes strongly in equality of opportunity and recognizes that exquisite talent is often hidden in students whose finest development requires unusual educational, personal and financial reinforcement. The University actively invites a diversity of talented students, staff, and faculty from all racial, religious and ethnic backgrounds to participate in this educational enterprise.

SPECIAL ELEMENTS OF THE UNIVERSITY'S MISSION

Instruction:

- We focus on education as a continuing process and lifelong endeavor for all people.
- We provide a high quality core experience in the liberal arts.
- We develop superior technical, scientific, and professional education with a career orientation.
- We stress the relationship between education and employment, between what students learn and the changing needs of a global workforce.

Research:

- We preserve, refine, and develop further the bodies of knowledge already discovered.
- We discover new knowledge for the continued growth of individuals and society and for the enrichment of the University's instructional and service programs.
- We develop applications of knowledge to help resolve problems of modern society.

Service:

- We serve the global society as well as the regional and campus community and beyond through the development of outreach programs that are compatible with the University's educational mission, that improve understanding of community problems, and help develop relevant alternative solutions.
- We engage in outreach activities to assist in the development of communities as learning societies.

LAND GRANT MISSION

The above three elements of mission, together with certain acts of the United States Congress and the State of Alabama, define Tuskegee University as a land grant institution. Originally focused primarily in agriculture, the University's land-grant function currently is a generic one that embraces a wide spectrum of liberal arts, scientific, technical, and professional programs.

ORGANIZATION OF THE FACULTY

ORGANIZATION OF THE FACULTY

The University Faculty

The University's President is the chairman and executive officer of the faculty; the Provost is the President's executive officer in academic matters.

The faculty at Tuskegee University is organized by colleges and programs as follows:

Andrew F. Brimmer College of Business and Information Science
College of Agricultural, Environmental and Nutrition Sciences
College of Engineering
College of Arts and Sciences
College of Veterinary Medicine, Nursing and Allied Health
Robert R. Taylor School of Architecture and Construction Science
School of Education
Graduate Studies and Research
Library

University faculty members hold membership in both a college and the organized University faculty as a whole. The faculty at the University is represented by a Faculty Senate, described later.

The purposes of the organized University faculty are as follows:

1. To facilitate communication among the several college and departmental faculties and between administrative officers and faculty members.
2. To provide a medium for the incorporation of faculty judgment in legislating educational policies, procedures, and regulations of the University.
3. To exercise the powers hereinafter specified.

The Faculty Senate

The Faculty Senate is the representative body of the Tuskegee University faculty. It was created by a vote of the faculty in response to the establishment of the current system of governance at Tuskegee University. The method of election and representation in the Faculty Senate, its organization, functions and powers, as described in the Constitution of the Faculty Senate, are limited by the authority vested in the Board of Trustees, by the University Charter and By-Laws (1975, and amended in 1985 and 1988) and by the authority given the University President by the Board of Trustees.

At Tuskegee University, the faculty as a whole has responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process (as set forth in the **Statement on Government of Colleges and Universities** and approved by the American Council on Education and the Association of Governing Boards of Universities and Colleges). The faculty delegates these responsibilities to the Faculty Senate which serves as its executive body. Recommendations of the Faculty Senate are forwarded to the Provost for his action and then to the President for his action. In other words, the Faculty Senate acts for the faculty as a whole.

The Faculty Senate reports its actions to the faculty at meetings of the faculty, in memoranda and other publications. These actions are subject to veto by the faculty as specified in the **Constitution and By-Laws of the Faculty Senate**. This constitution places the following limitation on actions of the Senate:

By a simple majority of faculty members present and voting at a regular or duly called meeting of the University faculty, the faculty can veto any action of the Senate.

The full text of the **Constitution and By-Laws of the Faculty Senate** can be obtained from the office of the Faculty Senate.

Jurisdiction and Powers of University Faculty

Subject to the powers vested in the Board of Trustees and the President, the University faculty has primary jurisdiction over matters of policy, procedure, and regulations directly concerned with instruction, research and University-wide concerns as appropriate. It may review and make recommendations concerning instruction, research and guidance of the faculty and of any major educational unit or of any faculty committee.

The University faculty shall make its recommendations to the President, through the Provost. Concurrence of the President, or the President and the Board of Trustees, shall be necessary for a recommendation to go into effect.

The University faculty is concerned with policies, procedures, and regulations pertaining to matters dealing primarily with the educational program of the University and faculty personnel policy such as:

1. Admission and graduation of students.
2. Requirements for certification, degrees, and diplomas.
3. Promotion of the general welfare of students.
4. Promotion of scholarly endeavor among students.
5. Promotion of the general welfare of the faculty.
6. Development of scholarship and research among the faculty.
7. Determination of faculty promotions and rank.
8. Improvement of instruction and guidance.
9. Measurement and evaluation of student performance and growth.
10. Participation in the development of general administrative policy as appropriate.

Meetings of the University Faculty

The President of the University is the chair and executive officer of the University faculty. In the absence of and by the authority of the President, the Provost shall serve as chair.

The Secretary of the faculty shall be elected by the faculty for a term of two years to record and distribute the minutes and perform such other duties as are the common practice for this office.

Faculty meetings are devoted primarily to discussions essential to legislative actions, involving such matters as curriculum, admissions and graduation requirements, academic

standards, and the like; consideration of broad educational issues particularly in relation to the University; review of plans for faculty study, and discussion of reports of study; visiting speakers and programs for professional development; and informational reports and necessary action on matters of routine administration.

There shall be at least two regular meetings of the University faculty each academic year set by the President. Special meetings of the University faculty shall be held upon the initiative of the President at such times as he/she may designate, upon the recommendation of the Faculty Senate, or upon the presentation of a petition by the faculty signed by not less than one-third of the members of the faculty who are privileged to vote requesting the meeting and setting forth the proposed agenda.

The agenda for faculty meetings shall be prepared by the President and shall include the following:

1. **President's Business.**
2. **Committee Reports.** Each faculty committee or Faculty Senate Committee shall submit to the President through the Provost at least two weeks prior to the date of each faculty meeting the full text of any report which it wishes to present to the faculty. The President, through the Provost, will notify the chair of the committee within a week of the meeting if it will be possible to include the report on the agenda for the coming meeting. If the report is to be included on the agenda, the chair of the committee shall distribute copies of the report to all faculty members three days prior to the meeting.
3. **Other Faculty Business.** Business which the faculties of major educational units, individual faculty members or groups of faculty wish included on the agenda shall be submitted and processed as outlined in item No. 2 above.
4. **Agenda for Special Faculty Meetings.** The agenda for special faculty meetings shall include only the material related to the purpose of the meeting.
5. **Procedure.** Legislative procedure not specifically stated in this document, or prescribed by a two-thirds vote of the members present after a quorum has been declared, shall follow the principles set forth in Robert's Rules of Order.
6. **Quorum.** A majority of the faculty eligible to vote must be present at a meeting in order to constitute a quorum. A quorum at the beginning of the meeting shall be necessary for the transaction of business.

Faculties of the Major Educational Units

The following constitute the major educational units of the University: College of Agricultural, Environmental and Nutrition Sciences; Andrew F. Brimmer College of Business and Information Science; College of Engineering, Architecture, and Physical Sciences; College of Arts and Science; College of Veterinary Medicine, Nursing and Allied Health; School of Education; Library and such other units as may be added by the President from time to time, with the approval of the Board of Trustees.

Membership in the faculty of the colleges and library services includes the dean, director or chair, personnel engaged in teaching or research, and personnel appointed to faculty status by the President.

Each college shall have a chair of its faculty and a secretary. The unit may provide such other officers as it may need from time to time. The dean, director or chair of the unit is

also the chair and executive officer of its faculty. The dean, director or chair of the unit shall appoint a secretary of the faculty of the unit. The secretary shall be responsible for keeping the minutes of all regular and special meetings and making such distribution of copies thereof, as is stipulated here.

The concerns of faculties of the colleges generally fall within the following areas:

1. Recommending requirements for admission to the unit subject to the approval of the Faculty Senate, the University faculty, the Provost and the President.
2. Recommending and abolishing courses and curricula for the unit subject to the approval of the Faculty Senate, the University faculty, the Provost and the President.
3. Recommending the schedule of studies offered.
4. Recommending such regulations and procedures for their own area as shall not conflict with the regulations and procedures established by the Board of Trustees, the University faculty, or any regulation or procedure which has been approved by the President.
5. Submitting to the President recommendations for the improvement of the educational program of the unit.
6. Exercising, subject to the approval of the President, disciplinary action in regard to their own members.
7. Promoting scholarship and research among the faculty.
8. Developing scholarship among students.
9. Guiding and counseling students, and giving support to, with appropriate participation in, other student development services.
10. Improving instruction.
11. Recommending to the University faculty and the President candidates for degrees, diplomas and certificates.
12. Assuming appropriate responsibility for controlling expenses for the unit.

Each college shall prepare its own schedule of faculty meetings for the year and file a copy in the Office of the Provost. The faculty shall meet at such other times as the chair may elect. A request for a meeting signed by one-half of the voting members of the faculty of a unit shall be honored by the Chair and a meeting called at a convenient time within a thirty-day period after the receipt of the request.

The minutes of the meetings of the faculty of a college shall be kept in standard form including time, place, persons present, persons absent, agenda, reports, action taken, and such other material as the chair or faculty of the unit may direct. Five copies of the approved minutes of each regular and special meeting shall be made and distributed as follows: Chair's Office, two copies: one for the files and one to be made available to faculty members upon request; one copy each for the secretary, Provost, and President. The minutes shall be made available to the University faculty upon the passing of a motion requesting that the minutes be made available.

Organization of the Graduate Faculty

The purposes of the graduate faculty are as follows:

1. To facilitate communication among the several colleges and departmental faculties offering graduate work, and between administrative officers and graduate faculty members.
2. To provide a medium for the incorporation of faculty judgment in legislating educational policies, procedures, and regulations with respect to graduate instruction and research.
3. To exercise the powers hereinafter specified. Membership in the Tuskegee University faculty is prerequisite to membership in the Graduate Faculty. Assignment by the President to the graduate faculty will be upon the recommendation of the dean of the college or the chair of the division and/or department in which the person is engaged, and upon approval of the Provost and the Dean of Graduate Programs and Research. Only those faculty members who hold at least the rank of assistant professor and who are approved to teach graduate courses or to supervise the research of graduate students, will be eligible for membership in the graduate faculty.

The following administrative officers, and such other persons as the President may appoint, shall be members of the graduate faculty:

1. President
2. Provost
3. Deans of Colleges/Schools
4. Associate Provosts
5. Vice President for Research and Sponsored Programs
6. Director of Library Services (Ex-officio)
7. Dean of Admissions and Records (Ex-officio)

All members of the graduate faculty shall have the right to vote. The officers of the graduate faculty are the chair and the secretary. The Dean of Graduate Programs and Research is the chair and executive officer of the graduate faculty. The Secretary of the Graduate Faculty shall be appointed by the Chair.

The duties of the Dean of Graduate Programs and Research are those of a presiding officer in similar deliberative bodies. The secretary shall record and distribute the minutes to all members of the graduate faculty and the President and perform other duties as are common practice for this office.

A regular meeting of the graduate faculty shall be held at least once during the regular academic year. Special meetings of the graduate faculty shall be held at such times as the chair may designate. A petition setting forth a proposed agenda and requesting that a special meeting be called, if signed by not less than two-thirds of the members of the graduate faculty, shall be honored by the chair and a meeting called at an appropriate time within a thirty-day period after receipt of the petition.

One-third of the members of the graduate faculty shall constitute a quorum for all regular and special meetings. A quorum shall be necessary for the transaction of business.

The agenda for graduate faculty meetings shall be prepared by the chair. Legislative procedure not specifically stated in this document, or prescribed by a two-thirds vote of the members present after a quorum has been declared shall follow the principles set forth in *Robert's Rules of Order*. The secret ballot may be required by a two-thirds vote.

The minutes shall be kept in standard form including time, place, persons present, persons absent, agenda, reports, action taken, and such other materials as the chair or graduate faculty may direct. Copies of the minutes of each regular and special meeting shall be distributed to all members of the graduate faculty.

The graduate faculty is primarily concerned with policies, procedures, and regulations pertaining to such matters as the following:

1. Admission and graduation of graduate students.
2. Requirements for graduate degrees.
3. Promotion of the general welfare of graduate students.
4. Promotion of scholarly endeavor among graduate students.
5. Promotion of the general welfare of the graduate faculty.
6. Development of scholarship and research among the graduate faculty.
7. Measurement and evaluation of graduate student performance and growth.
8. Improvement of graduate instruction, research, and guidance.
9. Participation in development of general administrative policy as appropriate.

APPOINTMENTS TO THE FACULTY

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Membership in the Faculty

Members of the faculty are appointed by and are responsible to the President through the Provost and the dean of a college to which they are assigned. The Board of Trustees appoints the President to the faculty and he/she serves as chair and executive officer of the faculty. The faculty consists of the President; General Officers; Associate General Officers of Administration who carry academically related responsibilities; persons serving the University in a teaching capacity and who hold the rank of professor, associate professor, assistant professor, or instructor; persons serving the University in a part-time teaching capacity and who would normally hold the rank of lecturer; persons designated as the professional librarians; and persons who are assigned faculty status in the research units. Only the persons designated as faculty and holding primarily a full-time academic teaching appointment may be eligible to hold a tenured appointment.

The provisions of the Tuskegee University *Faculty Handbook* and other published materials related to faculty are applicable to all full-time members of the faculty. A faculty member's status on the Tuskegee University faculty is determined by the nature of his/her primary assignment or appointment. The voting privilege in faculty meetings is accorded to:

1. Administrative officers who hold membership in the Tuskegee University faculty
2. Full-time members of the faculty

Part-time faculty do not have the voting privilege.

Initial appointments to the faculty as well as subsequent consideration of the faculty member for promotion and tenure will be made on the basis of the faculty member's professional competence, service to the University and community, and University need.

Regulations Regarding Appointment and Rank

Teaching faculty appointments to the University are of two kinds: tenure track appointments and nontenure track appointments.

