FACULTY PERSONNEL POLICIES AND PROCEDURES

Policy Manual
Volume IV

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Volume Number	***IV***
Functional Classification:	***Faculty Personnel Policies and Procedures and procedures***
Title/Topic:	***University Faculty Personnel Policies***

4.0 INTRODUCTION

This volume contains the approved policies and procedures of Huston-Tillotson University concerning the terms and conditions of faculty employment. This Volume IV is incorporated by reference into the individual faculty appointment agreements of each faculty member. Where the terms and provisions of an individual appointment of a faculty member are inconsistent with the general policies contained herein, the provisions of the individual appointment shall control. Otherwise, the provisions of Volume IV will remain in effect until changed by the procedures contained herein. Should there be any misapplication, misinterpretation or violation of specific provisions in this Volume IV, the faculty member involved should report the circumstance to the appropriate Department Chair, Dean of the College/School, Provost and Vice President for Academic Affairs, or the President. The chain of communication should be followed in this particular order.

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

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

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

It should be noted, however, that THE PROCEDURES AND POLICIES CONTAINED IN THIS MANUAL ARE SUBJECT TO CHANGE FROM TIME TO TIME AT THE SOLE DISCRETION OF THE UNIVERSITY WITH OR WITHOUT NOTICE. NO PROVISION IN THIS MANUAL CONFERS ANY OBLIGATION ON THE UNIVERSITY OR CREATES A RIGHT OF EMPLOYMENT.

4.1 Definition of Faculty, Faculty Rank and Faculty Titles, and Appointment

Non-tenure track faculty can choose to go on tenure-track, by applying for promotion to Assistant Professor, a rank reserved for tenure-track faculty. Once on tenure-track, the faculty member must meet the criteria for tenure and promotion and will have a negotiated year for tenure application, the following year of which will be tenured or terminal. A faculty member can hold a full-time non-tenure track appointment no longer than seven years.

At time of hire, the faculty member, his or her department chair and the Rank, Promotion and Tenure Committee are to be informed of a faculty member's rank and tenure-track (or non-tenure track) status and any other special conditions of hire (e.g., years of service carried forward.)

Faculty members are individuals employed for the primary purpose of performing or supervising instruction, research activities, and who hold academic rank.

4.1.1 *Faculty Rank and Titles*

4.1.1.1 Tenured and Tenure-Track Faculty

Only members that are tenured or tenure-track hold the rank of Assistant Professor, Associate Professor, or Professor.

4.1.1.1.1 Instructor

An Instructor is a part time (adjunct) or full-time member of the University faculty, possessing a master's degree or equivalent, with little or no experience of full-time teaching at the University level. The University reserves the right to consider a professional degree beyond the baccalaureate, or related experience, in determining and applying an instruction.

4.1.1.1.2 Assistant Professor

The rank of Assistant Professor may be awarded by the President of the University to faculty members with terminal credentials or the equivalent professional experience upon initial appointment to the Faculty of the University.

4.1.1.1.3 Associate Professor

The rank of Associate Professor may be awarded by the President of the University to faculty members who meet the formal criteria for appointment as, or promotion to, Associate Professor, and who have been nominated for such rank by the Department Chair, Dean of the College/School and the Provost and Vice President for Academic Affairs.

4.1.1.1.4 Professor

The rank of Professor may be awarded by the President of the University to faculty members who have met the formal criteria for appointment as, or promotion to, Professor, and who have been nominated for such rank by the Department Chair, Dean of the College/School and the Provost and Vice President for Academic Affairs.

4.1.1.2 Lecturer

Members of this rank are used when a Department has an ongoing need for faculty other than those in the tenure-track process. Members of this rank may or may not have the terminal degree, but must have the master's degree and at least three years teaching experience or comparable professional experience in the field. The lecturer appointment may be a special appointment or full-time and is on a year-by-year basis based on need. A full-time faculty member must go up for promotion to Senior Lecturer after three years as a Lecturer. If not promoted, the fourth year will be terminal.

4.1.1.3 Senior Lecturer

Members of this rank are full-time and possess at least a master's degree and have at least three years teaching experience or comparable professional experience in the field. A faculty member can hold the senior lecturer position no more than four years. In the third year in this rank, the senior lecturer must go on tenure-track. Otherwise, the following year is terminal.

4.1.2 Types of Faculty

The faculty comprises of all persons having appointment for the instruction of students, as well as those persons who are appointed to the University with faculty status in order to reflect potential or actual instructional capacity (i.e., librarians, learning resources faculty, and professional staff). The faculty of the University consists of four distinct groups:

1. Ranked full-time faculty;
2. Part-time faculty;
3. Adjunct faculty;
4. Special appointment faculty**.**

4.1.2.1 Ranked Faculty

A ranked faculty member is a full-time or pro-rata employee of the University who has been appointed to one of the four regular academic ranks: Instructor, Assistant Professor, Associate Professor or Professor.

4.1.2.2 Part-Time Faculty

Part-time faculty are ranked faculty members who are given an appointment equivalent to half-time or more, but less than that of a full-time faculty member. They may be employed pursuant to Term or Notice Appointments. Part time faculty members are not eligible for benefits or sabbaticals.

4.1.2.3 Adjunct Faculty

Adjunct faculty are employed pursuant to Term or Notice Appointments (See Section 4.2.2) and carry the rank of Instructor. Adjunct faculty are hired on a per-course basis and carry 9 units or less per semester. Such faculty usually have no other faculty duties or responsibilities (e.g., committee obligations, advisement), except for those specified by their Departments. They do not accrue time towards sabbatical and are not eligible to participate in University benefit programs. The term Instructor in this context will not determine rank should a full-time or part-time employment appointment be offered.

4.1.2.4 Special Appointment Faculty

4.1.2.4.1 Artist/Writer/Scholar-in-Residence

The University may appoint artists, writers, scholars, and other distinguished individuals to the special faculty status of Artist/Writer/Scholar-in-Residence. Such appointments are awarded for a specific period of time depending upon the needs of the University. They are appointed by the President after consultation with the appropriate Dean and Provost and Vice President for Academic Affairs.

4.1.2.4.2 Emeriti Faculty

Upon retirement, a faculty member holding the rank of Associate Professor or Professor may be recommended for emeritus status by the President to the Board of Trustees, after consultation with the Provost and Vice President for Academic Affairs, the Dean of the School or College, the Chair of the appropriate Department and the Rank, Promotion and Tenure Committee. Emeritus candidates have given long and distinguished service to the University and may be invited to make continued contributions in a capacity determined by the University administration.

Professor Emeritus or Associate Professor Emeritus are titles (as distinct from an academic rank) conferred by the University. The Board of Trustees has final decision authority regarding the appointment of Emeritus Faculty.

No compensation accrues by the virtues of this title except by a mutual agreement (approved by the Board of Trustees) between the President and the individual. The Emeritus faculty member may be offered a term appointment to teach or fulfill other duties. In such cases, supplementary benefits, if any, will be set forth in a written appointment.

4.1.2.4.3 Visiting Appointments

Members of any rank designated as visiting are used (1) when needed to fill temporary short-term appointments and (2) when the University has an opportunity to procure the services of a distinguished Professor for a predetermined short-term appointment. The appointee must have the equivalent qualifications a tenured or tenure-track faculty member would have in the same rank.

4.2 Types of Appointments

All ranked faculty appointments are of three kinds: term, notice, or tenured. There are two types of notice appointments: tenure track and non-tenure track. Beginning with appointment to the rank of full-time Instructor or a higher rank, the tenure-track period for a faculty member with a tenure-track

appointment shall not exceed seven years. This period may, as stated in the letter of appointment, be fulfilled by appropriate full-time service in any institutions of higher education. A maximum of three years of such service may be considered. Neither tenure track nor non-tenure track appointments assure continued appointment after the terms specified in the notice of appointment letter.

4.2.1 Term Appointments

Term appointments at the University are given to Adjunct and Special Appointment faculty members and are limited to the term of employment outlined in the letter of appointment. Term appointments do not assure continued employment after the term specified in the agreement expires.

Term appointments may also be offered to full-time and adjunct faculty in special circumstances, such as summer session appointments, one-semester replacements for faculty on leave, or for short-term academic needs.

4.2.2 Notice Appointments

4.2.2.1 Annual Notice Appointments, Tenure Track

A Notice Appointment is for a period of one academic year. Faculty appointed on a tenure track is subject to the provisions of Section 4.7 of this Volume IV of the Policy Manual. All Notice Appointments are subject to the Policy and Procedures found in Section 4.8 of this Policy Manual.

4.2.2.2 Notice Appointments, Non-Tenure Track

A Faculty member with a Notice Appointment who is not on a tenure track may expect the Appointment to be renewed unless otherwise notified pursuant to the terms of the applicable notice of appointment. A Notice Appointment is for a period of one academic year. All Notice Appointments are subject to the Policies and Procedures found in Section 4.8 of this Policy Manual.