1. Tenure track appointments are full-time faculty positions that may result in tenured appointments to the University's faculty. Tenure track appointments include all full-time teaching positions with the title of instructor, assistant professor, associate professor, or professor. However, tenure appointments will be considered only for persons with ranks above the instructor level. Persons at the rank of instructor may apply for promotion to a higher rank simultaneously with a consideration for tenure.
2. Nontenure track appointments are special appointments that are often limited to a brief association with the institution. These special appointments may be full-time or part-time and carry a title such as lecturer, visiting instructor, visiting lecturer, visiting professor, researchers or adjunct professor. Nontenure track appointments are made for a period of one year or less and the term of service in this status will not normally exceed three years in a full-time status as teaching faculty. Special appointees are not on tenure track and transference to the tenure

track is not implied in either the initial or subsequent appointment. However, eligible persons holding special appointments may be placed in a tenure track position at the option of the University. When this occurs, previous service at Tuskegee in a full-time teaching appointment may be considered as part of the subsequent probationary period; persons in this status will be expected to serve a probationary period of not less than four years.

Professional researchers and certain appointees may be considered special appointees with respect to certain faculty privileges but do not include formal membership in the teaching faculty and are not eligible for tenure consideration.

Research faculty members are those persons primarily involved in research. Research faculty may be appointed for fixed terms; the length of the term will ordinarily coincide with the duration of the research grant or contract held by the University under which such appointments are made. **Research faculty appointments are not tenure track appointments.** Terms of research appointments may be renewed without limitation, but no length of service in a research capacity can be expected to lead to tenure. Research appointments do not fall under the Nonreappointment Procedures for Probationary and Term Appointments for faculty who have primary teaching assignments. A research faculty appointee may be considered for appointment at any time to a rank of the normal tenure track as identified earlier; if so appointed, the required probationary period will be the same as that required of other faculty persons appointed to a position on the tenure track.

Part-time Faculty

A person, who meets the qualifications as stipulated for full-time faculty, may be appointed on a part-time basis. Any faculty member whose duties are less than full-time will be designated as part-time. Employment is for a designated period of time and the contracts are not automatically renewed.

Part-time titles are designated as given in the section on Academic Ranks and Titles in this Handbook. Rank designation will be determined using the same criteria for full-time faculty.

The Dean of the College with the approval of the Provost determines the assignment of part-time faculty in line with the faculty duties and responsibilities outlined in this Handbook. The Dean will state clearly any specific duties that the part-time faculty member is expected to perform. For each three-hour class taught by the part-time faculty member at least one office hour will be scheduled to meet with students. Additionally, it is expected that part-time faculty members will make themselves available to accommodate students who request appointments.

Part-time faculty members do not have voting privileges. They are not eligible for tenure. Also, part-time faculty members are not eligible to participate in fringe benefits.

Part-time faculty members will be evaluated in the same manner as full-time faculty members. However, the evaluation will be restricted to the specific assignment and task of the faculty member.

Academic Ranks and Titles

There are several types of faculty appointments which may be made at the University including:

1. Tenure Track Teaching Appointments

Instructor, Assistant Professor, Associate Professor, Professor - These are professorial ranks for full-time appointments which may lead to tenured appointments. These titles are normally associated with faculty primarily engaged in the instructional program.

2. Nontenure Track Teaching Appointments

Lecturer - The title of Lecturer, a part-time or full-time designee, denotes a teaching appointment that is not within the normal promotion sequence from Instructor to Professor. Lecturers in a full-time capacity are not tenure track appointments and may be appointed for no more than one year at a time. Persons who hold staff status may also be designated as a lecturer.

Adjunct - This title is limited to part-time faculty who normally are practitioners in a profession or whose main base is at another institution or whose role within the institution is primarily administration, etc. This is not a tenure track position. The adjunct title may be used with any of the professorial ranks.

Visiting Faculty - This title denotes a faculty member who is normally based at another institution of higher education or who is normally employed with a company or agency who temporarily transfers his/her home base to Tuskegee University. The visiting title may be used with any of the professorial ranks. It is not a tenure track appointment.

Instructor and Higher Ranks - In cases where there is a need to employ faculty members in disciplines in which a major is not offered, the University reserves the right to appoint individuals on a year-by-year contract or multiple year contracts not to exceed three years. Multiple year contracts may be considered for renewal but they are not automatic or guaranteed or the individual has no right to renewal. In this nontenure track position, the faculty member will not be eligible to earn tenure, regardless of the number of years in which service is rendered.

3. Research Faculty Appointments

Research faculty appointments are those whose primary assignments are in the area of research. These are not tenure track appointments. The following titles are used for research faculty appointments: Research Professor, Research Associate Professor, Research Assistant Professor, Scientist, Senior Scientist, Research Assistant and Research Associate. Research Professors, Research Associate Professors, Research Assistant Professors, Scientists and Senior Scientists are research faculty employed primarily as the principal investigator on sponsored research projects or one who would have such projects.

4. Emeriti Faculty Appointments

Upon recommendation by the Dean of a College and the Provost and approval by the President, the emeritus title may be conferred upon faculty members who:

- Retire at age seventy or over and who have served Tuskegee University for at least ten years, or
- Retire after twenty-five or more years of service at Tuskegee University, or
- Retire for reasons other than the above, e.g., physical disability, and who have served Tuskegee University for at least five years.

In each case, the same faculty rank will be conferred in the emeritus title as the one last held as a member of the Tuskegee University faculty. Persons with the emeritus title are extended certain privileges which entitle them to inclusion in the faculty list printed in the Tuskegee University Catalog or other official publications; library privileges; participation in the tuition grant program for their children, desk and office space and laboratory space as available and needed, for the continuance of professional endeavors in an academic atmosphere. Additionally, emeriti faculty members shall retain the right to participate in the fringe benefit programs of which they are legally eligible and for which the Provost will have certified their status as faculty emeriti.

Joint Appointments

Appointments may be made between/among different academic units and other units of the University; these are called joint appointments. A joint appointment between a teaching unit and nonteaching units such as the George Washington Carver Agricultural Experiment Station, Cooperative Extension Program (CEP), Centers of Excellence- and other interdisciplinary centers, administrative units, and other like units are special appointments. The holders of such appointments may not be eligible for academic tenure because of the nature of the appointments. Such an appointee may be given the title Lecturer and his/her staff title. In certain cases, an appointee may be given a regular professorial title and his/her staff title; however, the appointment will still be considered a special appointment.

Minimum Requirements for Ranking and Promotion

The rank of each faculty member is determined on the basis of the criteria required for each rank. Thus, no faculty member shall be discriminated against regardless of age, sex, marital status, handicap, color, religion, national origin, or sexual orientation for appointment or promotion to the rank for which he/she is eligible. New faculty members hired by Tuskegee University may be granted a rank consistent with the criteria expressed in this Handbook. It is the responsibility of the dean/unit head of the academic area concerned and the Provost to ensure that the faculty member hired meets the criteria for the rank granted at the time of hiring. Persons who do not document credentials and experience will not receive a second contract.

The Instructional Faculty: Instructor, Assistant Professor, Associate Professor, and Professor

The criteria listed below are minimal requirements for each rank. The expectation is that faculty appointees at the University will be made beyond these minimal requirements. In addition to the criteria listed below, a faculty member being considered for these ranks must meet the appropriate professional and/or academic competence requirements for promotion to these ranks stated elsewhere in this handbook.

Rank	Minimal Education and Certification Requirements	Minimal Experience Requirements
Instructor	Master's degree in professional discipline or directly related field	None required
Assistant Professor	Highest degree in discipline or directly related field.	None required
	<i>or</i>	
	Master's degree in professional discipline or directly related field plus appropriate professional certification	Three years of college level academic experience after the degree.
Associate Professor	<i>or</i>	
	First Professional degree	Three years of college level academic experience after the degree
	Highest degree in discipline or directly related field.	Four years of college level academic experience or business and industry experience after the degree, or a total of six years of college or business and industry experience after the degree.
	<i>or</i>	
	First professional degree plus specialty board certification	Same as above for Associate Professor

Professor	Highest degree in discipline or directly related field.	Seven years of college level academic experience after the degree or a total of ten years of college level academic experience or business and industry experience after the degree with at least two years of college experience after the degree.
	or	
	First professional degree plus master's degree in the discipline or directly related field plus specialty board certification	Same as above for Professor

Meritorious Ranking

Meritorious ranking of faculty is an action by the President to deal with unusual needs of the University where the normal consideration of faculty rank by the Academic Personnel Services Committee of the Faculty Senate cannot adequately address a situation because of limitations in the established policies and standards of the University. Meritorious ranking by the President of the University is intended to deal with relatively new faculty members who join the University in special circumstances. Meritorious ranking is not intended as a "back door" alternative to ranking that cannot be achieved by meeting reasonable standards and expectations of the established criteria.

In case of exceptional merit, as measured by international, national, regional, or state standards and acclaim, a faculty member who has achieved exceptional distinction in one of the requirements for a rank may be considered for meritorious ranking. In such cases, the College Personnel Committee makes the recommendation to the Academic Personnel Services Committee, and the Academic Personnel Services Committee passes its recommendation to the Provost, who submits the entire file, along with recommendations to the President. The initiative for the recommendation of meritorious ranking may occur at any level including that of a dean, the Provost, or the President.

Policies on Recruitment and Appointment

It is the policy of Tuskegee University to seek for its faculty positions the best qualified persons who are judged to be so in a competitive employment search. The University has established general procedures for the recruitment and selection of faculty members although the application of these procedures varies somewhat among academic units. College Personnel Committees, Search Committees, or department heads are charged with the responsibility of recruiting and making recommendations for filling budgeted positions. The recruitment process usually involves the following activities:

1. Announcements of positions are made in professional journals, at professional meetings and circulated to colleges and universities, laboratories, research centers, etc.
2. A review of the applicant's credentials is conducted by heads of departments, Deans, and the Provost.
3. Personal interviews are scheduled with the department head, dean, Provost and President. The applicant's visit to the campus usually includes a tour of the campus and the surrounding community as well as the opportunity to meet with the faculty in informal settings.
4. Recommendations are made by the department heads or members of the College Personnel Committee to the dean who reviews the recommendations and submits them to the Provost for action. The Provost submits recommendations to the President for action.

Specific guidelines for advertising faculty position vacancies follow:

1. All faculty position vacancies must be advertised when persons from outside the University will be recruited.
2. The advertisement procedure for faculty position vacancies are as follows:
 - a. Step one - All faculty position vacancies will be advertised for two weeks on campus. This advertisement will consist of sending announcements to appropriate persons for position on bulletin boards as follows: Each College Dean, Library, Auxiliary Enterprises, Vice Presidents, and Personnel Services. The position vacancy may be filled at the end of the two-week period, if an acceptable candidate has applied.
 - b. Step two - List position vacancies on the Tuskegee University website or in other appropriate media.
 - c. Step three - List position vacancies with the Alabama Employment Agency and, as need requires, place advertisements with newspapers and appropriate journals. These advertisements are to be financed out of department or college funds.
 - d. All faculty position vacancy advertisements must contain the prescribed equal employment opportunity clause:
AN EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION
EMPLOYER.

Recruitment and Employment of Non US Citizens

Only persons lawfully entitled to work in the United States will be eligible for employment at Tuskegee University. Generally speaking, all persons in the U.S. are either citizens or aliens (noncitizens). The normally accepted proof of U.S. Citizenship — birth certificate, baptismal certificate, naturalization certificate, passport — will be accepted at face value.

After a hiring determination has been made, noncitizens will need to furnish proof of their legal right to remain and work in the United States. Hiring of persons who are not U.S. citizens will comply with regulations of the Immigration and Naturalization Service (INS), and other laws applicable to employees generally such as Fair Labor Standards, Internal Revenue, and Social Security Acts.

A copy of "Documentary Requirements for Aliens in the United States" (FORM N-97) is available at the Office of Personnel Services. This will help hiring units to identify the various immigration documents that can be presented by noncitizens — (a) nonimmigrant classifications, (b) employment eligibility, and (c) employment authorization.

FACULTY EVALUATION, PROMOTION AND TENURE

FACULTY EVALUATION, PROMOTION AND TENURE

Policy on Faculty Evaluation

First Year Review

- a. Conducted by Department Heads, reportable to Dean for use in justifying continued appointment.

i) Instructional efficacy:

- a) Courses taught/student learning outcomes/course
 - a. number of students impacted
 - b. success rates
- b) Pedagogical advances (e.g., course revisions, instructional innovations)
- c) Graduate student supervision, as applicable
 - a. number of graduate students
- d) Faculty and student evaluations

ii) Research area/ scholarly niche/creative work:

- a) Grants and contracts that impact scholarly work as opposed to block or institutional grants
- b) Patents and royalties in those disciplines that reflect excellent scholarly work but is not immediately publishable
- c) Creative presentations (type and impact within the discipline)

iii) Proposals submitted and outcomes:

- a) Pending action/ grants and/or contracts awarded

iv) Departmental/college/school/university-wide service, community/regional/national/global engagement:

- a) Definable and quantitative measures of the impacts per service sector

v) Scholarly products:

- a) Organized in descending order of significance:
 - a. peer-reviewed publications (electronic or hard-copy)
 - b. professional exhibits (as applicable)
 - c. conference presentations
 - d. abstracts
 - e. newspaper articles, non-peer reviewed publications (electronic or hard-copy)

Guidance:

Should the assessment be positive yet evidence definable deficiencies, a succinct improvement plan should be formulated and implemented for year two and beyond. If decidedly negative (e.g., below average), the assessment should occasion a terminal year two contract fully consistent with the due notice stipulated in the Faculty Handbook.

Third Year Review

- a) Addresses the above five elements but with emphases on elements (i),(ii),(iii) and (v). For this review step, an improvement plan is inappropriate; rather, a less than exemplary assessment for the three-year aggregate will occasion the issuance of a terminal contract. Thus, the sixth year promotion and tenure process would obtain only for the faculty member who successfully traversed the third year review process.

Post Tenure Review

- a) Purpose- to iteratively assess the performance of tenured faculty consistent with reasonable expectations as defined by the traditional elements of the professoriate of a University. Categorically, it is not designed to impact the tenure status of the faculty, as such is properly and independently addressed during the sixth year promotion and tenure process or, in rare instances, upon initial appointment.
- b) Process:
 - i) Each college/school academic personnel committee consisting of tenured faculty members or a comparable review structure, designated by the chief administrative/academic officer of the unit, will conduct a review of the aggregate performance of each tenured faculty member at four year intervals based on a report by the faculty member addressing accomplishments in scholarship, teaching and service, as appropriate.
 - ii) The summary ratings will be as follows: exceeds expectations; meets expectations; and does not meet expectations/unsatisfactory.
 - iii) In response an unsatisfactory assessment, the Department Head and /or Dean/Director, in collaboration with the faculty member will implement a plan of action designed to enhanced performance by the tenured faculty member. Documented improvement in performance must be evidenced one academic year subsequent to the implementation of the plan of action (professional improvement plan).
 - iv) Two consecutive unsatisfactory ratings will occasion a more comprehensive review, the outcome of which will inform a repurposed role and responsibility for the tenured faculty member in question within the overall context of efficacious deployment of departmental, college/school and university resources, writ large.

Policies and Criteria Governing Promotion

The criteria employed in evaluating faculty performance consist of formal training, experience, professional development, teaching/job effectiveness, research and creative work, international and other service to the University, and University needs. Formal training throughout this section refers to training in the applicant's specialty.

The teaching/job effectiveness of faculty members is monitored by department heads and deans/unit heads. Appropriate procedures for this may vary from department to department, but the rating should be convertible to a numerical scale.

Teaching/job effectiveness shall be rated on a scale of one to eight, on which three represents the minimally acceptable level of performance and eight represents the highest level.

The applications for promotion or ranking of persons with prior teaching/job experience shall indicate the applicant's rating and there shall be an explanation of how the rating was obtained. Promotion to the rank of Associate Professor shall require a rating of five or higher. Appointment by promotion to rank the Professor shall require the rating of six

or higher, unless there are compensatory factors in the form of outstanding performance in other areas. In no case shall a person with a rating less than five be appointed or promoted to the rank of Professor.

Promotion to any professional rank shall require evidence of **Service to the University** in the form of active participation on committees, councils, and similar groups and international programs activities and efforts to increase the University's revenue. This is not to imply that persons not elected to campus-wide committees are ineligible to hold these ranks. Consideration will be given for participation in a variety of activities, both on the campus and in the community, national and international arena, in the widest sense. Examples of such activities include the following:

1. **Faculty Sponsorship of Student Activities:** (e.g., volunteer student organizations, Debating Society, scholastic and honor societies, professional clubs, departmental organizations, social clubs, etc.)
2. **Consultantships:** (e.g., to professional organizations and societies, educational institutions, industry, governmental services.)
3. **Service on University and other Committees:** This category includes services in the state and region as well as those in the campus community. It may also include the holding of office in professional societies.
4. **International Service:** A faculty member whose primary or major contribution is in international service may excel in any one or a combination of the following: administration, institution building program, conducting research, training counterparts, short-term training of foreign nationals – either in or out of the country, and extension training related to overall implementation and acceptance of international activity. Responsibilities and accomplishments in international service may be evaluated by describing programs initiated, overall performance and productivity under these programs, uniqueness of international contribution, program acceptance (locally, nationally, internationally), communication of results (in reports and professional publications), short or long term impact of programs, special recognitions received, unusual difficulties and problems encountered and success in handling the situation, and unique situations associated with the international assignment.

A faculty member who accepts an international assignment remains a member of the respective academic unit. Established practices with respect to evaluation, promotion, salary increases, etc., continue to apply. The College Dean, department head or the faculty member's immediate supervisor, will perform annual performance appraisals, make salary adjustment recommendations and initiate promotion and tenure proceedings. Similarly, service credit towards tenure while the faculty member is on international assignment is accumulated in the same manner as for those assigned to on-campus activities.

When evaluating applications for ranking of faculty members with no prior experience at Tuskegee University, consideration shall be given to services performed at their previous place(s) of employment.

Faculty members seeking to advance in rank are required to establish and maintain a continuing record of professional development in the listed categories outlined below as follows:

- | | |
|----------------------------|--|
| Assistant Professor | Applicants are required to qualify in any one of the ten categories listed below. |
| Associate Professor | Applicants are required to qualify in any three of the categories listed below as minimal requirements, [including at least one publication in a refereed journal] |
| Full Professor | Applicants are required to qualify in any four of the following categories as minimal requirements including at least one of the following [criteria/characteristics]: one, two, five, or six. |

Criteria/Characteristics of Professional Development

1. Publication of a book (without subvention by the author) representing the results of research, scholarly works, professional accomplishments or creative endeavors.
2. Publication of at least two refereed papers or renditions in appropriate refereed journal of papers or renditions representing the result of research, scholarly works, professional accomplishments or creative activities.
3. Publication in an appropriate non-refereed journal of papers or renditions representing the result of research, scholarly works, professional accomplishments or creative activities.
4. Publication of at least three bulletins, pamphlets, abstracts, or the inclusion in appropriate conference proceedings of scholarly efforts representing the results of research, professional accomplishments or creative activities.
5. Preparation of audiovisual tutorial computer software or similar programs which have been accepted by a refereed source.
6. Documented or demonstrative evidence of professional development through outstanding and singular performance in the Arts by:
 - a. The performance by a recognized agency or their original music, drama, choreography, libretto or other composition of high quality **or**
 - b. The performance by the individual of music, drama, dance, or other aesthetic renditions, **or**

- c. The creation of a painting, sculpture, architectural design, or other fine or practical arts, and their presentation at exhibitions.
7. Documented evidence of professional development through the presentation of papers or the results of scholarly activities at recognized professional meetings seminars, symposiums, workshops, etc.
8. Preparation of effective instructional materials, e.g., laboratory guides, audiovisual tutorial programs, and computer assisted programs to be used by students, (standard course outlines are not acceptable in this category).
9. Documented evidence of significant leadership or participation in the activities or recognized scholarly or professional organizations (membership alone is not acceptable in this category).
10. Documented evidence of professional development which may include strengthening the academic programs through participation in grants and contracts, research projects/grants and international program projects/grants.
11. Board Certification.

An applicant seeking higher rank is required to demonstrate significant professional development since his/her last promotion. Publications must be within the past five years of the faculty member's application for promotion and certification of rank.

University needs refers to the requirement that the University operates an educational program consistent with its statement of purpose and within its financial resources.

Composition of Committees for Rank and Tenure

Membership on the College Personnel Committee will consist of the dean and three other persons who hold at least the rank of assistant professor and all members should be tenured. The membership of the Academic Personnel Services Committee, which is the University-wide committee, will consist of one member from each of the colleges and Library Services. All members of the Academic Personnel Services Committee must be tenured.

Procedures Relative to Promotion in Rank

The rank of each faculty member shall be determined solely on the basis of the criteria required for each rank. The individual faculty member takes the initiative in preparing his/her dossier for submission to the departmental chairman. Applications for ranking are submitted to the College Personnel Committee by the chairman of the department of which the applicant is a member. It shall be the responsibility of the dean/unit head to notify all faculty members at least two weeks in advance of the College Personnel Committee meeting. At each meeting, action (approval, disapproval or return to the applicant for clarification) shall be taken on all applications received within three days prior to that meeting. Persons whose applications are rejected by the College Personnel Committee will be notified within two weeks of rejection. Recommendations of the College Personnel Committee on the ranking of individual faculty members are transmitted to the Chair of the Academic Personnel Services Committee who will acknowledge the receipt in writing. All recommendations received prior to two weeks before a regular meeting of the Academic Personnel Services Committee shall be considered at that meeting. Action of those received after the deadline for the regular meeting may be postponed until the following meeting.

All recommendations from the College Personnel Committee and the Academic Personnel Services Committee are forwarded to the Provost no later than February first of each year after having been acted on by the Academic Personnel Services Committee. If the Provost is in accord with the recommendations, they are transmitted to the President, as a joint recommendation, on behalf of the Provost and the Academic Personnel Services Committee, along with the original recommendation from the College Personnel Services Committee, and other supporting documents.

In each case, the President's final decision shall be forwarded to the dean/unit head through the Provost. It shall be the duty of the dean/unit head to ensure that the faculty member is informed in writing of the final action. If certification is awarded for a rank less than originally sought, or is denied, the dean/unit head shall explain the action, in conference, to the faculty member.

Academic Freedom and Tenure

Tuskegee University complies with the "1940 Statement of Principles on Academic Freedom and Tenure" as presented by the American Association of University Professors. The principles are published in a handbook on Public Documents and Reports which is published by the American Association of University Professors. Statements on Academic Freedom and Tenure are located in the Appendix of this handbook.

Criteria for Tenure Decisions

Appointments with tenure are granted only to full-time faculty members with the rank of assistant professor or higher in the academic areas and the professional library staff.

In determining an applicant's eligibility for academic tenure, the professional competencies outlined below are evaluated (if appropriate, documented evidence should be included in the applicant's formal dossier).

1. Teaching, Job Effectiveness
2. Continued Professional Development
3. Service to the University Community
4. Evidence of Scholarship
5. Professional Activities
6. Membership and Leadership in Professional Organizations
7. Professional Awards and Achievements
8. Participation in College Activities
9. Research

In addition to the categories listed above, other factors considered in tenure decisions include advisory service to students, supervision of graduate students, the promise of professional growth, board certification and the faculty member's prospects for synchronizing with long-range needs of the University. Minimum standards in the areas of teaching, professional development and service follow:

1. **Teaching/Job Effectiveness:** The applicants teaching/job effectiveness is rated on a scale of one to eight. Appointment with tenure requires a rating of five (5) or higher. The applicant should submit tangible evidence relative to teaching, job effectiveness, written reports by colleagues, student evaluations, and etc.
2. **Professional Development:** Applicants are required to establish, maintain and/or demonstrate promise of professional growth through achievements since employment at Tuskegee University in at least three of the categories outlined under Criteria/Characteristics of Professional Development. Publications must be in the past five years of the faculty member's application for tenure.
3. **Service to the University/Community:** Applicants are required to demonstrate evidence of service to the University and/or larger communities.

Policies and Criteria Governing Tenure

Tenure Appointments. It is understood that academic tenure is an arrangement under which faculty appointments in an institution of higher education are continued until retirement age, physical disability, dismissal for cause, or termination on account of financial exigency or change of instructional program. A tenure appointment at the University is associated with the department in which the person is employed at the time tenure is granted. Persons holding joint appointments will receive tenure in the primary unit. A tenure appointment at the University is not a guarantee of lifetime employment; a tenured faculty member may be dismissed as discussed elsewhere in this handbook.

No faculty member shall be appointed beyond the stated probationary period at Tuskegee University unless a formal recommendation for the award of tenure, in accordance with the University policies, procedures, and needs shall have been submitted and properly approved. At Tuskegee University, tenure is not automatically conferred; tenure is a privilege, not a vested right of a faculty member. Faculty members are required to complete a prescribed probationary period before a tenure decision is made. This probationary period is defined as a "period of professional service during which a faculty member does not hold tenure and is observed by colleagues for the purpose of evaluating

his/her professional performance.” As a general rule, the percentage of the full-time teaching faculty with tenured appointments will be limited in accordance with specific policies of the Board of Trustees.

Only the President of the University may give notice of tenure. Notification of tenured appointments will be made in writing; thereafter, such persons will receive an annual notice of change in rank, salary, and/or other conditions of employment as appropriate from the President. Achievement of tenured appointments does not necessarily imply advancement to a higher rank, nor does a probationary appointment preclude advancement to a higher rank.

In rare cases, in which special and unusual expertise is essential to the operation of one or more of Tuskegee University’s programs, a person may be hired with tenure. In such cases, the dean or administrator who makes the recommendation for such action must provide appropriate justification to the Provost and the Academic Personnel Services Committee and obtain their approval. The President’s approval is also required.

Probationary Appointments. A probationary appointment of some specific length is required of all persons holding tenure track appointments. The maximum probationary period for new faculty at Tuskegee University is seven (7) years, with a decision regarding tenure normally being made by the end of the person’s sixth year of service.

The University may recognize full-time teaching or academic experience at other accredited institutions of higher education. Accordingly, a teacher who has served three (3) or more years teaching full-time at another institution may normally expect to serve a probationary period for up to four (4) years at the University.

Persons with probationary teaching, or special appointments will be notified of their status with the University in writing by the President; this notification will include a statement of salary, rank, and/or other conditions of appointment, and the term for which the appointment is made.

Tuskegee University shall be under no obligation to renew probationary appointments or special appointments and holders of such positions shall have no presumption of tenure, presumption of performance or expectation of automatic reappointment.

The faculty member will be advised, at the time of initial appointment, of substantial standards and procedures generally employed in the decisions affecting renewal of appointment and tenure. The faculty member will be advised of the time when decisions affecting renewal or tenure are ordinarily made, and will be given the opportunity to submit material which he/she believes will be helpful to an adequate consideration of his/her circumstances.

Procedures Relative to Tenure Decisions

Faculty members being considered for academic tenure are required to submit the standard Tenure Blank along with a formal dossier on teaching/job performance, professional development, documentation of research, professional activities, evidence of scholarship, service to the University, and any other information deemed pertinent by the

applicant, his/her department chairperson, and dean/unit head. The dossier should be prepared with the realization that volume does not necessarily imply substance.

It is the responsibility of the faculty member who is being considered for tenure to ensure that his/her dossier is prepared for review during his/her sixth academic year of employment (or the year before his/her probationary period ends, as appropriate). Dossiers of applicants being considered for academic tenure are submitted to the College Personnel Committee by the chair of the department of which the applicant is a member. The College Personnel Committee evaluates the information and materials, supplementing them, where required, with its own investigation, and forwards all of its materials, along with its recommendations, for or against tenure to the Academic Personnel Services Committee. All applications must be received by the Academic Personnel Services Committee not later than the end of the first semester of the sixth year of full-time employment (or other period as appropriate depending upon the applicant probationary period). All recommendations of the Academic Personnel Services Committee shall be forwarded to the Provost no later than February 1. The Provost reviews the recommendations, makes an evaluation of the applicant, and submits all of the information and his/her recommendation to the President for final action. The applicant will be notified in writing of the results. Because it is a probationary appointment, a faculty member who is denied tenure is not given a statement of reasons for the denial of tenure. The appointment following the denial of tenure (seventh year of employment) shall be a terminal appointment. The subsequent contract or other notice of appointment given to faculty members who have served the probationary period shall state explicitly whether the appointment is with tenure.