4.2.3 Continuing Tenured Faculty

Tenured faculty members are entitled to annual appointment renewal and shall be subject to the terms and conditions of employment that exist at the time of each annual renewal except for those situations described in Section 4.8.4 and 4.8.5 of this Policy Manual. Tenured faculty members, however, are subject to Separation Policies in Section 4.8 and to removal under the guidelines set out for Post-Tenure Review in Section 4.7.2..

4.2.4 Locus of Appointments

All faculty appointments have as the focus of their appointment the department specific to their discipline. Dual appointments to different departments may be granted to a faculty member. In such a case, the President, in consultation with the faculty member, Dean of the College/School, and Provost and Vice President for Academic Affairs will select one department as the faculty member's primary department for the purpose of this Volume IV (e.g., locus, evaluation, promotion, separation).

4.2.5 Issuance and Receipt of Appointments

All ranked full-time faculty appointment offers for any academic year shall be issued on or before the second week of March and shall be returned on or before the last working day within the month of March, or the first working day thereafter. If the appointment offer is not accepted on or before the last working day within the month, or a special arrangement is not made with the President, the offer shall expire. It is the intent of the University to issue faculty letters of appointment prior to the beginning of the upcoming academic year. Failure to submit the signed letter of appointment by the deadline may constitute rejection of the offer.

All adjunct appointments are issued on an individual basis as the necessity arises.

4.3 Guidelines for the Search and Appointment of Faculty

4.3.1 Faculty Appointment Procedures

The President of the University has the sole authority to offer employment to any faculty member. No faculty member shall be offered employment, position, and salary or personnel benefits at the University except with the signed prior approval of the President.

Procedures for advertising positions, selecting candidates, and hiring faculty members are published in Subsection 4.3.2.

Any faculty member may apply for vacant faculty or administrative positions. In general, all vacant or new faculty positions are posted on the bulletin board outside of the Human Resources Office at the University for at least two weeks before the Provost and Vice President for Academic Affairs submits to the President a recommendation for appointment of a candidate for that position. Current faculty members must submit an application, current résumé or vita, and any original transcript(s) not already on file to the Human Resources Office.

The Human Resources Office maintains on file all required and suggested personnel forms needed to complete these procedures.

4.3.2 Initial Procedures

1. The Department Chair should complete the Employment Requisition Form, providing all information necessary for advertising the position and attach a copy of the job description. The Employment Requisition must be signed by the Department Chair, the Dean of the College/School and the Provost and Vice President for Academic Affairs. See Appendix 4.3.2.1, "Request for Appointment."
2. The Department Chair will submit the completed form to the Dean of the College/School who will forward it to the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs will give the form with his/her comments and revisions to the Human Resources Office for posting in-house and with local, non-profit publications and organizations, within one week from the date of receipt of the forms, or beginning on the date authorized by the Provost and Vice President for Academic Affairs.
3. The Dean of the College/School and the Provost and Vice President for Academic Affairs will decide on special advertising requests. The Human Resources Director will place the advertisement(s).
4. All applications will be received and recorded in the Human Resources Office. The original applications will be sent to the Provost and Vice President for Academic Affairs who will pass them on to the Dean of the College/School and relevant Department Chair.
5. The Human Resources Director will send an acknowledgment form letter to all applicants.

4.3.3 Interviewing Guidelines

Faculty interviews are necessary to evaluate the potential faculty member. During each interview the following areas will be covered: verification of stated credentials (review portfolio) and the extent of knowledge and teaching experience of the candidate in his/her field.

Whenever possible, the faculty member should be given the opportunity to "conduct a class" so that the committee can assess the teaching style of the candidate and identify qualified faculty who can contribute to the goal of academic excellence.

4.3.4 Criteria for Faculty Selection

The following is a summary of some of the criteria used in considering the candidate's qualification for an initial faculty appointment:

1. Commitment to the University mission and a willingness to implement the philosophy and ideals of the University;
2. Substantial academic preparation and mastery of the subject matter, which presupposes the possession of the appropriate degree for the program taught;
3. Evidence of teaching effectiveness or the potential to develop such effectiveness;
4. Compliance with the ethical and procedural responsibilities of the teaching profession; and
5. Interest in professional growth and scholarship.

4.3.5 Selection and Recommendation

1. After the official closing date for applications, the screening process will begin. All candidates who apply for full-time faculty positions will be screened. The Provost and Vice President for Academic Affairs will initiate the screening process by giving applications to the Dean of the College/School. The Dean of the College/School will establish the Screening Committee.
2. The Dean of the College/School will give the charges to the Screening Committee. The committee will interview candidates recommended by the Screening Committee. The committee will submit the names of three ranked candidates to the Dean of the College/School. The Dean of the College/School will forward his/her recommendation and the committee's recommendation to the Provost and Vice President for Academic Affairs.
3. The Provost and Vice President for Academic Affairs will forward the recommendation to the President.
4. The President will send a letter of appointment. The appointee accepts his/her appointment by signing the appointment letter. Only upon receipt of the signed copy of the appointment letter can the appointee begin work at the University.

4.3.6 Accuracy of Credential Information

All faculty members must provide official transcripts of all advanced degrees to the Provost and Vice President for Academic Affairs for inclusion in the faculty members' files. Accuracy of credentials, including degrees completed, is assumed in the issuance of an appointment. Any evidence of falsification of credentials will result in making an appointment null and void.

4.4 Faculty Records

4.4.1 Official Faculty File

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

1. In the office of the Director of Human Resources:

- ***a.*** Personal data information (race, gender, date of birth, marital status, religion, etc.);
- ***b.*** Application;
- ***c.*** Hiring transaction documents (Federal forms, bank documents, insurance forms, etc.);
- ***d.*** Payroll change documents (salary increases or changes, changes in status);
- ***e.*** Copies of appointment and acceptance letters;
- ***f.*** Salary and fringe benefit data;
- ***g.*** Conflict of Interest form;
- ***h.*** Acceptable Use Policy form; and

i. Other documents required by law.

2. In the office of the Provost and Vice President for Academic Affairs:

a. Letters of application;

b. Appointment and acceptance letters;

c. Performance Reviews and evaluations; and

d. Official transcripts with résumé.

4.4.1.1 Updates

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

4.4.1.2 Access to File

The official files are available on a need-to-know basis only to the Board of Trustees, President, Provost and Vice President for Academic Affairs, Vice President for Administration and Finance, Legal Counsel, the Director of Human Resources, the Deans, the appropriate Department Chair, the individual faculty member, or others specifically designated by the President and/or faculty member in writing.

4.4.1.3 Review and Response

Before a negative document becomes a part of a record, the faculty member involved will be advised of the existence of the document unless the document involves an arrest or indictment for a felony or action by the faculty member that endangers the lives of others. The faculty member shall have the right to submit a written answer, which shall be placed in the faculty member's file. With the exceptions noted above, only the written material in the file for which such notice and opportunity has been given shall be considered for evaluation purposes, along with the other normal criteria.

4.4.1.4 Copies of File

Faculty member files are kept and maintained in the offices of the Director of Human Resources and the office of the Provost and Vice President for Academic Affairs. Faculty members may obtain copies of any materials in their faculty file. Further, the University may permit access to and copying from such files pursuant to lawful requests from federal or state agencies relevant to investigations, hearings, or other proceedings pending before such agencies or the courts.

4.5 Faculty Evaluations

4.5.1 Annual Faculty Evaluation

The intent of the annual faculty evaluation is to provide both summative and formative feedback to each full-time faculty member. As a summative instrument, the evaluation score will be used to determine merit pay and promotion. In addition, the instrument will provide formative information to assist in the improvement of instruction and professional activities. The instrument was designed to provide flexibility for evaluating faculty from diverse disciplines.

The faculty evaluation process will be explained to all new faculty during their orientation and each faculty will be given a copy of the evaluation process by the supervisor.

The professional performance appraisal of each faculty person, tenured and non-tenured, occurs annually. Performance reviews are conducted by Department Chairs, reviewed with individual faculty members and endorsed by both the Departmental evaluator and the faculty person. The Deans evaluate Department Chairs. Additionally, evaluation of instruction is carried out by students through administration of course evaluations. The primary purpose for these performance reviews is to

improve instructional effectiveness. The evaluation period will be from August 1 to March 31 according to the following timetable:

4.5.2 Procedures and Instructions

4.5.2.1 Evaluation Period from August 1 through March 31

STEP	WHO	DOES WHAT	WHEN
1	Provost and Vice President for Academic Affairs	Sets specific evaluation dates.	Fall Faculty Institute
2	Provost and Vice President for Academic Affairs	Provides evaluation forms to faculty at the Fall semester Faculty Institute.	Fall Faculty Institute
3	Faculty Member	Decides on the weights for evaluation criteria in consultation with the Department Chair. (Note: Individuals must determine the weighting of each domain in consultation with the Department Chair. The total of the domain weights must equal 100%). In the event that the Department Chair and the faculty member do not agree on the domain weights, the applicable Dean of the College/School shall decide.	Week 3 of September
4	Faculty Member	Completes the Criteria Weighting Form and submits it to the Department Chair who submits to the Dean	Week 3 of September
5	Dean	Reviews and files the proposed distribution of evaluation criteria weights	Week 4 of September
6	Faculty Member	Submits Documentation of Instruction and Professional Activities to appropriate Department Chair. See required format. (Note: Materials will be kept on file, so photocopy important documents).	Week 4 of January
7	Department Chair	Evaluates submitted documents for each faculty member in the Department.	Week 2 of February
8	Department Chair	Completes Score Calculation Form and Evaluator Feedback Form.	Week 2 of February
9	Department Chair Faculty Member	Meets to review evaluation score and feedback form. Changes may be made as appropriate based on the faculty member's input.	Week 3 of February
10	Faculty Member	Accepts and signs off on the results of the evaluation.	Week 3 of February
11	Dean	Receives recommended evaluation from Chair and submits recommendation to Provost and Vice President of Academic Affairs	Week 4 of February
12	Faculty Member	If evaluation is rejected by faculty member, appeal is made to Dean who recommends action to Provost	
13	Provost and Vice President of Academic Affairs	If action of Provost is not accepted by faculty member, a grievance may be filed to appeal the results. Refer to Grievance Policy in Section 4.14 of the Policy Manual.	
14	Dean	Submits evaluation results to the Provost and Vice President for Academic Affairs.	Week 1 of March

Among the criteria considered in conducting these evaluations are: (1) classroom teaching/supervised instruction, (2) scholarship, (3) research, (4) student advisement, (5) services to the University, (6) public/community service, (7) co-curricular interaction with students, (8) professional growth and consulting, and (9) administration (where applicable).

All completed evaluation reports are forwarded to the Provost and Vice President for Academic Affairs for review. Records of faculty evaluations are maintained in the Office of the Provost and Vice President for Academic Affairs. (See Appendix 4.5.2.1.1 for complete form.)

4.5.2.2 Student Course Evaluation

1. Student Course Evaluations shall take place before final exams
2. The standard course evaluation form has been developed and approved by the faculty.
3. The Office of Institutional Research and Assessment administers student course evaluations for each course.
4. Students' evaluations provide feedback to the faculty members as to their effectiveness. Students' evaluations are done anonymously and transmitted electronically.
5. The Faculty and the Department Chair will insure that all courses have been evaluated.

4.5.2.2.1 Student Evaluation for Courses Taken Via the Distance-Education Format

Students evaluate the teaching performance of faculty members who offer courses taken via the distance-education format, via an evaluation instrument developed and administered electronically by the Coordinator of Distance Education Programs. Faculty members participating in the distance-education program shall be evaluated in the same manner as all other faculty members in accordance with institutional policy.

(See Appendix 4.5.2.2.1.1 for the Distance Education Student Evaluation Form).

4.6 Promotion Policies

4.6.1 Promotion Procedures

Candidates for a promotion review will be notified of their eligibility by the Provost and Vice President for Academic Affairs. Each candidate's portfolio must be accompanied by a criteria checklist of support for promotion. Candidates are to submit a portfolio which should contain updated vita, sample syllabi, student evaluations, recent Department Chair evaluations, copies of recent publications, updated transcripts, certifications, licenses, copies of grants written and funded, letters of recommendation from three persons, with one being from the immediate Department Chair, and anything else that the candidate believes would support candidacy for promotion. The President will submit the recommendation to the Board of Trustees at its Spring Meeting. Failure to receive promotion shall not be noted in the faculty member's permanent file; however, informal notice, explanation, and personal counseling will be given the faculty member by the Provost and Vice President for Academic Affairs within two weeks of the Board's action. The promotion and tenure time lines are the same and will be followed as given below:

4.6.1.1 Timetable for Promotion Recommendation Process

Notification of eligibility.	2nd week of May
Eligible faculty members who are not notified and request inclusion in the tenure process.	1st week of September
Formal request for faculty members seeking tenure shall be submitted in writing by the faculty member or colleague to the office of the Provost and Vice President for Academic Affairs and to the Dean of the College/School.	1st week of September
Faculty submits application for tenure and documentation to the Dean	1st week of September
The Dean submits tenure application to the Provost and Vice President for Academic Affairs who convenes Rank, Promotion and Tenure Committee to receive documentation from the Provost and Vice President for Academic Affairs.	2nd week of October
The Committee completes review of documentation and conducts interviews and consultations.	3rd week of October
The Committee presents recommendations to The Dean who reviews and submits recommendations to the Provost and Vice President for Academic Affairs.	4th week of October
The Provost and Vice President for Academic Affairs submit recommendations to the President.	1st week of February
The President notifies the candidate of the action taken on the recommendation.	2nd week of March
The President presents the names of the faculty members recommended for tenure to the Board of Trustees. Final approval of Tenure rests with the Board of Trustees.	Spring Board Meeting
The President notifies the faculty members of the final decision of the Board of Trustees.	No later than one week after the Spring Board Meeting

4.6.2 Criteria for Promotion

Faculty members appointed on a full-time basis are assigned the following ranks in ascending order: (Non-Tenure Track) instructor, lecturer, senior lecturer; (Tenure Track) instructor, assistant professor, associate professor, and professor. (See the Faculty Classification). There is no limit on the number of years that a tenure-track faculty member may serve in a given rank, with the exception of the rank of instructor, for which the limit is seven years. If an instructor has not performed sufficiently (based on evaluations and other evaluative measures) in seven years to be promoted to an Assistant Professor, then that person shall not be reappointed for the next academic year. A faculty member shall normally serve a minimum of three years in a rank before the faculty member is eligible to be considered for promotion. Promotion to a higher rank is not automatic upon completion of three years' service at the lower rank**.** Subject to regulations and other criteria for promotion, a faculty member must meet at least the following academic and professional criteria to become eligible for a promotion.

4.6.3 Requirements for Promotion of Instructor to Rank of Assistant Professor *(Tenure-track)*

1. Completed one year of full-time graduate work beyond the master's degree from an accredited college or university with at least 18 semester hours in the faculty member's teaching discipline;
2. Completed at least three years of full-time university teaching or service as a university librarian;
3. Demonstrated competence as a teacher based upon three years of results recorded on the Faculty Annual Evaluation form, receiving at least an average evaluation score in all areas of the evaluation form. See Appendix 4.5.2.1.1 Faculty Annual Evaluation. 4.5.2.1.1 Forms);
4. Demonstrate scholarly and professional promise within the faculty member's discipline by participation in professional organizations and learned societies, involvement in service to the discipline, the University and the community, and/or writing scholarly articles; and
5. Demonstrate commitment to the University, its goals and objectives.

Promotion of Instructor to Rank of Lecturer (Non-tenure Track)

1. At least the master's degree in the faculty member's teaching discipline;

2. Completed at least three years of full-time university teaching or comparable professional experience in the field;

3. Demonstrated competence as a teacher;

4. Demonstrated commitment to ongoing scholarship and faculty development in the teaching field;

5. Demonstrated commitment to the University, its goals and objectives.

Promotion of Lecturer to Rank of Senior Lecturer (Non-tenure Track)

1. At least a master's degree from an accredited college or university, and three years of teaching experience or comparable professional experience in the field are required;

2. Demonstrated competence as a teacher based upon three years of results recorded on the Faculty Annual Evaluation Form. All areas must be evaluated as at least average. (See Appendix 4.5.2.1.1 Faculty Annual Evaluation Forms);

3. Demonstrated commitment to ongoing scholarship and faculty development in the teaching field;

4. Demonstrated commitment to the University, its goals and objectives.

4.6.4 Requirements for Promotion of Assistant Professor to Rank of Associate Professor

1. Completion of a terminal degree is preferred, or at least two years of full-time graduate work with 36 semester hours in the faculty member's field beyond the master's degree from an accredited college or university;
2. Completed three years of experience as a teacher at the college or university level;
3. If a faculty member has no earned doctorate or terminal degree, the faculty member may be considered with special evidence of professional competence ordinarily required for teaching in certain technical and professional fields, with the approval of SACS via its guidelines;

4. Demonstrated competence as a teacher based upon three years of results recorded on the Faculty Annual Evaluation Form. All areas must be evaluated as at least average. (See Appendix 4.5.2.1.1 Faculty Annual Evaluation Forms);
5. Evidence of scholarly and professional growth, such as holding office or presenting papers at meetings of professional organizations and learned societies, significant involvement in community service related to faculty member's discipline, and/or engagement in research; and
6. Significant service to the University.

4.6.5 Promotion of Associate Professor to Rank of Professor

1. A terminal degree in the appropriate teaching or professional discipline;
2. Demonstrated competence as a teacher based upon three years of results recorded on the Faculty Annual Evaluation Form. All areas must be evaluated as at least average. (See Appendix: Faculty Annual Evaluation. 4.5.2.1.1 Forms);
3. A minimum of four years in rank of associate professor as well as at least ten years of University teaching is required for advancement to this rank. Exceptional circumstances to reduce requirements must be considered by the Rank, Promotion, and Tenure Committee with the endorsement of the Provost and Vice President for Academic Affairs.
4. Established record of attainment in research or other scholarly and professional accomplishments, including holding office in or presenting papers at meetings of professional organizations or learned societies; and
5. Continued participation in professional and scholarly activities, outstanding involvement in community services related to the faculty member's discipline, and providing significant service to the University.

4.7 Tenure Policies

Institutions of higher education are conducted for the common good, which depends, at its foundation, upon the free search for and exposition of truth by teachers and scholars. The University recognizes the value of tenure as promoting not only academic freedom but also stability as a community of teachers and scholars dedicated to these ideals. An effectively implemented tenure process ensures that high standards of performance are maintained at the institution.

Tenure must be earned through the faculty member's demonstration of excellence in performance according to the criteria governing the evaluation of the faculty set forth in Section 4.5. Tenure is ordinarily granted after a pre-tenure period of teaching at the University. Tenure may also be granted on appointment to a faculty member who has been tenured or has held equivalent faculty status elsewhere. The responsibility for making decisions in the granting of tenure rests with the President, with confirmation by the Board of Trustees, based upon the advice of the Provost and Vice President for Academic Affairs, the Dean of the College/School, and the Rank, Promotion, and Tenure Committee. In addition to the qualifications of the candidate, other considerations that enter into an individual decision to confer tenure include the particular needs within a department and the financial resources of the University.

The University has developed faculty annual evaluations, students' course evaluations, and the professional individual growth plan along with tenure and promotion processes to provide feedback to faculty members on their performance, to recognize and reward faculty for outstanding performance, and to assist faculty in improving when their performance falls below expectations.

4.7.1 Definition and Coverage of Tenure

The term “tenure” as used herein means election to continuous employment at the University until retirement or until such tenure is terminated as provided in the section on termination of tenure status. If tenure was granted under earlier statements of policy, it will remain in effect. Tenure is not automatic at the University. The University does not have a de facto tenure system.

4.7.1.1 Purpose of Tenure

The University provides educational opportunities for a diverse, multicultural community in order to deliver a challenging, student-focused undergraduate education in an effective and flexible manner. This emphasis on teaching depends upon the contributions of a strong and dedicated faculty. The University affirms its commitment to tenure as essential to this mission and its need to support and reward faculty in reaching their potential as teachers, scholars, creative artists, and professionals. Therefore, the purposes of tenure are:

1. To provide the University with a consistent cadre of qualified and professionally effective members;
2. To ensure the pursuit of scholarly research and effective teaching and to foster active engagement in University and community service; and
3. To provide a sufficient degree of employment security to make the profession attractive to qualified individuals.

4.7.1.2 Tenure Criteria

The University subscribes to the concept that tenured faculty members should have continuous appointments and their service should be terminated only for cause or as otherwise provided in Section 4.8 (Separation Policies).

The following qualifications for tenure must be met:

1. Faculty members must be employed by the University and have completed at least six (6) years of continuous service in rank of assistant professor, associate professor and/or professor;
2. Faculty members who have three (3) years of service already served in rank at another institution may substitute those years for two (2) of the six (6) years. Four years must have been served at the University. In exceptional circumstances, the time required for tenure may be reduced upon approval of the University President. Exceptions must be stated in writing in the initial appointment, and in subsequent appointments until tenure is granted. Agreements in the initial appointment will govern the timing of the tenure evaluation;
3. The earned doctorate or the equivalent terminal degree in the member’s academic field is a recommended qualification for tenure in most cases. Individuals without the terminal degree might be eligible to apply for tenure. Individuals without the terminal degree will be evaluated based on the same standards of performance as those with the terminal degree;
4. Demonstrated commitment to University teaching, effectiveness in student advisement and total student development;
5. Outstanding competence in the major discipline and a demonstrated commitment to life-long learning as indicated by continuing education, by scholarship or creative research activities, performance, and/or by documented participation in professional societies;
6. Demonstrated professional ethics; and
7. Demonstrated service to the University, its mission, its programs, and the community.

4.7.1.3 Tenure Approval Procedures

Prior to being recommended for tenure, the candidate already should have fulfilled the requirements that are outlined under criteria for tenure. The Board of Trustees will review and act upon recommendations presented by the University administration according to the following procedures:

1. Notification of eligibility for tenure will be sent by the Provost and Vice President for Academic Affairs no later than the second week of May at the beginning of the sixth (6) year of service to those qualified. If an eligible faculty member is not contacted by the second week in May, the faculty member has the right and responsibility to request inclusion in the tenure process on or before the first week in September.
2. A faculty member seeking tenure should secure a letter of recommendation from the Department Chair and take it to the office of the Provost and Vice President for Academic Affairs (and Dean of the College or School) no later than the first week of September.
3. The Dean will provide candidates for tenure with copies of the tenure approval procedures informing them about the criteria and requesting that they submit a portfolio with all appropriate documentation to the Dean of the College or School on or before the first working day of October. The Dean submits the portfolio to the Provost and Vice President for Academic Affairs.
4. The Provost and Vice President for Academic Affairs convenes the Rank, Promotion and Tenure Committee on or before the second week of October to receive documentation of the candidates.
5. The Committee will review documentation from the candidate. The Committee may also interview the candidate, request missing documents, and consult with Department Chairs. The review process will take place from the second week of October to the second week of January.
6. Once the Committee reaches a decision (approval or disapproval) concerning tenure, the recommendation shall state the candidate's strengths and weaknesses and reasons for the recommendation. The Chair of the Committee will forward the recommendation to the Dean and the Provost and Vice President for Academic Affairs on or before the first week of February.
7. The Provost and Vice President for Academic Affairs reviews the candidate's file and indicates approval or disapproval and submits a justification for the decision. The decisions of the Committee and the Provost and Vice President for Academic Affairs are forwarded to the President.
8. The Provost and Vice President for Academic Affairs submits all recommendations and the portfolio to the President on or before the second week of March with copies to the applicants.
9. The President reviews the recommendations and shall (approve or disapprove) the recommendations on or before the first week of April with copies to the candidates, Provost and Vice President for Academic Affairs and the Rank, Promotion and Tenure Committee. If a candidate is denied tenure, the candidate may file for appeal or grievance with the Grievance Committee. See Grievance Appeal Policies and Procedures (Paragraph 4.7.1.5) and Grievance Policies (Section 4.14). The Grievance Committee will present its findings to the President within the timeframe designated by the grievance process.
10. The President shall present any recommendation for tenure to the Board of Trustees at the Spring Board Meeting.
11. Action by the Board will take one of the following forms:
    a. Approval for tenure upon completion of the academic year in progress.

b. Disapproval of tenure. Faculty members who are denied tenure are not eligible for re-employment (part-time or full-time) at the Institution after seven years of service.

12. The President will return the portfolio to the professor along with a letter informing the professor of the Board's decision no later than a week after the board meeting. If the portfolio is in the office of the Dean of the College/School, then the Dean is to return it to the professor.

Timetable for Tenure Recommendation Process

Notification of eligibility.	2nd week of May
Eligible faculty members who are not notified and request inclusion in the tenure process.	1st week of September
Formal request for faculty members seeking tenure shall be submitted in writing by the faculty member or colleague to the office of the Provost and Vice President for Academic Affairs and to the Dean of the College/School.	1st week of September
Faculty submits application for tenure and documentation to the Dean	1st week of September
The Dean submits tenure application to the Provost and Vice President for Academic Affairs who convenes Rank, Promotion and Tenure Committee to receive documentation from the Provost and Vice President for Academic Affairs.	2nd week of October
The Committee completes review of documentation and conducts interviews and consultations.	3rd week of October
The Committee presents recommendations to The Dean who reviews and submits recommendations to the Provost and Vice President for Academic Affairs.	4th week of October
The Provost and Vice President for Academic Affairs submit recommendations to the President.	1st week of February
The President notifies the candidate of the action taken on the recommendation.	2nd week of March
The President presents the names of the faculty members recommended for tenure to the Board of Trustees. Final approval of Tenure rests with the Board of Trustees.	Spring Board Meeting
The President notifies the faculty members of the final decision of the Board of Trustees.	No later than one week after the Spring Board Meeting

4.7.1.4 Grievance Appeal Policies and Procedures

Any faculty member who has been denied tenure but believes that the established criteria for tenure have been met, may request in writing from the President an explanation with copies also sent to the Promotion, Rank, and Tenure Committee. Further, the faculty member has the right through written petition to appeal for a review of the case to the President within ten days after notification of the decision. The President has ten days to remand the case to the Promotion, Rank and Tenure Committee. If the President does not remand the case or the decision of the Promotion, Rank and Tenure Committee does not change, the faculty member may grieve the determination as provided in Section 4.14.

4.7.1.5 Special Consideration for Continuing Faculty Members

This tenure policy became effective with the 2005 academic year and supersedes all previous tenure policies at the University. Beginning with the 2005 academic year, all full-time faculty members will have between zero (0) and seven (7) years to apply for tenure, provided the faculty member meets the years of service eligibility requirement. See the table below for a more detailed explanation. Note that all non-tenured faculty members, regardless of the number of years of employment with the University, are on a year-to-year appointment and may be dismissed.