Non-Approval and Appeal for Promotion and Tenure

If the evaluation of the Provost is significantly different from that of the Academic Personnel Services Committee, the chair thereof shall be so informed. If the differences cannot be resolved, the Provost may request a meeting with the Academic Personnel Services Committee. The joint meeting shall take place within thirty days after the recommendation has been submitted to the Provost by the Academic Personnel Services Committee. If the joint meeting results in resolution of the differences, a joint recommendation shall be sent to the President. Each recommendation shall be accompanied by a supporting statement.

If the applicant or applicant's dean/unit head believes that certification was denied because of insufficient information, the application may be resubmitted to the Academic Personnel Services Committee with additional supporting material. The Academic Personnel Services Committee must then reconsider the application. The applicant may appear personally before the Academic Personnel Services Committee, as may the dean/unit head and department chair, to present his/her view of the matter. The application must then be resubmitted to the Provost, whereupon the procedure described above for the original evaluation will be followed with the additional provision that the applicant may appear personally before the party conducting the evaluation.

If the faculty member was denied certification to a rank, after all recourse through the foregoing procedure, including approval by the College Personnel Committee, any subsequent appeal would be through the regular procedure for the consideration of grievances.

Important Dates

First full week in November	Faculty member submits application and supporting documents to the Associate Dean/Department Head. The Associate Dean/Department Head has <u>five working days</u> to complete the rating of the faculty member.
Third week in November	Associate Dean/Department Head submits application and supporting documents to the Chair of the College Personnel Committee.
Fourth week in November	College Personnel Committee meets, completes evaluation of faculty members. The College Personnel Committee has <u>ten working days</u> to complete the evaluation and submit applications and supporting documents to College Dean.
Second week of January	College Dean submits reviewed and evaluated applications and supporting documents to the Chair of the University Personnel Committee. The University Personnel Committee has <u>fifteen working days</u> to complete review of applications and supporting documents.
Fourth week in January	Chair of University Personnel Committee submits applications and supporting documents to the Office of the Provost for evaluation and for submission to the President's Office.
First week in April	President informs the Provost and respective College Dean. The faculty member is notified in writing, regarding the decision.

EMPLOYMENT PRACTICES

EMPLOYMENT PRACTICES

Employment of New Personnel

All requests for personnel action for both new faculty and staff candidates must be initially approved by the respective dean or administrative department head, general officer, budget officer, personnel officer, and the President or Provost. The Personnel Director or Provost, as appropriate, will prepare the proposed employment contract for the review and final approval of the President.

It is the policy of the University that no candidate for employment reports to work unless a contract has been signed by either the President or the Provost and the candidate outlining the terms of his employment.

The University will be under no obligation to pay a job candidate who reports to work prior to his/her being officially employed by the University.

Changes in Employment Status

All modifications in the employment status (hiring, termination, salary changes, transfers, resignations, extended sick leave, etc.) of University faculty and staff must be reported promptly to the appropriate general officer and the Director of Personnel Services prior to the proposed modification in employment status such that appropriate action may be taken. It is the direct responsibility of the respective dean or administrative department head to ensure that this communication occurs.

These proposed modifications in employment status should be reported on the Personnel Action Form (PAF) that is available in the Offices of Personnel Services, Deans and the Provost. Final action for changes in employment status requires the approval of the President.

Faculty Duties and Responsibilities

Full-time faculty members owe their primary loyalty and support to Tuskegee University of which they are a part and from which they in turn receive their support. As a consequence, it is expected that their time and efforts will be directed toward pursuing the goals and objectives of the University, e.g. teaching, advising students, pursuing scholarly work, serving on University committees, performing certain necessary administrative tasks, and such other duties as necessary to carry on the work of the University. As an essential part of his/her contract with the University, a full-time faculty member agrees to render full-time service during the academic year. A full-time faculty member will advise his/her immediate supervisor of any activities in which he/she may be engaged which will or may result in rendering less than full-time service to the University. Provisions are made in the Faculty Handbook for faculty to engage in outside activities both for remuneration and nonpaying. The University encourages all faculty members to engage in such activities that will enhance the faculty member's professional development and the University's standing in the community. However, the pursuit of such activities is not expected to interfere with the individual's carrying out his/her responsibilities to Tuskegee University. In no case shall a

faculty member hold another full-time position while employed full time at Tuskegee University.

Specifically, the duties of a full-time faculty member include:

1. Teaching courses as assigned.
2. Guiding, tutoring and counseling students, and giving support to, with appropriate participation in, other student development services.
3. Serving on committees as required.
4. Improving instruction through the use of modern and adequate materials, procedures, methods of evaluation, and the like.
5. Keeping accurate class records and making timely reports of grades, attendance and the like.
6. Attending faculty meetings (general, departmental, college) and at least one half of University Convocations are required of all faculty members. Faculty members are encouraged to share in the informal life of the campus community such as attending lectures, athletic events, concerts and the like to the end that maximum constructive relationships are developed among faculty, staff and students.
7. Carrying on such auxiliary duties as may be within the province of the specific position or as mutually agreed upon (e.g. research, public service, and etc.).
8. Assisting in the recruitment and registration of students.
9. Keeping regular office hours.
10. Performing other appropriate duties as may be required by the University.

Teaching Load/Released Time

A full-time faculty member at Tuskegee University is expected to be actively engaged in a variety of activities including teaching, pursuing scholarly activities, serving on committees, advising students, performing administrative tasks, and related tasks. Because Tuskegee University is primarily a teaching institution, every full-time faculty member on the tenure track promotional sequence from instructor to professor is expected to teach a minimum of six hours in each of the two academic year semesters. Tenured faculty members who serve in administrative or research positions are expected to teach on a regular basis. All teaching loads must be approved by the Provost.

The teaching load policy at Tuskegee University recognizes that credit hours taught, number of different preparations, laboratories, class sessions, number of students taught and level of classes all influence the adequacy of a teaching load. The normal teaching load is 12/13 credit hours per semester for full-time faculty teaching in the undergraduate program with a maximum load not to exceed 15 credit hours which includes regular classroom instruction, independent study, directed research, and supervision of graduate students. For graduate programs, the normal teaching load is nine credit hours per semester with a maximum load not to exceed 12/13. Normally these teaching loads should include no more than three separate class preparations each term. Laboratories for which the faculty member is fully responsible will be considered in the teaching load. If a faculty member has less than a normal load for one semester, than a heavier load would be assigned the net semester without extra compensation. Credit for team taught courses will

be prorated among the faculty members teaching the course.

Released time from teaching responsibilities up to nine semester hours (six semester hours in the graduate program) may be approved under the following conditions:

1. Up to three semester hours for administrative work as the head of a major academic unit below that of the deanship; consideration may be given for additional released time based on unusual conditions in the unit. Approximately one-fifth (20 percent) is computed for administrative work as the head of a major academic unit below that of deanship. Committee work, student counseling, incidental academic counseling and supervision, and other administrative-related work are considered to be normal and associated expectations for a faculty member unless these require substantial, regular, and extended work, in which case consideration is made in developing the faculty member's schedule.
2. Up to six semester hours of sponsored research provided the instructional program is not adversely affected and no basic budget funds are required to cover the courses.
3. Special projects, assignments which require more than normal amounts of time.

In certain limited situations, a faculty member may be permitted to teach fewer than six semester hours per term.

Faculty applying for grants who wish to include released time in the grant are required to request the full amount of the faculty member's salary if it is expected that an additional Full-time Equivalent (FTE) faculty member needs to be added to the department in order that the normal teaching activities of the department are to be carried out.

Faculty requests for released time from teaching may be made to the respective dean preceding any term. The dean will make an appropriate recommendation to the Provost, who will make the final decision regarding the request.

The following procedure should be followed when faculty members are to be placed on released time:

1. The percent of released time should be agreed upon by the faculty member, department head and College Dean, and approved by the Provost.
2. Approved released time should be conveyed to the Grants and Contract Accounting by the College Dean or the major unit head prior to the actual beginning of the arrangements if reimbursement for the released time is to come from outside funds or is to be used to meet cost-sharing obligations. This notice should include the percent of released time spent on other than normal responsibilities.
3. The Office of Grants and Contract Accounting will verify whether or not adequate funds are available from outside sources as indicated above.

Research and Research Grants

Tuskegee University encourages faculty research and urges faculty members to submit proposals for funded research as well as to conduct research whether or not funded. When research is funded, a faculty member shall not be paid for more than 100 percent of his/her time claimed by the University, and salary supplements on the grant for the duration of a grant shall not be allowed.

If an investigator is to be compensated from a grant for research done during the summer months or other free periods, the compensation must conform to the regulations of the granting agency and the University.

Full time faculty may serve as a paid consultant for a research grant held by another faculty member of the university as long as the arrangement adheres to the limit of one day per week set forth in Salaries and Compensation (49) and does not violate the guidelines of the funding agency.

Leave of Absence with Pay

Leaves of absence with pay may be of two types: (a) those made necessary by illness, temporary employment elsewhere in a Tuskegee University sponsored activity, or other personal circumstances; and (b) sabbatical leaves for the purpose of creative study, travel, and or research.

Application for either type of leave should be made to the President through the dean of the respective college and the Provost at least one full semester prior to the leave period requested, except in the case of personal leave granted by reason of exceptional circumstances; a request for sabbatical leave should be made at least one year in advance. Personal leaves, except those made necessary by government service, should not exceed one year, and may not exceed two years.

For nontenured faculty members, a period of leave counts as a part of the probationary period. When, however, the leave is of such a nature that the individual's development as a faculty member while on leave cannot be judged, or when the leave is for purposes other than scholarly, the individual is allowed, on his/her request, to have the tenure decision postponed for a period equal to the length of the leave. Such an agreement must be in writing prior to the leave.

Tuskegee University has a firm commitment to sabbatical leaves, but such leaves are granted at the discretion of the University. Ordinarily, eligibility for sabbatical leave requires consecutive service at the rank of Assistant Professor or higher for seven (7) years. Applications for sabbatical leave may be either for an academic year of two semesters at half salary, or for one semester at full salary. Postponement of an approved sabbatical leave for the convenience of the professor does not accumulate credit toward future sabbatical leave; however, credit toward such may be accumulated when sabbatical leaves are postponed in the interest of the University. Ordinarily, sabbatical leave may not occur more often than once in eight (8) years.

Leaves (with pay), especially sabbaticals, place on the faculty member a contractual obligation to return to the University upon expiration of the leave period. In any case, all

faculty members on leave should observe the same rules of adequate notice of resignation that would apply if they were not on leave.

Application for either type of leave should specify the period of time requested and the reason for seeking leave. **In the case of application for sabbatical leave, a full description of activities to be undertaken during the leave period should be included.**

Leave of Absence without Pay

Application for leave of absence without pay shall be honored by the University whenever it can do so without serious impairment of its educational functions.

Unpaid leaves of absence shall be granted normally for one or two years, but may be extended, at the discretion of the University for a maximum of three years. Consecutive leave beyond three years shall be granted only for extraordinary cause, and in no case beyond four years.

Extension of an absence beyond the approved period leave shall cancel all contractual be made no later than February 1 in order to qualify for the academic year following.

Educational Leave with Pay

The University is committed to providing opportunities for continued professional development of its faculty. Provided outside gift or grant money is available, educational leave with pay may be provided for the following:

1. Faculty with tenure who do not have the highest degrees in their disciplines or who because of changing requirements in their fields of specialization may need to acquire a specialized degree or additional training.
2. Continuing education for tenured faculty in an area of importance to the University's educational program
3. Untenured faculty who are All But the Dissertation (ABD) and at the point of writing a dissertation (excellent performance reviews) - no more than one year

Applications should be made to the Provost through the appropriate dean, to be considered for such opportunities.

Leave from the Classroom for Administrative Appointments

Tenured faculty members serving full-time in administrative positions may retain their academic tenure for up to ten years. Exceptions may be made based on evidence that the person involved has maintained significant involvement in teaching in the discipline and scholarship during the period in which he held administrative appointments.

Provisions for Attendance at Professional Meetings

Payment by the University of any or all costs of attending professional meetings stipulated in this Handbook is subject to the following considerations:

1. Travel is limited by the amount of available funds included in the budget for this purpose and the allocation thereof by the proper authorities within each college of the University.
2. Economy rates are required.
3. All leave for travel is approved by the department head or dean/unit head.
4. Attendance at professional meetings is a method of promoting the professional development of the individual and the best interests of the University. This privilege should be allocated equitably.

Tuskegee University shall assume full responsibility for legitimate expenses involved (if not provided through other sources) when a member of the faculty attends a professional meeting if:

1. The faculty member has been properly appointed to represent Tuskegee University and is not attending primarily for his/her own professional improvement.
2. The faculty member is to appear upon the program of a learned society.
3. The faculty member holds a responsible office in a learned society.

Tuskegee University may consider assuming the responsibility for all legitimate expenses involved (if not provided through other sources) when a member of the faculty attends a professional meeting if:

1. The faculty member has attended such meetings at his/her own expense on two or more occasions within the last five years
2. His/her attendance is of great value to a research of instructional project of major importance.

Travel for professional development may be reimbursed according to the recommendation of the dean or department head made prior to the trip. The amount of the reimbursement to be allowed is at the complete discretion of the dean who makes the allotment after considering his/her budgetary commitments. In no way will reimbursement exceed the actual cost of the travel.

Conflicts of Interest in Government Sponsored Research

Tuskegee University endorses the joint statement of the ACE-AAUP entitled **On Preventing Conflicts of Interest in Government Sponsored Research at Universities**. The formal procedure for the disclosure of outside research, teaching, and consulting activities by Tuskegee University personnel shall conform to the following:

1. Each member of the faculty shall discuss with the head of his/her major unit all major arrangements for teaching, research, or consultation, outside of the University. External opportunities will not be allowed to interfere with the responsibilities of the faculty member to his/her department of major academic unit. The head of each major unit, after consultation with the Provost, shall approve outside employment and commitments by the faculty member and report such approval to the Vice President for Business and Fiscal Affairs.
2. The Office of the Vice President for Business and Fiscal Affairs, shall be available to provide advice, guidance, and advance consultation in matters of

possible conflict of interest arising from government sponsored research or service as a government consultant or advisor.