Years of Service at HT as of September 2005 (Excluding Consideration for Service at Another Institution)	Years Until Eligible Tenure
0 years	7 years
1 year	6 to 7 years
2 years	5 to 7 years
3 years	4 to 7 years
4 years	3 to 7 years
5 years	2 to 7 years
6 years	1 to 7 years
7 or more years	0 to 7 years

4.7.2 Post Tenure Review

4.7.2.1 Purpose of Post-Tenure Review

Post tenure review is designed for purposes of the continuing of tenure and of improvement of teaching. Also, it provides assistance to those tenured faculty members receiving ratings of marginal or unsatisfactory on Faculty Annual Evaluations. Forms of evaluations and the criteria presently being used at the University are: Faculty Annual Evaluations; Students' Course Evaluation Forms; and the Professional Growth Plan (See Appendices 4.5.2.1.1, 4.5.2.2.1.1 and 4.10.1.1).

4.7.2.2 Post-Tenure Review Process and Guidelines

Post-tenure review ensures that the tenured faculty carries out the mission of the University by maintaining high levels of performance in teaching and in scholarship. To provide assistance to a tenured faculty member falling below the levels of outstanding, superior, or average performance, a post-tenure professional review has been developed. This review takes the form of a peer review. It is initiated when a tenured faculty member receives one marginal or unsatisfactory annual evaluation. The Department Chair notifies the faculty member that the faculty member is subject to a post-tenure professional review because of a rating received on the past evaluation.

Before the end of March of that academic year, the Department Chair, in consultation with the Provost and Vice President for Academic Affairs, informs the faculty member that the faculty member will be reviewed and why the review is to take place. The faculty member will be notified to prepare and present to the Department Chair a portfolio, before the end of May, of documents and any other materials deemed by the faculty member to be relevant for the review. On or before the second week of September, the Provost and Vice President for Academic Affairs will convene the Rank, Promotion, and Tenure Committee to carry out this review. The committee states the deficiencies and forwards its report to the Provost and Vice President for Academic Affairs who notifies the tenured faculty member. The review will determine that: (1) no deficiencies were identified; (2) there was evidence of deficiencies in one or two areas, but not pervasive within the domain; or (3) there were pervasive deficiencies that were not offset by demonstrated strengths.

The committee will assist the tenured faculty member in developing and implementing a Professional Development Plan to address the deficiencies on or before October 1. One year after the implementation of the plan, the committee will make a final report to the tenured faculty member and to the Provost and Vice President for Academic Affairs. If the report is positive in all areas, the faculty member is continued with tenure. Any unsatisfactory review may result in discontinuance of tenure. The Provost and Vice President for Academic Affairs will recommend to the President on or before April 15 of the next year to continue or discontinue tenure. The President will review and make a recommendation to the Board of Trustees to continue or discontinue tenure.

If a grievance under Section 4.14 is filed and the Grievance Committee determines that procedural errors have been made, the President shall remand the action back to the Promotion, Rank and Tenure Committee for further consideration. After thirty calendar days or receiving additional input in writing from the Promotion, Rank and Tenure Committee (whichever is first) the President will make a final recommendation to the Board of Trustees.

4.7.3 Guidelines

For faculty members who receive two consecutive unsatisfactory annual reviews, the guidelines for a third and final post-tenure review process is as follows:

1. By May of the academic year in which the second marginal or unsatisfactory evaluation occurs the tenured faculty member to be reviewed will be notified to provide a portfolio containing five years of each of the annual performance evaluations outlined in the section on Faculty Annual Evaluation as well as an updated vita, recent syllabi (samples of instruction), copies of recent publications, up-dated transcripts, certifications, licenses, copies of grants written and funded, letters of recommendation and any other document the faculty member thinks is necessary for the review.
2. The Rank, Promotion, and Tenure Committee assists the tenured faculty member to remove any deficiencies identified by helping the faculty member to develop a realistic Professional Growth Plan. This plan addresses the deficiencies, states methods to overcome them, and sets a timetable for implementation of the plan. The faculty member is given one calendar year to implement the growth plan and to meet the standard of average.
3. The Rank, Promotion, and Tenure Committee provides constructive assistance to the tenured faculty member throughout this process. The Department Chair meets with the faculty member every three months to review progress for improvement.
4. The Provost and Vice President for Academic Affairs evaluates the tenured faculty member, on two separates occasions, through classroom observations.
5. The tenured faculty member is reviewed in October of the following year to determine if satisfactory progress has been made. If progress is unsatisfactory, the committee may recommend dismissal as provided in Section 4.8 to the Provost and Vice President for Academic Affairs.
6. The faculty member may appeal the decision of the Rank, Promotion, and Tenure Committee within four weeks by requesting to have the case sent to the Grievance Committee to execute a grievance process.
7. If the case is sent to the Grievance Committee, the findings are forwarded to the Provost and Vice President for Academic Affairs, who forwards a recommendation to the President.

4.8 Separation Policies

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

4.8.1 Resignation

A full-time faculty member who plans to terminate employment with the University is requested to notify his/her Department Chair. The faculty member should submit a letter of resignation addressed to the President up to one year prior to the date, but not less than one full semester, of planned unavailability for reappointment. If this is not possible, a letter of resignation should be submitted as early as possible, and where feasible, no later than the start of the last semester of appointment at the University.

The President may request a conference with the resigning faculty member. Any faculty member who resigns may request an exit interview with the Provost and Vice President for Academic Affairs and/or the President to share any concerns or discuss the status of projects in progress.

The resigning faculty member will be given ample time to clear the faculty member's office as determined by the Provost and Vice President for Academic Affairs but, in any event, must vacate the office before the beginning of the next semester.

4.8.2 Retirement

Retirement from active employment is a major decision and is often most successful if it is planned well in advance. Accordingly, all faculty who plan to retire from their employment at the University are asked to give written notice at least one year in advance of their retirement. The procedures for resignation will be followed for a retiring employee.

There is no mandatory retirement age for faculty members at the University. Some benefits upon retirement, however, do have appointment and service limits. An individual who is planning to retire is requested to notify his/her applicable Department Chair and to contact the Human Resources Office at least one year prior to the planned retirement date. The Human Resources Office will provide the individual with information about benefits upon retirement.

Any ranked faculty member at the University who retires or is pensioned is deemed to have been separated from service to the University in good standing.

4.8.3 Notice of Non-Reappointment or of Intention to Recommend Termination of Faculty Member on Notice Appointments

Notice of non-reappointment or of intention to recommend termination should be given to the faculty member not later than March 15 each year.

NOTE: Only under exceptional conditions shall this timetable be altered.

The faculty member will be notified by certified mail of the non-appointment decision.

4.8.4 Layoff before Expiration of Current Appointment

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

Decisions about layoffs are made by the President of the University. The Board of Trustees may also mandate or recommend layoffs, under its fiduciary responsibility, through the President. Such mandate or recommendation will proceed in consultation with the Provost and Vice President for Academic Affairs and the Faculty.

4.8.4.1 Layoff of Faculty Member Caused by Phasing Out of University Programs

Termination of an appointment with tenure or other faculty appointments before the end of a specified term may occur under extraordinary circumstances because of the phasing out of institutional programs for demonstrably bona fide reasons, such as lack of student enrollment or incompatibility with the role and scope of the University.

Two principles shall apply:

1. Students enrolled in the phased-out programs shall be provided a reasonable opportunity to complete the program of study in which they are enrolled.
2. Faculty members affected by a program phase-out shall be permitted to complete the academic year.

The decision to phase out a program is made through a recommendation by the President after consultation with faculty for the approval by the Board of Trustees. The decision of the Board of Trustees is final.

4.8.4.2 Layoff of Faculty Member during Financial Exigency

Termination of an appointment with tenure before the end of the specified term may occur under extraordinary circumstances because of demonstrably bona fide financial exigency, i.e., an imminent financial crisis which, in the view of the Board of Trustees, threatens the survival of the University as a whole and which cannot be alleviated by less drastic means. The determination that a financial exigency exists will be made by the Board of Trustees.

Within the overall academic program, judgments determining where termination of appointments may occur should involve consideration of educational policy, including affirmative action as well as faculty status and faculty contributions. Judgments, moreover, should take into account recommendations from the Faculty Advisory Committee.

The Provost and Vice President for Academic Affairs and the Faculty Advisory Committee members should exercise primary responsibility in determining the criteria for identifying the individuals whose appointments are to be terminated. Faculty Advisory Committee members shall reference the established criteria concerning those individuals whose appointments are to be terminated in their recommendations to the President and Provost and Vice President for Academic Affairs. Final decisions about the composition of the faculty shall be determined by the President with advice from the Provost and Vice President for Academic Affairs. ***The decision of the President is final.***

Judgments determining where, within the overall academic program, termination of appointments may occur involve consideration of educational policy, including affirmative action, as well as faculty status, and should, therefore, be the primary responsibility of the appropriate faculty body. The composition of the faculty body should be determined by the President with the advice of the Faculty Advisory Committee. The faculty or an appropriate faculty body should also exercise primary responsibility in determining the criteria for identifying the individuals whose appointments are to be terminated.

The Faculty Advisory Committee is responsible for recommending to the President those individuals whose appointments are to be terminated.