Employment of Relatives

It is the policy of Tuskegee University to seek for its faculty positions the best qualified persons, who are judged to be so in a competitive employment search preceding each appointment and promotion.

No faculty member, department head, dean or administrative officer shall have immediate hiring authority over a relative or shall vote, make recommendation, or in any way participate in the decision on any matter which may directly affect the appointment, tenure, promotion, demotion, transfer, salary or any other status or interest of a relative. Each employee will be expected to fulfill the spirit of this policy by voluntarily absenting him/herself from participation in personnel decisions in which a relative is involved.

Political Activity of Faculty Members

A faculty member who wishes to become directly involved in a political activity should confer with the College Dean if the faculty member intends to spend a substantial amount of time with the political activity. This includes running for political office, serving in office, managing campaigns or assisting a candidate who is running for political office.

The dean of the college and the University's Provost shall determine if the amount of time involved requires a leave of absence or other change in the employment status of the faculty member.

Equal Employment and Nondiscrimination

Tuskegee University is committed to equal opportunity in employment and education and does not discriminate on the basis of sex, race, color, religion, national origin, sexual orientation, and qualified disabled persons. It is the University's policy to employ, retain, promote, terminate, and otherwise treat any and all employees and job applicants on the basis of merit, and otherwise treat any and all employees and job applicants on the basis of merit, qualifications, and competence. This policy shall be applied without regard to any individual's sex, race, national origin, religion, pregnancy, age, marital status, sexual orientation or physical handicap. (See Affirmative Action Plan)

Discrimination and Harassment (Including Sexual Harassment)

I. Statement of Policy

A. Harassment and Retaliation Are Not Tolerated

Tuskegee University is committed to providing an environment for employees, students, and campus visitors that is free from illegal harassment based on race, color, religion, ethnicity, national origin, sex, sexual orientation, age, disability, or veteran status. Such illegal harassment violates federal civil rights laws and University nondiscrimination policy and may lead to personal liability for the results of such behavior. Toward this end, all members of the University community (including faculty, staff and students) must understand that harassment based upon one's protected status as identified above will not be tolerated, and that they are required to abide by the following policy. The University will take appropriate action to prevent, correct, and where warranted, discipline behavior that violates its Harassment Policy. Retaliation against

persons who oppose or complain about harassment is strictly prohibited. Retaliation is any action that has the effect of punishing a person for engaging in a legally protected activity, such as alleging harassment, making a harassment complaint, or assisting in a harassment investigation.

II. Definitions

A. Harassment Defined

Harassment is abusive or hostile conduct which is directed toward or inflicted upon another person because of his or her race, color, religion, ethnicity, national origin, sex, sexual orientation, age, disability, or veteran's status and which, because of its severity or pervasiveness, unreasonably interferes with an individual's work or academic performance or creates a hostile or abusive work or learning environment for that individual's work, education, or participation in a University activity. Harassment is typically based on stereotyped prejudices and includes, but is not limited to, slurs, jokes, objectionable epithets, or other verbal, graphic, or physical conduct that demeans, insults, or intimidates an individual because of his or her race, color, religion, ethnicity, national origin, sex, sexual orientation, age, disability, or veteran status.

B. Sexual Harassment Defined

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made, either explicitly or implicitly, a term or condition of employment or academic advancement; (2) submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's performance as an employee or student or creating an intimidating, hostile, or offensive working or learning environment.

III. Reporting of Harassment or Related Retaliation Allegations

A. Prompt Reporting Required

Persons who believe they have been targets of harassment or related retaliation should report the incident(s) immediately to appropriate administrative officials as set forth below. Delay in reporting to these university officials makes it more difficult to investigate fairly and adequately the incident and may contribute to the repetition of offensive behavior.

B. Confidentiality

The University will do everything consistent with enforcement of this policy and with the law to protect the privacy of the individuals involved and to ensure that the complainant and the accused are treated fairly. Information about individual complaints and their disposition is considered confidential and will be shared only on a "need to know" basis.

C. Reporting Channels

1. Complaints

Employees and students should report complaints of harassment to the designated Harassment Resource Person for the college, school, or administrative unit in which they are employed or to the Department of Human

Resources. Employees who believe for any reason that they cannot effectively communicate their concerns through any of these channels may consult the University Compliance Officer in the Office of Equal Opportunity Programs, or if conflicts exist with the University Compliance Officer, employees may consult with the Provost and Vice President for Academic Affairs.

D. Procedures for Handling Complaints of Harassment

Individuals who believe they are targets of unlawful harassment in their working or academic environments are encouraged to respond to the alleged harasser directly, by objecting and by requesting that the unwelcome behavior stop. Individuals may also seek assistance or intervention, short of filing a complaint, from their supervisor or University complaint-receiving officials.

An initial discussion between the complainant and the complaint-receiving official will be kept confidential to the extent allowed by law, with no formal written record. The complaint-receiving official will explain the options available and will counsel the complainant. If the complainant, after an initial meeting with the complaint-receiving official, decides to proceed, the complainant will be requested to provide a written statement describing the complaint.

Complaints of harassment will receive prompt attention. Complaints may be resolved through the informal or formal procedures described below, and appropriate action will be taken. Informal means are encouraged as the beginning point, but the choice of where to begin normally rests with the complainant. However, if the complaint-receiving official believes that the matter is sufficiently grave because it seems to be part of a persistent pattern, because of the nature of the alleged offense, or because the complainant seeks to have a sanction imposed, then the complaint-receiving official will initiate a formal procedure, or take other appropriate action.

E. Disciplinary Sanctions

A conclusion that harassment in violation of University policy or the law has occurred shall subject the offender to appropriate disciplinary action and may result in suspension, discharge, expulsion or dismissal. University disciplinary procedures and possible sanctions are described in the Code of Student Conduct in the Student Handbook, the Staff Handbook and Policy Manual, and the Faculty Handbook. Sanctions imposed will be determined on the basis of the facts of each case and the extent of harm to the University's interests.

Drug-Free Workplace

Employees will be given a copy of the approved policy on drug-free workplace as required by Federal contractors/agencies.

Americans with Disabilities Act (ADA)

The University complies with the Americans with Disabilities (ADA) to ensure equal opportunity for all qualified persons with disabilities. Reasonable accommodations will be made available to employees and applicants as long as the accommodation does not cause undue hardship on the University.

Drug Testing

Tuskegee University may require present and future employees to undergo tests designed to detect the presence of alcohol and/or drugs; (e.g., blood tests or urinalysis) where it has reason to believe that an employee may be under the influence of or impaired by alcohol and/or drugs. With reference to drug testing, the University will follow government controlled substances regulations. The University may utilize services of other departments to implement its drug testing policy; e.g., Human Resources, Safety and Security, Counseling, Student Health Services, Alcohol and Drug Task Force, Offices of the Provost and Dean of Students, etc.

**PROCEDURES FOR DISCIPLINARY AND
GRIEVANCE MATTERS AND
TERMINATIONS**

PROCEDURES FOR DISCIPLINARY AND GRIEVANCE MATTERS AND TERMINATIONS

Procedures for Disciplinary and Grievance Matters and Terminations Including Due Process

Due process at Tuskegee University is a system of procedures designed to produce fair and reasonable judgments in those situations in higher education which may yield a serious adverse decision about a faculty member or an administrator (respondent). In tenure and promotion decisions, these judgments of the Faculty Board of Review will be confined to examining the reasonableness of the process, rather than the reasonableness of the decision. In particular, it should consider if the total process meets the requirements set forth in the next paragraph.

In cases other than tenure and promotion, judgments will be made on the basis of both substantive and procedural issues. In general, due process seeks a clear, orderly and fair way of rendering decisions by providing procedural safeguards or procedural guarantees. Due process furnishes the structure for a wise and fair administration of justice in institutions of higher learning. Complaints or charges requiring due process may be originated by an individual or group (accuser) from outside or from within the academic community, yet the process itself involves the academic community. It may be initiated in the interest of the academic community or the public to insure accountability under these policies. It may be initiated by a faculty member against an administrator(s) or the University in guaranteeing the protection of the faculty member's academic freedom and rights. This process presupposes that the accuser has not found acceptable recourse from the respondent or the immediate supervisor of the respondent.

Essential elements of procedural due process at Tuskegee University include:

- (1) adequate notice of the charges or basis of action,
- (2) an impartial decision maker,
- (3) an opportunity to make an oral presentation to the decision maker,
- (4) an opportunity to present evidence or witnesses to the decision maker,
- (5) a chance to confront and cross-examine witnesses or evidence to be used against the individual,
- (6) the right to have a representative present the individual's case to the decision maker and
- (7) a decision based on the record with a statement of reasons for the decision.

Examples of due process violations include evaluations of teaching, service or scholarship that are unsupported by any substantial evidence and also promotion or tenure recommendations that are arbitrary or capricious. In no case, however, may the Faculty Board of Review make its own evaluations of teaching, service or scholarship or make its own promotion or tenure recommendations. Rather, the essential role of the Faculty Board of Review is to look for prejudicial failures of due process. "Prejudicial" failures of due process amount to more than harmless error but rise to the level of deficiencies in process that might have resulted in an opposite recommendation in the case at hand.

Disciplinary Sanctions Short of Dismissal

Traditionally in higher education, faculty personnel policies have been developed on the theory that dismissal from the University is the only sanction for which explicit provisions need to be made. However, in certain circumstances, lesser sanctions than dismissal need

to be considered, especially when the offense of the faculty person is not so grave as to require the consideration of dismissal. Among the sanctions that may be utilized as lesser sanctions in cases of demonstrated irresponsibility or professional misconduct are the following:

1. Oral reprimand
2. Written reprimand
3. Restitution
4. Loss of prospective benefits for a stated period
5. A fine
6. A reduction in salary for a stated period
7. Suspension from a service for a stated period, without prejudice
8. Withholding salary for a period of time

Dismissals for Cause of Appointees

A dismissal is defined as the termination for a cause of a tenured faculty appointment or of a probationary (or term) appointment prior to the end of the specified term. A dismissal is not to be confused with a nonreappointment or nonrenewal of the employment of a faculty member. No faculty member may be finally dismissed for cause without an opportunity for a hearing under due process, and following that, exhaustion by the faculty member of the right to appeal an adverse decision under procedures established by this section.

Among the reasons considered adequate cause in faculty dismissal proceedings are the following:

1. Demonstrated incompetence or dishonesty in teaching or research
2. Substantial and manifest neglect of duty or insubordination
3. Personal conduct which substantially impairs the individual's fulfillment of his/her University responsibilities
4. Curricular and/or program changes which discontinue or substantially curtail the faculty member's discipline of instruction or program
5. Financial exigency or distress
6. Medical disability which substantially impairs the individual's fulfillment of his/her University responsibilities

The burden of proof in establishing cause for dismissal rests upon the University. A faculty member against whom dismissal proceedings have been initiated has the right to a prompt hearing consistent with the University's grievance policies and procedures.

Demonstrated Incompetence or Dishonesty in Teaching or Research

Demonstrated ~~incompetence~~ in teaching or research refers to the failure of the faculty member to meet expected levels of performance in teaching or research at Tuskegee University in accordance with outlined job responsibilities.

Dishonesty in teaching refers to the faculty member committing an act of fraud or plagiarism in performing or reporting on his /her teaching or research activities.

Neglect of Duty or Insubordination

Insubordination refers to the documentation of repeated willful disregard of expressed or implied direction from a superior administrative official to whom the faculty member reports.

Neglect of duty refers to substantial and documented performance of the faculty member who fails to meet University expectations or a willful disregard of University policies and procedures.

Personal Misconduct

Personal misconduct as a reason for dismissal refers principally to the faculty member's having conducted himself/herself in such a way that he/she is thus substantially unable to fulfill his/her institutional responsibilities. The emphasis on this reason as a ground for dismissal is on the effectiveness of the performance of the faculty member, not the misconduct itself.

Termination Resulting from Program Terminations or Curtailments

When termination of an appointment with continuous tenure, or of a nontenured appointment before the end of the specified term, is based upon discontinuation or curtailment of a program or department of instruction, dismissal procedures will not apply, but affected faculty members shall be able to have the issues reviewed by the faculty, or by an appropriate faculty committee (such as the faculty's grievance committee), with ultimate review of all controvertible issues by the Board of Trustees. In every case of discontinuation of a program or department of instruction, the faculty member concerned will be given a notice or severance salary not less than as prescribed under terminal salary or notice of dismissed faculty. Before terminating an appointment because of the abandonment of a program or department of instruction, the University will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated because of the discontinuance or curtailment of a program of instruction, the released faculty member's position will not be filled by a replacement within a period of two years, unless the faculty member has been offered reappointment and a reasonable time within which to accept or decline the position.

Terminations Resulting from Financial Exigency

When termination of an appointment with continuous tenure, or of a nontenured appointment before the end of the specified term, is based upon a finding of financial exigency as determined by the Board of Trustees, dismissal procedures will not apply, but

faculty members shall be able to have the issues reviewed by the faculty, or an appropriate faculty committee (such as the faculty's grievance committee), with ultimate review of all controvertible issues by the Board of Trustees. In every case of financial exigency, the affected faculty member concerned will be given a notice or severance salary not less than as prescribed under terminal salary or notice for dismissed faculty. If an appointment is terminated before the end of the period of appointment because of financial exigency, the released faculty member's position will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline the position.

Separation or Retirement for Medical Reasons

When there is clear and convincing evidence to indicate that a faculty member, for medical reasons, is unable to perform his/her duties and will be unable to do so for the foreseeable future, termination of a tenured appointment or of a nontenured or special appointment may occur before the end of the period of appointment. The decision to terminate will be reached only after there has been appropriate consultation and the faculty member or his representative has been informed of the basis of the proposed action, and has been afforded an opportunity to present his/her position and to respond to the evidence. The Dean or the Provost may request the faculty member to provide a statement of good health from a doctor. It is the responsibility of the faculty member to demonstrate that he/she is in good physical and mental health to carry out assigned duties. If the faculty member requests, the evidence will be reviewed by the appropriate committee of the Faculty Senate before a final decision is made by the President. The faculty member will be given severance salary not less than described in Terminal Salary or Notice for Dismissed Faculty regulation.