Faculty members involved in adjustments in emergency situations should be given opportunities for appointment in related areas provided: (1) they are qualified professionally to teach in those areas, (2) positions are available, and (3) the affected unit head concurs.

4.8.4.3 Layoff of Tenured Faculty Member during Enrollment Emergency

Termination of an appointment with tenure before the end of the specified term may occur under extraordinary circumstances because of demonstrably bona fide enrollment emergency. An enrollment emergency is a sudden or unplanned progressive decline in student enrollment, the detrimental financial effects of which are in the view of the President either too great or too rapid to be offset by normal procedures outlined in this Policy Manual. The final decision on the existence of an enrollment emergency will be determined by the President.

4.8.4.4 Specific Procedures on Layoff

1. To the extent feasible taking into account the need to retain program integrity, elimination of positions due to financial exigency will start at the administrative level prior to elimination of any faculty positions. Persons who are asked to resign or leave shall be given ample time to vacate their office, as determined by the President.

2. Where feasible, taking into account the need to retain program integrity, the qualified persons affected by the reduction may be transferred to any appropriate full-time teaching or non-teaching position within the University in lieu of release.
3. Taking in consideration the principle that those to be retained must be qualified to carry on the remaining educational functions, any necessary transfer or termination of appointment of faculty in the affected Department will be accomplished as follows:
    a. First, non-tenured faculty with the least service at the University through all those without tenure.
    b. Next, tenured faculty beginning with the most recently tenured.
4. If a person's full-time faculty status is terminated because of financial exigency or because of discontinuance of a program of instruction, that faculty member's position will not be filled within a period of two years. First an opportunity for reappointment must be offered to that individual and a reasonable time given to act on the offer.
5. In the case of termination of full-time faculty status because of demonstrably bona fide financial exigency or discontinuance of a program of instruction, the individual affected will be given notice one full academic year before the expiration of the appointment.

    In the event of financial exigency or discontinuance of a program of instruction at the University, the Board of Trustees will establish a committee of members to provide feasible assistance in finding new positions elsewhere for those faculty members displaced by the curtailment.

4.8.4.5 Order of Layoff within a Department

The decision to layoff a faculty member in a particular department shall be in accordance with the procedures outlined below.

1. Prior to ***layoffs***, voluntary measures should be considered, such as the possibility of voluntary early or phased retirements.
2. Involuntary Layoff Programs
    (a) All administrators with faculty rank should first be laid off from teaching within the department, except as necessary to avoid serious distortion of program integrity.
    (b) Term appointment faculty members should next be terminated within the department involved, except as necessary to avoid serious distortion of program integrity.
    (c) In making a recommendation about the termination of the appointment of notice faculty member, program integrity will be considered.
    (d) In making a recommendation about the termination of the appointment of a faculty member employed pursuant to a Term Appointment, program integrity, rank, and seniority will be considered.
    (e) The appointment of a three-year Term Appointment faculty member will not be terminated in favor of retaining a junior faculty member, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result. The recommendation of extraordinary circumstance to the President will be made by the Provost and Vice President for Academic Affairs in consultation with the applicable Department Chair, the Faculty, and/or the Promotion Rank and Tenure Committee.
    (f) The Provost and Vice President for Academic Affairs shall provide the appropriate committees and any laid off individuals with appropriate documentation supporting program integrity as well as rank, degrees, and seniority.

(g) During periods of layoff, the President of the University will meet during each semester with the Faculty to review the continued need for layoffs and to determine that the above requirements have been carried out properly.

4.8.4.6 Appeals on Layoff

If the University issues notice to a particular faculty member of an intention to terminate the appointment, the faculty member will have the right to a full hearing in accordance with the Grievance Procedures set forth in Section 4.14. The issue of the grievance shall be confined to procedural issues, including adequacy of sources of data.

4.8.5 Dismissal for Cause

Cause for dismissal of all faculty members may be established by demonstration of professional incompetence; unprofessional conduct adversely affecting to a material and substantial degree the performance of essential duties or the meeting of responsibilities to the University, students, or associates; and/or continuing or repeated substantial neglect of professional responsibilities.

Other grounds may include, but are not limited to, the following grounds:

1. Neglect of academic duties, appointment responsibilities or unacceptable job performances in spite of oral and written warnings;
2. Serious personal misconduct, including harassment;
3. Deliberate and serious violation of the rights and freedoms of members of the Huston-Tillotson community;
4. Conviction of a crime directly related to the faculty member's fitness to practice the faculty member’s profession;
5. Serious failure to follow the professional ethics of the academic discipline;
6. Falsification of credentials and experience;
7. Acts or activities that are inconsistent with the standards, goals, or policies of the University;
8. Failure, after oral and written warnings, to follow standards of the University as designated in this Volume IV of the Policy Manual;
9. Dishonesty in teaching or research as evidenced by plagiarism or other intent to deceive;
10. Demonstrated incompetence in the individual’s major discipline;
11. Physical or mental incapacity making it impossible for the faculty member to perform assigned duties despite reasonable accommodation;
12. Willful or persistent violations of or failure to obey the laws of the state or published policies and regulations of the University;
13. Violation of an attendance policy involving unscheduled absence or tardiness for whatever reason, including failure to report to the Department Chair, leaving work prior to the scheduled conclusion of the work period, and absences that exhibit a pattern or trend;
14. Using the computer to gain unauthorized access to confidential or privileged information and/or the unauthorized disclosure of confidential information;
15. Failure to adhere to University or Departmental safety policies or procedures, including failure to immediately report an accident on University premises involving an on-the-job injury or property damage;
16. Insubordination, including refusal to accept instructions from supervisors, campus safety officers, civil defense personnel, or other proper authorities;
17. Unauthorized or improper use of University property and resources;

18. Being in an unfit condition to perform the duties of the job, including sleeping on the job and working under the influence of drugs or alcohol;
19. Falsifying University records such as attendance and grades;
20. Threats, fighting, or other physical action against another person while on University premises;
21. Commission of any crime on University premises, such as theft, unauthorized removal of or willful damage to property, unauthorized possession of alcohol/weapons/explosives, gambling, being found in possession of illegal drugs, and charging personal long distance phone calls to the University without authorization;
22. Behavior that compromises another's safety or privacy or discloses confidential University information, including medically related records; or
23. Any activity that violates federal or state standards regulating the provision, continued licensure, commissioning, or certification in a profession.

4.8.5.1 Procedures for Dismissal for Cause

These procedures apply to all faculty members whom the University seeks to terminate during the term of their appointment. The President makes the decision on dismissal for cause. Except in an emergency, dismissal procedures shall include the following steps:

1. When evaluation and documentation of the circumstances warrant termination of a faculty member for cause, that faculty member shall be informed in writing. Upon request of the faculty member, written charges will be presented and a reasonable time will be granted to reply.
2. Any faculty member who is being considered for dismissal for cause shall have the right to have the case reviewed by a Grievance Committee according to the grievance procedure outlined in Section 4.14.

4.8.5.2 Action Short of Dismissal

Depending on the circumstances, the President may elect to impose a disciplinary action short of dismissal for cause such as suspension for a period of time with or without pay. Suspension may also be the temporary separation of a faculty member from the University when it is determined by the President of the University that there is a strong likelihood that the faculty member's continued presence at the University poses an immediate threat or harm to the University, or to individual members of the University community. Such suspension may be with ***or without*** pay and shall last only so long as the threat of harm continues or until dismissal from the University occurs.

Final action taken by the President may result in a milder form of temporary suspension rather than outright dismissal. Such suspension may not last beyond a full year, but may entail the total or partial discontinuance of all salaries and benefits, the suspension of all promotions and salary increases, and the temporary suspension or withdrawal of all faculty privileges. The Faculty Grievance Committee shall serve in an advisory capacity to the President on such matters and shall be called upon to review cases where the faculty member questions the decision. The decision of the President of the University after such a review shall be final***.***

4.9 Faculty Obligations, Academic Freedom, and Code of Ethics

4.9.1 Faculty Obligations

4.9.1.1 Adherence to University Regulations

The material in this Volume IV of the Policy Manual and especially this section represents an attempt to summarize University regulations that pertain directly to the faculty and is intended to enhance freedom, stimulate enthusiasm and promote loyalty to the University's objectives, not as an attempt to

impose restrictions. Nevertheless, all faculty members have a self-evident responsibility to adhere to University regulations that serve to promote the consistent and effective operation of the institution.

Any new or amended policies developed between this edition of the Policy Manual and its revisions will be approved by the appropriate body of the University community. Each faculty member has a responsibility to know these regulations and to make a documented, reasonable effort to adhere to them. If questions of interpretation arise, clarification should be sought from the President, the Provost and Vice President for Academic Affairs or the Faculty. Any exceptions mutually agreed upon should be in writing and signed by the President and all parties concerned.

4.9.1.2 Principal Occupation

A faculty member is appointed with the expectation that the faculty member will be principally occupied with the academic growth and development of students during all terms of the academic year. Teaching shall normally be the primary concern and occupation of all full-time faculty members.