Terminal Salary or Notice for Dismissed Faculty

If the appointment is terminated, the faculty member will receive salary or notice in accordance with the following schedule: at least three months, if the final decision is reached by March 1 (or three months prior to the expiration) of the first year of probationary service; at least six months, if the decision is reached by December 15 of the second year (or after nine months but prior to eighteen months) of probationary service; at least one year, if the decision is reached after eighteen months of probationary service or if the faculty member has tenure. The provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral misconduct. On the recommendation of the faculty hearing committee or the President, the governing board, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

Grievance Procedures

Any member of the Tuskegee University faculty may bring a grievance, as defined below, before the appropriate committee of the Faculty Senate (called hereinafter, the Grievance Committee). Grievances must be presented in writing within fifteen (15) working days after the faculty member knew or by reasonable diligence could have known of the facts giving rise to the grievance, and if not so presented, may be waived. The request for a hearing should be in writing and transmitted directly to the chair of the Faculty Senate with copies to the Provost and the President. If no hearing is requested, the faculty member

must clearly state the desired outcome of the grievance. The Grievance Committee may request additional information or documentation in order to appropriately determine an objective outcome.

For the purposes of this Handbook, a grievance is defined as a claim or dispute between the University and a faculty member which concerns any of the following matters:

1. Issues of ethics and academic freedom
2. Dismissal for cause
3. Complaints of a civil rights nature

The Committee will not be concerned with nonrenewal or nontenured appointments unless the nonrenewal involves a question of (1) an infringement of academic freedom or (2) failure to follow stated Faculty Handbook procedures concerning this process.

A request for a hearing may be withdrawn by a faculty member at any time prior to a hearing of the Faculty Senate Grievance Committee. To ensure fairness to all persons who may have been charged, such a request for a withdrawal will be acceptable only if accompanied by a statement retracting all charges made in the original statement of grievance. The withdrawal of a request for a hearing shall not preclude the Provost or the President, in their discretion, from investigating the charges contained in the request or related matters.

Upon receipt of a written request for a grievance hearing, the Grievance Committee will convene to discuss whether or not a hearing is warranted. The Committee shall have complete authority concerning whether it will hold a hearing. In making that decision, the Grievance Committee may require only the written grievance submitted by the faculty member; it may be necessary to solicit additional information and determine appropriate action; or it may decide to hold a preliminary hearing to determine whether or not the grievance will be heard. The faculty member presenting a grievance shall have a written reply by the Committee within twenty (20) working days from the time the grievance is received. This reply shall contain the Committee's recommendation concerning the grievance.

When the Committee has decided that a grievance should be heard, it may hear the grievance itself or may ask the chair of the Faculty Senate to appoint an ad hoc committee composed of five (5), full-time faculty members. Following completion of the hearing conducted by the Grievance Committee or an Ad Hoc Committee, the Committee shall make a written report containing its findings of fact, conclusions and recommendations to the Provost who may either accept the recommendation(s) of the report or reject it. If the recommendation is rejected, the Provost and the Grievance Committee should communicate in an effort to reach an agreement. If agreement cannot be established, both the Committee and the Provost should send individual recommendations to the President for his/her action. If the Provost accepts the recommendation, either in its original or final modified form, the final recommendation shall be submitted to the President for his/her action.

Except as disclosures are reasonably necessary in the investigation, hearing and final disposition of a grievance, and as hereafter noted, the grievant members of hearing bodies, and others having knowledge of a grievance are expected to preserve the confidentiality of the grievance, provided that any individuals accused in a grievance of misconduct shall be informed of the grievance and given an opportunity to respond to the charges. If a grievance is filed or is pending during the time that the grievant's promotion and tenure is being considered, the President, at his/her discretion may require disclosure of the grievance and the findings to the individual who are considering the promotion or tenure. The fact that a grievance is pending may not be used as grounds for delaying consideration of promotion or tenure beyond such a time that such consideration is required by University rules.

PROCEDURAL STANDARDS IN FACULTY DISMISSAL PROCEEDINGS

Preliminary Proceedings Concerning the Fitness of Faculty Member

When reason arises to question the fitness of a college, school or university faculty member who has tenure or whose term appointment has not expired, the appropriate administrative officers should ordinarily discuss the matter with the faculty member in personal conference. The matter may be terminated by mutual consent at this point, but if an adjustment does not result, a standing or ad hoc committee elected by the faculty will convene. This committee is charged with the function of rendering confidential advice in such situations and should formally inquire into the situation to effect an adjustment if possible. If adjustment is not effected, the committee should determine whether formal proceedings to consider dismissal should be instituted. If the committee recommends that such proceedings should begin, or if the Provost, even after considering recommendation of the committee favorable to the faculty member, expresses his/her conviction that a proceeding should be undertaken, action should be commenced under the procedures which follow. Except where there is a disagreement, a statement with reasonable justification of the grounds proposed for the dismissal should then be jointly formulated by the Provost and the faculty committee; if there is disagreement, the Provost or his/her representative shall formulate the statement.

Commencement of Formal Proceedings

The formal proceedings should be commenced by written communication addressed to the faculty member by the Provost of the University, informing the faculty member of the statement formulated, and informing him/her that, if he/she so requests, a hearing to determine whether he/she should be removed from his/her faculty position on the grounds stated will be conducted by a faculty committee at a specified time and place. In setting the date of the hearing, sufficient time should be allowed for the faculty member to prepare his/her defense. The faculty member should be informed, in detail, or by reference, to published regulations, of the procedural rights that will be accorded to him/her. The faculty member should state in reply whether he/she wishes a hearing and, if so, should answer in writing, the statements in the Provost's letter, not less than one week before the date set for the hearing.

Suspension of a Faculty Member

Suspension of the faculty member during the proceedings involving him/her is justified only if immediate harm to himself/herself or others is threatened by his/her continuance. Unless legal considerations forbid, any such suspension should be with pay.

Hearing Committee

The committee of faculty members to conduct the hearing and reach a decision should be the Faculty Senate Grievance Committee. The choice of members of the hearing committee should be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee should elect its own chair.

Committee Proceedings

The committee should proceed by considering the statement of grounds for dismissal already formulated and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee should consider the case on the basis of the obtainable information and decide whether he/she should be removed; otherwise, the hearing should go forward. The committee, in consultation with the Provost and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the Provost's letter to the faculty member should be received.

The Provost should have the option of attendance during the hearing. He/she may designate an appropriate representative to assist in developing the case, but the committee should determine the order of proof, should normally conduct the questioning of witnesses, and, if necessary, should secure the presentation of evidence to support the case.

The faculty member should have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the Provost. The faculty member or his/her counsel and the representative designated by the Provost should have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member should have the opportunity to be confronted by all witnesses adverse to him/her. Where unusual and urgent reasons move the hearing committee to withhold his/her right, or where witnesses cannot appear, the identity of the witness, as well as his/her statements should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may, when necessary, be taken outside of the hearing and reported to it. All of the evidence should be duly recorded. Unless special circumstances warrant, it should not be necessary to follow formal rules of court procedure.

Consideration by Hearing Committee

The committee should reach its decision in conference on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or his/her counsel and the representative designated by the Provost to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to a decision promptly, without having the record of the hearing transcribed where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It should make explicit findings with

respect to each of the grounds of removal presented, and a reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the governing body of the University. The Provost and the faculty member should be notified of the decision in writing and should be given a copy of the record of the hearing. The committee shall submit a final report to the President, who may either accept or reject the report. The decision of the committee shall be in writing and shall include findings of fact, conclusion, and recommendations. The decision of the President shall be final. In any case in which the President overrules the hearing body, he/she shall submit a full report in writing supporting the reasons for doing so to the next meeting of the Board of Trustees. Any release to the public should be made through the President's office.

Consideration by the Board of Trustees

The President should transmit to the governing body the full report of the hearing committee, stating his/her action. If the governing body chooses to review the case, its review should be based on the record of the previous hearing.

Publicity

Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers should be avoided so far as possible until the proceedings have been completed. Announcement of the final decision should include a statement of the hearing committee's original action, if this has not previously been made known.

Nonreappointment Procedures for Probationary and Term Appointments

Regardless of the stated term or other provisions of an appointment, written notice of nonreappointment should be given to every probationary and term appointment in advance of the expiration of his/her appointment as follows:

Notice of nonreappointment or of intention not to recommend reappointment should be given in writing in accordance with the following timetable:

1. No later than March 1 of the first academic year of service, if the appointment expires at the end of that academic year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
2. No later than ~~December~~ ~~15~~ of the second academic year of service, if the appointment expires at the end of that academic year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
3. At least twelve months before the expiration of an appointment after two or more years in the University.

When a decision not to renew an appointment has been reached, the faculty member involved will be informed of that recommendation or decision in writing by the President or his/her designate. Written reasons for nonreappointment or denial of tenure are not usually provided; however, a faculty member who is not recommended for reappointment or tenure may be given an explanation of the action in an informal

conference with his/her dean. If the faculty member requests the reasons in writing, they will be given. The faculty member may request a review of the decision by the President.

Insofar as the faculty member alleges that the decision against renewal by the appropriate faculty body was based on inadequate consideration, the committee which reviews the faculty member's allegation will determine whether the decision was the result of adequate consideration in terms of the relevant standards of the University. The review committee will not substitute its judgment on the merits for that of the faculty body. If the review committee believes that adequate consideration was not given to the faculty member's qualifications and University need, it will request consideration by the faculty body, indicating the respects in which it believes the consideration may have been inadequate. It will provide copies of its findings to the faculty member, the faculty body, the President and other appropriate administrative officers.

In all cases, term/probationary appointments shall automatically terminate at the stated date stipulated in the appointee's contract unless a written notification of continued appointment is received by the appointee from the President.

Termination of Appointment

A faculty member may terminate his/her appointment effective at the end of an academic year, provided that he/she gives notice in writing at the earliest possible opportunity, but not later than April 1, or 15 days after receiving notification of the terms of the appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he/she would otherwise be denied substantial professional advancement or other opportunity. The University has a right to file for breach of contract against faculty who give untimely resignations.

When an appointment ends or is terminated, the University reserves the right to withhold payment of all or part of an employee's terminal check until all personal accounts with the University are settled. A clearance sheet and an exit interview form must be filled out to ensure that all University materials and equipment furnished to an employee have been returned to the University. The interview form will also give the employee an opportunity to indicate the reason for ending or terminating the appointment.

SALARIES AND COMPENSATION

SALARIES AND COMPENSATIONS

Within the limits of budgetary resources, the university should make all necessary efforts to maintain faculty salaries at a level competitive with those of similar universities in the southeastern region and other Historically Black Colleges and Universities.

The normal faculty appointment is for an academic year, defined as lasting from August 15th to May 15th of the following year. A faculty member on a contract based on the academic year will receive his/her first pay check on the first working day in September and the last pay check on the first working day in June.

Faculty salaries are determined annually based on performance as described in the section on faculty evaluation, promotion and tenure/policies and criteria governing promotion.

Adjustments in pay are normally made annually, and may be based on performance, general adjustments, or some combination of both. A salary schedule is published annually for the several faculty ranks. A contract should be received by April 15th. After receiving a contract for the subsequent academic year, a faculty member is expected to return the signed contract within 10 days. If the contract is not returned within 15 days of issuance, the University will treat the failure to return the contract as a resignation.

Promotion Increase

Promotion to a higher academic rank is accompanied by a salary increase of a fixed amount. The amount of the promotional increase is determined annually by the administration, with Board of Trustees approval. This increase is separate from, and in addition to, the merit increase.

Opportunities for Extra Pay Summer Employment in Regular Summer Session

When an academic year appointee performs duties compensated by the university for the period after the academic year and prior to the beginning of the subsequent academic year (August 15th), the formula for computing salary is normally one-tenth of the salary of the immediately preceding academic year salary for each full month of service; there are situations in which the summer salary will be less than one-tenth per month.

The limit of additional salary which academic year appointees may receive from the university's unrestricted funds is two-tenths of the academic year salary. An academic year appointee may earn an additional one-ninth of the academic yearly salary if the funds are provided by outside support and if the arrangement has been approved in the regular grants approval procedure and the appropriate agency.

Summer school employment is not guaranteed. It is available for selected faculty as recommended by the Provost, respective dean, and department head based on budgetary limitations, courses offered, and faculty expertise.

Summer Employment on Outside Funds

A number of Tuskegee University faculty are supported part-time during the academic year and full-time in the summer on outside-funded research, demonstration, outreach or other activities.

The academic year at Tuskegee University covers nine months, from August 15th of one year to May 15th of the next. The salary is paid in ten monthly installments. Based on the Tuskegee University academic year work calendar, a faculty member on an academic year appointment can work for three months in the summer without conflicting with his/her academic year obligations to Tuskegee University.

All academic year faculty are eligible for three months full-time employment on outside-funded projects on which they worked at least 25% time, during the academic year, provided this arrangement does not conflict with guidelines of the granting agency. Approval must be given by appropriate administrative officials of Tuskegee University, and funds on the grant for three months employment must be available. Additionally, if the faculty member's salary is to be paid at the rate of one-ninth of the academic-year salary, funds must be available from external sources. This is possible without loss of regular academic year salary. No time off during the three-month summer period will be allowed, except for normal University holidays such as the Fourth of July.

Tuskegee University supports the involvement of its faculty in special activities and projects that can add to their experience and status and contribute to their discipline, students, and colleagues provided this does not interfere with the work they perform for the University. This is in keeping with the long-term tradition of Tuskegee University. Provisions of this policy will enable faculty to pursue outside-funded project objectives leading to the achievement of these goals. At the same time, it is anticipated that this provision will not permit faculty members to work more than 100% time in the three-month summer period.

The following procedure should be followed when academic year faculty members are to work for three months in the summer on outside-funded projects:

- The faculty member must write three months summer employment on the outside-funded project into his/her proposal in addition to at least 25% during the academic year, which must be approved through normal channels on campus. If the summer period monthly rate will be one-ninth of the academic year salary, funds must be available on the grant/contract.
- An appropriately prepared PAR must be submitted by the unit head through normal channels to the Grants and Contract Accounting Office for approval. This should be done well in advance of the date summer employment is to begin.
- The Grants and Contract Accounting Office will verify whether or not adequate funds are available from outside sources for this purpose.
- The Grants and Contract Accounting Office will forward the approved PAFs to the Provost for preparation of three-month contracts.