4.9.1.2.1 Additional Employment and/or Study While Teaching

A faculty member's visibility and availability to students is vital to the life of the University. Before a full-time member of the faculty becomes engaged in other employment or study, a formal written request must be presented to the Provost and Vice President for Academic Affairs for approval.

Faculty may accept part-time employment outside the University only if that employment does not interfere with the faculty member's regular teaching duties or University functions and is scheduled outside of regular working hours. Full-time faculty of the University may not accept concurrent full-time employment elsewhere.

Outside employment is defined as working for another employer or one's self. Outside work must not be done on University time or premises, or with the University's services, supplies or equipment. The University also requires that faculty not reveal confidential information pertaining to the University or its operations. To avoid potential conflicts of interest, faculty must notify their supervisor of outside employment.

4.9.1.3 Faculty Absences

A faculty member's obligation to meet classes is one of the basic professional requirements for teaching at the University. Faculty members are expected to meet all regularly scheduled classes. Unanticipated absences from class due to illness or family emergencies must be reported immediately to the Department Chairman and the Provost and Vice President for Academic Affairs in order that directions for continuation of class assignments can be shared expeditiously with students.

Absences for jury duty are excused without loss of pay upon submission of written proof. In unusual cases of extended jury duty, the Department Chair will make special arrangements with colleagues to cover classes, upon approval of the Provost and Vice President for Academic Affairs.

The number of absences caused by attendance at professional meetings, other University business, or personal business should be strictly limited. If it becomes essential for a faculty member to be absent, arrangements must be made in advance with the Department Chair with approval of the Provost and Vice President for Academic Affairs.

An instructor should not have anyone substitute for the instructor's class without prior approval of the Department Chair. Notice should be given to students in advance when absence from class is anticipated. No class should ever be left unattended. In the event of an emergency, the Department Chair is notified so that class coverage can be arranged.

Any faculty member who is absent from a teaching assignment without prior authorization by the Department Chair may forfeit salary payment for the time of such absence. Persistent absences without authorization may also result in termination of the faculty member's appointment to the University. In the event of personal and health emergencies, faculty members or designees must call the Department Chair at the earliest convenience.

The Provost and Vice President for Academic Affairs should be informed about all absences from class regardless of the reason. For an anticipated period of leave, the faculty member must complete a Faculty Request for Leave form at least 48-hours prior to the hour of departure. This form may be obtained from the Office of the Provost and Vice President for Academic Affairs. Faculty persons should receive written approval from the Department Chair and the Provost and Vice President for Academic and Affairs prior to departure.

4.9.1.4 Course Offerings and Content

All course offerings should be in accord with the general requirements of the University, the needs of the departments, and the needs of the student body. Faculty members are expected to conduct their classes at a level appropriate to the level of the assigned course. Each member is responsible for:

1. Planning and presenting the assigned course material;
2. Establishing a syllabus which has course objectives and requirements and making them known to students;
3. Selecting and ordering texts and supplemental materials; and
4. Preparing, administering, and grading papers and examinations and assigning grades.

4.9.1.4.1 Course Outlines and Syllabi

Students must be provided with written information about the details of the course and a complete syllabus for the course on the first day of class; the syllabus must include a clear description of course objectives, core competencies addressed, assessment methods, evaluation criteria with dates for major quizzes and examinations, attendance policies, a list of required texts and/or other required materials or software, appropriate bibliography where applicable, and the instructor's office and/or conference hours.

Faculty members must submit to Department Chairs updated course syllabi/outlines for each course currently taught at least two (2) weeks before the course begins. The syllabi should be submitted in digital, print and/or blackboard format. Blackboard format is the preferred instrument for syllabi construction.

4.9.1.4.2 Selection and Order of Textbooks

The following represent general procedures concerning acquisition of books for instructional purposes. The faculty is responsible for selecting the textbooks for classes. No one else shall make that selection. In the event that two or more professors will use a textbook, then the selection of the book should be a group decision.

1. The University faculty will submit written textbook orders to the Department Chair for submission to the approved bookstore not later than the following dates:
   a. Books for Fall Semester – April;
   b. Books for Spring Semester – November;
   c. Books for Summer Session – April.
2. Book orders must include the author, title, publication, edition, and year of publication, ISBN number and an estimate of the number of texts needed for each class.
3. Instructors should order their desk copy of a book directly from the publisher.
4. Textbook order forms may be secured from the Office of the Provost and Vice President for Academic Affairs or from the University Neighborhood Network.

4.9.1.4.3 Class Regulations

Each faculty member is responsible for admitting to class only those students whose names appear on the official class roster issued by the Office of the Registrar. Students are not to be permitted to

remain in any class, after the first two weeks, without an official verification from the Office of the Registrar. Students without this official verification must be directed to the Office of the Registrar for clarification of status.

It is the duty of all faculty members to convene classes promptly and regularly, and to keep accurate records of students' attendance and performance.

It is recommended that the faculty warn students when absences interfere with their progress.

Faculty members are responsible for identifying goals/objectives, defining expected outcomes, and designing strategies for helping students to maintain an up-to-date account of the quality of their achievements.

Each faculty member must analyze carefully completed class records of all students enrolled in a course prior to submission of final grades to the Office of the Registrar. The final grade cannot be changed unless evidence of a clerical or computational error or student cheating exists, or unless the student has successfully completed an academic appeal. At no time shall an administrator or any other individual request a faculty to change a grade. In no case shall a student be given extra assignments, tests, etc., to be utilized to change a final grade. If a faculty member feels that there has been some discrepancy in reporting a final grade, or a student has completed all requirements to remove an "I" (Incomplete) grade from the student's transcript, a Request to Change a Grade form must be submitted in order to effect a change of grade. This form can be obtained from the Office of the Provost and Vice President for Academic Affairs. This form must be signed by the Department Chairs prior to being returned to the Provost and Vice President for Academic Affairs by the instructor.

When the instructor submits an Incomplete Grade to the Registrar's Office, the following additional documentation is needed: a) a copy of the assignment or examination with the answer key; b) an explanation of the weight of the assignment or examination for calculating the final grade; c) the student's grades for other assignments; d) present grade-average; and e) class attendance record. This documentation will be kept on file in the Registrar's Office for one year. A student may take the course over if the student decides not to complete the required work or accept the present passing grade. An Incomplete grade will be changed to an "F" after 12 months if it is not officially changed.

When a student withdraws from a class, the student obtains the signature of the faculty member involved. Should the student desire to withdraw from the University, the student should be directed to the Office of the Registrar to obtain and complete an Official University Withdrawal form. All involved faculty members will be notified of student drops or withdrawals by the Office of the Registrar. The names of students who have dropped or withdrawn should be carried on the class roll and grade report sheet with the designation "Dropped or Withdrawn" together with the official date of this action, as designated by the Registrar. Faculty must not write "dropped" or "withdrawn" on any of the above-named student documents until officially confirmed by the Office of the Registrar.

4.9.1.4.4 Grade Report (Early Warning System)

The purpose of this report is to apprise the student of the student's academic status, and to chart strategies for remedying deficiencies. This report is an informal assessment and is not made part of the student's permanent record. The instructor issues grade reports to the student with copies forwarded to the student's advisor and the Provost and Vice President for Academic Affairs subsequent to a conference with the student.

4.9.1.4.5 Midterm and Final Examinations

Faculty members are required to administer at least written midterm and final examinations or a major tangible form of evaluation (e.g., exam, research report, portfolio, case study, project and/or major papers) as scheduled by the Provost and Vice President for Academic Affairs. Other assessments of performance should be administered at the discretion of the instructor, but must be frequent enough to provide students an accurate assessment of their performance. Copies of final examinations, with accompanying answer keys, must be submitted to the Dean at the end of each semester. Final

examination schedules may not be changed except by approval of the Provost and Vice President for Academic Affairs in consultation with Deans.

4.9.1.4.6 Retention of Examinations and Term Papers

Examinations and/or term papers that have not been returned to the student by the end of a semester should be retained for at least one additional semester.

4.9.1.4.7 Changing Time, Day or Place of Class and/or Examination

No faculty member is authorized to change the time, day or place of a scheduled class, course section, or final examination without prior approval of the Department Chair and the ***College/School Dean.***

4.9.1.5 Student Academic Advising

Upon validation of a student's admission to the University, each student is assigned an academic advisor by designated staff in the office of the Provost and Vice President for Academic Affairs. This assignment is based on the student's declaration of intended major on the application for admission. If a student does not indicate a major, the student will be assigned to a First Year Student Advisor. All students are required to consult with their academic advisor in preparing a degree plan, planning and revising all course schedules, and changing majors/minors. Initiation of or changes to the aforementioned actions must be approved in writing by the academic advisor on the appropriate form issued by the Office of the Registrar. Academic advisors serve to guide students through their declared major program of study toward graduation. Therefore, students are required to meet with their academic advisors at least once each semester.

In addition to the academic advisor for the major, students who are seeking teacher certification are assigned a teacher education advisor who must approve, in writing, all professional education courses taken for certification.