Overload Teaching

A faculty member who is required to teach an overload in any semester may be paid additional compensation based on the University's policy as delineated in the University's employment practices as it relates to teaching load/released time. The Dean will recommend overload assignments to the Provost. The Provost will make the decision on compensation if it is determined that a faculty member is carrying an overload.

Regulations Concerning Outside Employment for Compensation

Faculties who have accepted full-time employment by the University have thereby agreed to devote the time and energy necessary to perform the duties of their respective assignment to the best of their ability.

It is recognized that participation of University faculty in certain activities of a professional, civic, or other nature may greatly enhance the professional standing of the individual and the University, and therefore, should be encouraged. However, since these activities consume time and energy and often carry with them compensation, the principles set forth here are designed so as to regulate this participation that it may not violate contractual obligations or retard the work of the individual or the University.

Principles Governing Outside Financed Research, Employment, Consultation and Related Activities

Faculty members who wish to engage in activities for financial enumeration should declare their intention through their academic or departmental unit before the work is begun and secure a written agreement with the department head, which must be approved by the dean and reported to the Provost and the President. This declaration should state clearly the nature of the duties, the time which they will consume, and the time at which they will occur. The University generally permits such outside activities for the equivalent of one day per week during the academic year.

Full time faculty may serve as paid consultants for a research grant held by another faculty member of the University as long as they adhere to the principles governing financed research, employment, and related activities.

The name of the University may not be used for propaganda purposes or for personal gain.

All outside employment exceeding one day per week allowed during the academic year must be declared; extensive outside employment may require full or part-time leave from the University. Failure to disclose outside employment may be considered a breach of contract with a recommendation from the College Dean to the Provost/President for action.

Where the contract between the individual and the University specifically provides for participation in outside activities for compensation, the contract shall have precedence over any principles herein with which it is in conflict.

Employment on Restricted Budget Contracts

Persons employed at Tuskegee University are usually hired on basic budget contracts and are subject to the established University faculty and staff compensation plans. However, some positions for a temporary or undetermined period, supported by specific outside funding, and requiring certain expertise are considered special appointments and may be filled on a restricted budget contract. Continuation in contract and employment is contingent on specific outside funding.

FRINGE BENEFITS

FRINGE BENEFITS

Insurance Coverage

Full-time administrative, faculty and staff employees are eligible to participate in the University's group insurance plan. The group insurance plan maintained by the University includes: (1) accidental death, (2) dismemberment, (3) term life insurance, (4) hospitalization, (5) major medical coverage, (6) travel insurance and (7) disability insurance.

The Office of Personnel Services enrolls new participants; issues plan booklets and summary descriptions, and aids employees seeking benefits under their coverage. Health and hospitalization policies (including non-work accidents) are available with individual and family coverage. Full details of coverage and benefits of each program are provided in the documents which may be obtained from the Office of Personnel Services.

Group Health Insurance

An employee is eligible to participate in the group health insurance plan on the date his/her employment commences. The University has arranged with Blue Cross/Blue Shield of Alabama for any regular full-time employee to purchase hospital, medical, surgical, major medical, and dental insurance. The University contribution to this coverage may be modified based on budgetary constraints. The employee benefits from the lower rates given group subscribers. Premiums are on a pre-tax (salary reduction) basis. Employees should sign a waiver in the Benefits Section if they do not want this conversion. All employees are encouraged to participate in this coverage. The University contributes to the cost of the group health insurance program; the plan is sponsored by Blue Cross/Blue Shield of Alabama.

Continuation of coverage as provided by the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) will be available for employees, spouses/dependents after certain "qualifying events" occur; e.g., termination of the employee's employment, employee's eligibility for Medicare, death of the employee, divorce, or when a child no longer qualifies as a dependent on the plan. Full details and enrollment procedures are available from the Benefits Section of Office of Human Resources Management.

Group Life Insurance

The University has a program with The **Prudential Insurance Company of America** to provide group life insurance. Participation in this program is a condition of employment for all full-time employees. This policy is basic term life. Group insurance ceases upon termination, but may be converted to an individual life insurance policy without medical examination, by applying

to The **Prudential Insurance Company of America** within 30 days after employment termination.

Disability Insurance

All active, regular full-time employees are eligible for coverage under the Tuskegee University TIARA Group Total Disability Benefits Plan. Total disability is defined as "being unable due to sickness, bodily injury or pregnancy to perform the material and substantial duties of any occupation for which you are reasonably suited by education, training, or experience." An employee must be under the regular care of a physician, other than self or a member of the family. The University pays the entire cost of premiums for this coverage. An employee who qualifies for long-term disability will be allowed to continue certain fringe benefits by paying the premiums to the Business Office. For additional information, refer to the Certificate of Insurance available from the Office of Personnel Services.

Social Security

All employees are covered under Social Security (FICA) taxes. The two taxes included are OASDI (Old Age, Survivors, and Disability Insurance) and Medicare hospital insurance. The University is required to match employee's contributions which are shown separately on payroll check stubs. The tax rates are established by federal law and Social Security coverage is compulsory.

Worker's Compensation

Tuskegee University carries Worker's Compensation Insurance which is maintained in accordance with the laws of the State of Alabama. This coverage is provided without cost to all employees. Worker's compensation provides for the payment of (1) cost of medical treatment for injuries arising out of, and in the course of employment, and (2) a percentage of loss of wages.

If an employee experiences a job-related injury, the following procedures should be followed:

1. Report the accident immediately to his/her supervisor
2. A letter should accompany injured employee to the nearest medical facility or doctor for treatment. The first two steps should be followed if the injury is not considered serious; otherwise, report to the nearest medical facility
3. After treatment, the "Employer's First Report of Injury" form should be completed, signed by both the immediate supervisor and the department head, and submitted to the Office of Business and Fiscal Affairs, Room 116, Kresge Center. This should be done within 24 hours after the accident occurs. All other forms should be completed by the attending physician or an appropriate person at the medical facility and transmitted directly to the Office of the Business and Fiscal Affairs.

If an employee is removed from the payroll because of inability to work the insurance company compensates the employee, in part, for salary and wages not paid by the University. It is now a practice of the insurance carrier to send this compensation directly to the employee. Departments are to be certain that employees are not paid by both the University and the

insurance carrier. Safety is a primary concern of the University. If a job injury occurs, medical treatment should be sought immediately.

Business Travel Accident Insurance

All full-time employees are covered by Travel Accident Insurance, without charge, while traveling on authorized business of the University. Benefits are payable on all travel accidents incurred while on official business outside the city of regular employment or residence.

Vacation

Members of the faculty, except heads of administrative offices, receive vacation days as follows:

1. Christmas and spring holidays are indicated in the University calendar
2. Established holidays of the University as stated in the University calendar

There are no additional vacation days for faculty members employed on academic year contracts.

Vacation periods for department heads are determined in collaboration with the dean/unit head. All vacation allowances are subject to rescheduling if work at the University requires such adjustment. Adjustments should be anticipated, if possible, in sufficient time to permit department heads to plan their vacation activities. In instances of rescheduling of vacation allowances, the department head will be granted his/her vacation at another time during the year, which is satisfactory to the faculty member and the University.

Absence from duty is not allowed for reasons other than sick leave, vacation leave, special leave, attendance at meetings as representatives of the University, and attendance at meetings for professional reasons. In general, other absences will entail a corresponding loss of salary.

Sick Leave

All faculty members appointed on a full-time basis are entitled to sick leave during the fiscal year; a faculty member must be under contract in order to be eligible for sick leave pay. Sick leave is earned at the rate of one working day per month and accumulates up to a total of 75 working days. An employee will be required to furnish satisfactory proof of sickness or disability.

Sick leave is granted only when an employee is unable to render service because of sickness or disability. Sick leave is defined to mean the absence of an employee from work for one of the following reasons:

1. Because of an illness or injury which has incapacitated the employee from performing duties
2. An appointment with the physician, dentist, or optometrist

Credit for sick leave accumulates during an employee's leave of absence with pay.

Employees who transfer from one department to another take with them the balance of unused sick leave.

In case of serious and prolonged illness of a faculty member beyond the sick leave to which an employee is entitled, a recommendation may be made by the dean/unit head to the President for consideration. UNUSED SICK LEAVE WILL NOT BE COMPENSATED.

Bereavement Leave

In case of death or serious illness to the immediate family, an employee may be granted a personal leave of absence with pay not to exceed a total of five working days in one fiscal year. The immediate family will be limited to the following: husband, wife, children, parents, sister, brother, grandparents, grandchildren, parents-in-law. The immediate supervisor may require the employee to furnish a doctor's certificate when such leave is granted for illness. This leave must be recommended by the department head and concurred in by the College Dean/unit head.

Military Leave for Periods of Two Weeks or Less

Tuskegee University faculty members who participate in military reserve programs should request military authorities to schedule their training periods during the summer months only or periods in which the University is on interim periods. Occasionally, an exceptional situation may prevent the faculty member from carrying out military responsibilities other than at a time when school is not in session. In this case, the time will be granted as military leave with pay.

Military Leave for Periods Greater than Two Weeks

Persons who are drafted into the armed forces should formally request a leave of absence for military service. Persons who voluntarily go on military duty may request a leave of absence under the same provisions of leave of absence without pay.

Maternity Leave

Pregnancy and child birth will be treated as any other temporary disability. The length of leave granted will be based on individual medical need and recommendation of the department head. Following completion of pregnancy-related leave, an employee will be offered reinstatement to the original position or one of like status and pay. The conditions related to pregnancy leave, i.e., salary, accrual of seniority and other benefits, reinstatement rights, etc., will be in accordance with the University's general leave policy. Pregnancy leave is taken without pay beyond accumulated sick leave accrued by the employee.

Family and Medical Leave of Absence (FMLA)

In keeping with the requirements of the Family and Medical Leave Act of 1993 (FMLA), an eligible employee make take up to twelve workweeks of family and/or medical leave in any twelve-month period for one or more of the following purposes: (a) To care for a newborn child, a recently adopted child, or a recently placed foster child; (b) to care for a spouse, child, or parent who has a serious health condition; or (c) because of a serious health condition that makes the employee unable to perform the essential functions of the job.

Retirement Program

Tuskegee University has a retirement plan with TIARA-CREF. This plan, as established by the Tuskegee University Board of Trustees, covers all full-time salaried members of the faculty and staff other than those categories of employees as excluded in the plan description. Employees classified as students are excluded from participation in the plan. Participation is required and is a condition of employment for all eligible full-time salaried employees upon the completion of three years of service.

The appropriate enrollment forms must be completed and submitted to the Office of Personnel Services. Contributions may be made under Section 403(b) of the Internal Revenue Service Code on a before tax (salary reduction) or after tax (salary deduction) basis. For complete explanation, see the Tuskegee University Defined Contribution Retirement Plan document.

Employees participate in the retirement plan by paying a percentage on the wages earned. Contributions are matched by the University on a monthly basis except for months in which no salary is paid. The Office of Personnel Services provides detailed information on the percentage to be paid by the employee and the percentage of contributions that is matched by the University.

There is no mandatory retirement age for faculty members. Normal retirement age is defined as the last day of the fiscal year in which age 65 is attained. Early retirement is defined as termination of employment on or after the attainment of age 55.

Tuition Remission for Offspring, Spouses, and Employees

With the approval of the immediate supervisor and/or department head, employees may enroll in regular University courses (1) either outside, or (2) within the regular working hours schedule with an adjusted work schedule of equivalent hours, or at reduced pay with the approval of the department head and the Director of Human Resources Management.

Persons employed full-time by Tuskegee University may not register for undergraduate courses in excess of six semester hours or graduate courses in excess of four semester hours per term for the regular academic year. Full-time employees may not register for more than three semester hours during the summer session (graduate or undergraduate). It does not matter whether at Tuskegee University or another institution. (See also 20. BENEFITS, Section 20.14).

Any employee pursuing more than six hours of undergraduate work or four hours of graduate work either at Tuskegee or elsewhere requires special permission from the supervisor and the appropriate general officer and may be required to have his work status reduced to less than full time. Final decisions on whether a staff person's work load shall be reduced are made by the supervisor, general officer, Director of Human Resources Management and the President.

A department head, with the concurrence of the Director of Human Resources Management, may allow a full-time employee time off with pay to attend the University's classes during the regular working day provided the courses are part of a training program approved by the department to improve the employee's performance in the position.

Educational Assistance. Up to 100% tuition scholarships are available to all eligible employees, and up to 100% tuition scholarships are available to all eligible dependents for enrollment in courses at Tuskegee University. Application for the scholarship should be made prior to registrations, at a date to be determined by the Financial Aid Office or this assistance will be forfeited for the academic period under consideration. The aid is available to University personnel for class loads not to exceed six semester hours undergraduate work or four semester hours of

graduate work in the regular academic year. Summer semester is not included in this educational assistance plan.

Eligible dependents may receive the tuition scholarship for either full or part-time study for academic credit.

Sons and daughters of full-time personnel of Tuskegee University are eligible for scholarship aid up to 100% of their tuition costs and spouses are eligible for one-half of their tuition costs when they enroll at the University, provided the following conditions are met:

- (a) Each must enroll on the undergraduate or graduate level for either full or part-time study for academic credit.
- (b) Each must reside in the parents' or spouse's household or in the University dormitories.
- (c) She/he must not have established a separate household by marriage.
- (d) The son or daughter must be legally adopted or the child of full-time personnel of Tuskegee University
- (e) The applicant must have been listed on qualifying employee's Federal Income Tax Declaration for the previous year and will be listed as a dependent for the current reporting period.

Tuskegee University will not grant both other institutional awards and 100% tuition scholarships to employees/dependents attending the University. These persons will be eligible for only one type of University award or scholarship. In the event the tuition scholarship has been issued and subsequently another institutional award is given, with adequate funds for tuition, the total amount of the scholarship must be refunded to the University immediately.

These educational benefits apply to qualified persons who are employed at the beginning of the semester. The benefit is available only during the employment period of qualifying personnel and when the services of qualifying personnel are contracted for at least a period of one academic or fiscal year. Persons employed after the semester begins do not become eligible until the succeeding semester.

If the employee resigns within the study period, the employee and/or dependent forfeits this benefit and may have the last amount of such assistance deducted from the final paycheck, or otherwise be obliged to repay the University the amount of the aid granted.

Applications for these grants should be made to the Director of Financial Aid.

Housing

The University endeavors to assist all of its regular faculty in securing suitable living quarters. Assistance on housing is provided through Auxiliary Services.

Admission to Athletic and Cultural Events

Employees and their spouses are invited to attend cultural programs sponsored by the Lyceum Series and they are admitted free upon presentation of identification cards. Employees may attend some athletic events without charge and in conformance with existing regulations upon presentation of identification cards. Children and spouses are not eligible for this benefit.

Parking on Campus

All motorists, other than visitors, operating a motor vehicle on campus must register their vehicles with the Tuskegee University Police Department within ten days after their arrival on campus.

A parking decal is issued for each vehicle and must be promptly and properly placed in view in accordance with the guidelines issued by the Tuskegee University Police Department. A late fee is assessed for vehicles not registered during the ten-day grace period. In the event a decal is lost or the registered vehicle is traded, a new decal can be obtained for a fee.

Information on the cost of registration, fees for decals, placement of decals on vehicles and late fees is located in the Tuskegee University Police Department.

ACADEMIC REGULATIONS

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Each faculty member is issued a Tuskegee University Academic Regulations and Procedures for Undergraduates handbook at the time of employment. It is the responsibility of the faculty member to become familiar with all of the regulations. Only a few of the most important regulations are given in this handbook.

Academic Calendar

The official academic calendar is published by the Office of the Provost. This calendar should be used to assist in the scheduling of assignments and exams. It shows the dates when the term begins and ends, the date for mid-semester grading, and the last day for students on class rosters to claim space, drop/add dates, etc.

Class Attendance

Faculty members are expected to meet their classes punctually. Regular classes during the academic year begin ten minutes after the scheduled period. Class periods on MWF are held for 50 minutes and on TTH class periods are held for 75 minutes. The starting times on MWF are 8:10, 9:10, etc. and on TTH the starting times are 8:10, 9:40, etc. Class periods beyond 5:00 p.m. may be scheduled for longer periods to accommodate the needs of undergraduate students and other groups of students including students enrolled in continuing education, courses designed for adult learners, and courses for graduate students.

Class hours for the summer session will be found in the Summer Schedule of Courses. Variations from the approved schedule must be approved by the College Dean and the Provost.

If, for some valid reason, the instructor cannot meet a class, he/she should contact the department head so that the students can be notified. In the event that the instructor knows that he/she will be absent from class, prior arrangements should be made to ensure that the course outline is met through other appropriate means.

Student's Responsibility

1. A student is expected to attend all regularly scheduled University classes. College work proceeds at such a pace that regular class attendance is necessary to receive proper instruction.
2. The student is responsible for purchasing books and other required material during the first week of class.
3. The student is responsible for all material covered and assigned in each course for which he/she is registered. Absence from class does not relieve him/her of this responsibility.
4. The student is expected to be present for all laboratory periods, scheduled examinations, and other activities that may require special preparation.

5. The student is responsible for initiating any request to make up an examination, a laboratory exercise, or other work missed because of class absence. If the instructor requests a statement concerning the reason for the absence, the student should obtain appropriate documentation. The instructor reserves the right to accept or reject the documentation.

Accommodations for Students with Disabilities - Americans with Disabilities Act (ADA)

Section 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) require that universities, and all faculty and staff therein, make reasonable accommodation for all students with disabilities in all programs and activities, both academic and nonacademic. If such reasonable accommodation is denied to any disabled student, the institution may be held in violation of the law.

Tuskegee University has reasonable accommodations and services which include buildings that are handicapped accessible. Services may include extra time for exams, special seating arrangements, a class note taker, extended time for papers/projects, frequent one-on-one conferences, and/or alternate format materials (i.e. taped recorded classes, taped texts, etc.) Accommodations and services are designed to meet each individual's need.

Faculty are not obligated to provide accommodation for a student's disability needs unless the student provides proof from the Tuskegee University Counseling Center of a disability for which the accommodation requested is appropriate. While such proof should ideally be provided at the beginning of the semester, accommodation requests can be submitted at any time during a semester. The accommodations begin on the date the letter is signed by both the instructor and the student and are NOT retroactive.

No requirement exists that accommodation be made prior to completion of the approved university process.

Instructor's Responsibility

1. The instructor is expected to maintain grade records for all registered students.
2. Specific policies regarding class attendance are the prerogative of the individual faculty member. The instructor is responsible for ensuring that each student receives a written statement regarding the attendance policy and any specific expectations concerning attendance and grades. This statement could be a part of the course syllabus.
3. The instructor is responsible for providing the student with a course syllabus, information on the examinations and other class requirements that will provide a basis for evaluating student performance. The instructor may choose to modify course requirements during the semester. Modifications will be announced in class or any media approved by the instructor.

4. The instructor is expected to give at least two evaluations, one of which should occur prior to the midterm grading period. The instructor should also provide students the results of the evaluations before the last day for dropping classes. These evaluations will also be computed in the final grade.
5. The instructor is required to evaluate the performance of students and inform them of the results in a timely manner.
6. The instructor is required to give a final evaluation in each lecture course. In most cases this will be a final examination. However, in several courses this could be a paper or project. If the final evaluation is a final examination, it must be given in accordance with the established schedule released by the Registrar unless prior approval has been granted by the Dean and the Registrar.

Office Hours

Each faculty member is required to establish and publish his/her office hours and these hours should be convenient for the students. A minimum of six hours per week, distributed throughout the week, should be scheduled and posted on the faculty member's office door. The faculty member should inform the students of the office hours and the location of his/her office. Faculty members are not expected to hold office hours during the final examination period, but should inform their departments where they may be contacted. All faculty members are expected to be on campus during the full work day during the registration period.

Examinations and Evaluations

Each faculty member should give enough evaluations and/or examinations to make an effective judgment about the performance of students. Faculty members should give at least two evaluations and provide the students their results before the last day for dropping classes. A final evaluation is required in each lecture course. If the final evaluation is a final examination, it must be given in accordance with the established schedule released by the Registrar unless prior approval has been granted by the Dean and the Registrar.

Final examinations or similar evaluative material that has not been returned by faculty members should be retained by faculty members for one entire semester after the final grade has been assigned.

Grading Policy

The method for evaluating students should be clearly defined in the course outline. Usually, the procedure will include assignment of grades using the following scale: 90% and above A; 80%-89%, B; 70%-79%, C; 60%-69%, D; and below 60%, F.

Reporting of Grades

Faculty members are required to report final grades to the office of their respective deans as required by the Registrar. It is extremely important for faculty to meet the deadlines so that the Registrar may make the various reports in a timely fashion. Failure to report grades on time will result in a financial penalty of up to \$300 per day for each day that grades are late. Faculty members are required to report all grades in accordance with the instructions released by the Registrar, including mid-semester grades and graduating senior grades.

Faculty members are expected to maintain grade records for all registered students. Faculty members may use any written or electronic system they choose for keeping such records. The University expects each faculty member to leave all grade records with the department chairperson or dean at the end of employment at the University. Failure to leave the grade records and other University properties will result in the faculty member not receiving the final pay check until all properties have been deposited with the appropriate University officials.

Explanation of Grades

All students are expected to maintain a cumulative grade point average of at least 2.00 in their studies. Grade point averages are expressed in two decimal places. The grades and their corresponding grade point values are as follows:

A – Excellent	4 grade points a credit hour
B – Good	3 grade points a credit hour
C – Average	2 grade points a credit hour
D – Poor, but passing	1 grade point a credit hour
F – Failure	0 grade points a credit hour
Y – Unauthorized Withdrawal, failing grade	0 grade points a credit hour
P – Pass	Not included in GPA computations
F – Fail	Not included in GPA computations
I – Incomplete	Not included in GPA computations
S – Satisfactory	Not included in GPA computations
U – Unsatisfactory	Not included in GPA computations
W – Withdrawal	Not included in GPA computations

The grading system for noncredit courses is as follows: S – Satisfactory; U – Unsatisfactory; I – Incomplete.

The Grade “I” (Incomplete)

The grade “I” (Incomplete) is given when work in the course has been substantially completed but the student has missed an examination or has failed to perform some other requirement of a course because of illness, emergencies, and other justifiable

circumstances. The student or his/her designee must initiate the request before the instructor records the final grade and documentation of the circumstances must be presented to the instructor to be considered for the "I" grade. The "I" grade is not given unless the student has satisfied the minimum attendance requirements set by the instructor and is otherwise doing "D" work or better in the course. Administrators cannot be involved in assigning the "I" grade.

In reporting the "I" grade, the instructor is required to submit with that grade the final letter grade which the student would receive should he/she fails to complete the requirement for which the "I" was assigned, such as "I"/"C", "I"/"F", and so on. The alternate letter grade then becomes the final grade for the course if conditions for the "I" grade are not satisfied. The Registrar will record the designated grade in the permanent record, and it will be included in the grade point average computation. In the absence of an alternate grade, the "I" grade becomes permanent.

The instructor is required also to enter on his/her grade report sheet the specific reason(s) for the "I" grade and to record the requirements to be fulfilled for its removal. The Dean is to obtain this information for permanent record so that if the instructor is unavailable to supervise removal of the Incomplete, the student's department head will be able to take responsibility for supervision and recording the grade change.

Reenrollment in the course is not required to remove the "I" grade. A student may also remove the "I" without being enrolled at the University. However, the student who is enrolled must complete the work for which the "I" grade was given in accordance with the following schedule: if the "I" grade was recorded during the first semester, the work must be completed by the third week in April; if the "I" grade was recorded during the second semester, the work must be completed by the third week in November; or the work may be completed in the Summer, if this is the case, the work must be completed by the third week in July. Following the completion of the work, the instructor has six business days to deposit the grade in the Office of the Registrar.

"I" grades submitted on grade sheets at the time that grades must be submitted for degree candidates cannot be changed before graduation. Degree candidates must complete all work in accordance with the early examination schedule for seniors if they plan to receive the degree in the May commencement.

Failure to remove the "I" grade during the next semester of enrollment will result in the posting of the alternate letter grade on the transcript. The time limit does not apply to courses listed as internships, projects, field work, and clinical.

The Grades "F" and "Y"

The "F" grade is assigned when a student fails a course. The "Y" grade is assigned when a student did not attend classes and did not officially drop or withdraw from the course. The "Y" grade is treated as a failing grade which carries zero quality points in computing the grade point average.

The student who receives the grade of "F" or "Y", in a required course must repeat the course until it is passed. Courses will not be offered off-schedule to accommodate a student who receives the grade of "F" or "Y". The student must wait until the course is

offered again in the regular schedule. Each “F” or “Y” grade earned (including two, or more, in the same course) is included in the computation of the grade point average until removed, at which time only the passing grade is included in the computation. All grades earned, however, remain on the student’s permanent record.

A student who makes a grade of “F” or “Y” in a free elective course will not be required to repeat the course. Instead, he/she may take another free elective course. In either case, both grades will remain a part of his/her permanent record and will be computed in his/her grade point average. If the student repeats the free elective in which a grade of “E” or “Y” was earned, the higher grade will be used to compute the grade point average.

Replacement Grades

A student who makes a “D”, “F”, or “Y” grade in a course may repeat the same course for a higher grade. The highest grade only is computed in the grade point average. If a higher grade is not earned, each “D” or “F” grade (whichever is applicable) earned in the same course is included in the computation. All grades earned, however, remain on the permanent record.

Change of Grades

After the final grades are deposited in the Office of the Registrar, they are no longer the property of the instructor. Grades cannot be changed because the instructor or Dean wishes to revise or make a second judgment on them. A decision to change a grade cannot be based on a second examination or assessment of new work. In the event an instructor makes an error in reporting a grade, the instructor must give written justification for the change to his/her College Dean. Upon recommendation of the Dean, the instructor must also secure approval of the Provost and record the new grade in the Office of the Registrar.

Appeal of Academic Decisions

A student has the right to appeal decisions regarding his/her academic performance or academic requirements. Before initiating a petition for appeal, the student should attempt to resolve the problem directly with the instructor(s), person(s) concerned, and/or departmental faculty.

All appeals of academic decisions, including requests for review of instructors’ grades, must be initiated not later than 30 calendar days after the decision was made. A student who is not in residence should mail the written statement to the College Dean.

Student Academic Honesty

When an instructor has reason(s) to believe that a student has been dishonest or has aided in dishonest acts, he/she immediately informs the student and follows up with a written statement of the charges to the student, the head of the department, and Dean of the College in which the student is enrolled.

A Committee on Academic Honesty consisting of one faculty member from each College, and three students will be appointed by the Provost upon the recommendation of the College Deans and Dean of Students to hear charges of academic dishonesty. The chairperson of the committee will be appointed by the Provost.

The written statement of the charges will be transmitted by the Dean to the chairperson of the Committee on Academic Honesty for a hearing. Separate charges or other offense(s) connected with dishonest incidents will be a part of the hearing, e.g., damage or destruction of property, threats or abuse – verbal or physical. The committee will observe due process and concern itself with establishing facts and rendering a decision of not guilty or guilty. The student will be given an opportunity to appear before the committee. Action considered appropriate will be recommended to the student's College Dean, who will inform the student of the findings and recommendations of the Committee, and of the Dean's decision in the case.

Grades for examinations and courses are the responsibility of the instructor, reflecting a professional judgment on a student's academic competence and accomplishment. If the result of the hearing would affect the grade of an examination or assignment for the course, the instructor will enter an "I" grade until the verdict of guilty or not guilty has been given. The chairperson of the Committee on Academic Honesty will give prompt notice of the committee's action to the student's Dean, who will relay the information to the instructor and the student.

A student who has adjudged not guilty will be entitled to an examination and/or grade within five working days after the instructor has been notified of the verdict. Similarly, a student who is adjudged guilty will be awarded an appropriate grade within this specified period.

Tuskegee University maintains the right to suspend or dismiss a student who has been judged guilty of academic dishonesty by a committee.

Honesty in academics, as well as in other matters, is expected of everyone at Tuskegee University. It is the obligation of all to adhere to this standard. Individuals are expected not to cheat or be dishonest, not to create the appearance of being dishonest, and not to contribute to or condone the dishonesty of others. Dishonesty, such as cheating, plagiarism, forgery, or knowingly furnishing false information to officials of the University will not be tolerated. The penalty could include failure in the course and possible dismissal or suspension from the University.