Faculty members designated as advisors engage in a number of activities to assist students, including:

1. Development of a plan of study in major and minor areas;
2. Assisting with and approving courses taken annually to meet requirements leading toward graduation; and
3. Monitoring student records in order to (a) confirm successful completion of coursework, (b) determine status on proficiency examinations, (c) ascertain grade point deficiencies and (d) point out remaining courses to be completed for graduation and/or certification.

Faculty members are encouraged to utilize the Plan of Study in advising students. Appropriate forms may be procured from the Office of the Registrar. Faculty advisors are requested to review the previous academic records of their advisees, carefully outline the plan of study and maintain copies for the office and for each advisee. The advisor is expected to stay informed concerning the personal and academic needs of each advisee and to take necessary steps to identify solutions which seem to be in the best interest of the student and the University. The appropriate Dean should be informed promptly by the advisor regarding any student in serious difficulty.

Each student should be guided to prepare a pre-advisement schedule in consultation with the student's advisor preceding the end of each semester. Students should be advised to complete as many of the general education requirements as early as possible. This pre-advisement effort should be initiated by the advisor, requesting advisees to report to the advisor's office for consultation.

A central registration is conducted at the beginning of each semester. The Office of the Registrar provides detailed instructions regarding registration. All faculty members must be present during the period of registration to assist students with completion of their course schedules. The student consults with the advisor during registration mainly to make a change in the previously approved

program. Otherwise, the procedure involves the student's completion of registration forms on the basis of the course schedule approved by the faculty advisor. Advisees should be cautioned to retain a copy of the course selection form developed with the advisor.

It is essential for each faculty member to be thoroughly familiar with the University Bulletin and to be especially knowledgeable about the section on Academic Programs, degree requirements, and the core curriculum. Special attention must be given to one's own academic area and also to the material listed under requirements for teacher certification.

The Registrar prepares a schedule of classes for each semester with assistance from Department Chairs and faculty. Deans receive from each Department a proposed schedule for all areas in that Department. Subsequent to review, the Dean makes necessary adjustments and compiles the master schedule for submission to the Registrar for publication and distribution.

4.9.1.5.1 Faculty Advisors to Student Organizations

Faculty members may be asked by student organizations to serve as faculty advisors. The faculty members must be interested in the organization to the extent of being willing to meet with and advise the group. Duties of faculty advisors are to assist students in decisions concerning all social functions of the group, to represent the organization to the faculty and administration, and to help the organization maintain the rules of the University. The duties of the organization toward the faculty advisors are to invite advisors to attend meetings and social functions of the organization and to consult with the faculty advisors concerning proposed functions.

4.9.1.6 Participation in Registration, Charter Day, Honors Day, and Commencement

It is especially important for faculty members to be present during the period of registration, Charter Day, Honors Day, Commencement Convocation and during Faculty/Staff Institutes. Off-campus activities and vacation plans must not interfere with these important events of the University unless prior approval has been obtained from the Provost and Vice President for Academic Affairs.

4.9.1.7 Academic Convocations and Regalia

Faculty members are expected to participate in all convocations. The University requires all full-time faculty members to participate in the academic procession in formal academic attire at the Commencement Convocation. Participation of adjunct or part-time faculty members is highly desirable, but not mandatory. Off-campus engagements and vacation plans must not interfere with these important events of the University. Faculty members who do not own their attire may rent the same through the campus bookstore and must pay for the rental immediately prior to the use of the academic regalia. See also Subsection 4.13.4.

4.9.1.8 Conference Hours, a Minimum of 10 Hours Weekly

Each member of the faculty must arrange and maintain conference hours with students. Faculty members are expected to post conference hours on or near their office door and to include it in course outlines issued to students at the beginning of each academic semester. A copy of office hours is to be filed in the office of the Department Chair and the respective Dean of the College/School.

4.9.1.9 Academic Community Cooperation

While members of the faculty have a primary responsibility to their own department, they are also members of the larger collegial community and should, therefore, make a serious effort to work cooperatively with members of other departments. On-campus service includes summer registration of first year students, involvement in University testing programs, and emergency teaching or proctoring duties. Off-campus service includes participation in civic programs and social endeavors.

4.9.1.9.1 Shared Governance

A faculty member shares responsibility for the governance of the University. This responsibility shall be exercised by regularly attending and taking part in meetings of the faculty member's department and other University Committees as appointed. Some faculty serves on the Faculty Administrative Council and the Educational and Policy Committee (EPC).

4.9.1.10 Recruitment of Prospective Students

A faculty member shall be encouraged to cooperate with the admissions staff in appropriate ways, such as inviting visiting students into the classroom or laboratory, writing letters, and calling prospective students.

4.9.1.11 Deadlines

Each faculty member is responsible for meeting the appropriate deadlines established by the Provost and Vice President for Academic Affairs, Deans and Department Chairs. Faculty is required to meet deadlines set by the Library, the Office of the Registrar, the Bookstore, and other institutional officials.

4.9.1.12 External Contractual Arrangement

No faculty person may obligate the University or make contractual arrangements for the University except with prior written approval of the proper administrative officer. The power to enter into binding agreements between an outside agency and the University is vested in the President of the University.

4.9.2 Academic Freedom

A. Teachers are entitled to full freedom in research and the publication of the results, subject to the adequate performance of their other academic duties, but research for pecuniary return should be based upon an understanding with the authorities of the institution.

B. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

C. College and university leaders are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and the institution by their utterances. Hence, they, at all times, should be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.

4.9.3 Code of Professional Ethics

It is the duty of every faculty member to protect the academic freedom of students, to maintain one's intellectual honesty in the classroom, to show respect for students as individuals, to adhere to the proper role of intellectual guide and counselor, to protect against the exploitation of students for an individual's own private advantage, to ensure confidentiality, and to extend professional respect to other faculty members.

4.9.4 Violations of Faculty Rights, Academic Freedom and Professional Ethics

Disputes involving a charge that a faculty member's rights or academic freedom have been abrogated or that professional ethics have not been maintained are to be settled through the established grievance procedures in Section 4.14 of this Volume IV of the Policy Manual. While affirming academic freedom as a right, the University recognizes that, in some circumstances, the questions of academic freedom become enmeshed in questions of professional incompetence or irresponsibility. In the effort to distinguish between these sometimes confused issues, the guiding principle is that

charges of professional incompetence or irresponsibility shall not be used to limit academic freedom, nor shall appeals to academic freedom be acceptable as a shield for professional incompetence or irresponsibility.

4.10 Faculty Development Policies

The members of the faculty are the chief source of academic excellence for the University. Thus it is expected that each faculty member will continue to grow academically and professionally by independent study, by participation in seminars and workshops, and by sustaining active membership in learned societies. While professional development is the responsibility of the faculty member, the University supports the development of the faculty by means of the policies set forth below, including financial compensation if resources are available.

4.10.1 Professional Development and Growth

Professional improvement is a continuous process. Faculty members are expected to engage in on-going professional development activities that will help keep them competent, analytical, interactive, perceptive, creative and intellectually alert.

Any faculty member with less than a doctoral degree in the faculty member's specialization must provide evidence of intent to pursue a terminal degree. Faculty members with three (3) years or more employment at the University must have completed at least eighteen (18) hours of graduate study in addition to the master's degree or provide evidence of intent to pursue the doctoral degree.

All faculty members must present a written professional growth plan (See Appendix 4.10.1.1) and strategies for executing this plan annually to the Department Chairman for approval. The professional growth plan should indicate all credit and non-credit professional experiences to be undertaken during the academic year that will enhance teaching (e.g., formal study/seminar participation, special courses/projects, research, etc.). Copies of the approved professional growth plans and documentation to substantiate levels of achievement for the year must be submitted to the Dean of the College/School.

Through support from a myriad of sources, faculty development activities are on-going. This program, identified as Instructional Development and Excellence, provides opportunities for in-service workshops, curriculum revisions, attendance at professional conferences and continuation of graduate study.

4.10.2 Faculty/Staff Institute and/or Workshops

All faculty members are expected to participate in faculty/staff institutes and workshops.

At the beginning of each academic year, a Faculty and Staff Institute is held to focus attention on academic issues and concerns and to project future academic developments that can affect educational services and outcomes. The Institute also serves as a medium to (a) orient new faculty and staff members to procedures and regulations governing employees of the University and (b) as a forum for faculty development activities.

4.10.3 Professional/Sabbatical Development Leave

Any full-time faculty member who has been employed by the University for at least seven (7) consecutive years may request leave for up to one (1) year for purposes of travel, study or research to improve professional competence, instructional strategies and service to the University. The request for sabbatical leave should be made in writing to the Rank, Promotion and Tenure Committee six months prior to the date of the requested leave.

Although the faculty members' current level of compensation may not be paid during the leave period, a limited number of Professional Development Grants are available. If a faculty member is provided salary compensation by the University at half the level, the faculty member is obliged to return to the University, or pay the University the salary earned. Professional/Sabbatical Leaves require the recommendation of the Department Chair, the Dean of the College/School, the Provost and Vice

President for Academic Affairs and approval from the President. University benefits may be negotiated with the President. The sabbatical leave is counted in the length of service to the University.

4.10.4 Academic Freedom Related to Research

Volume IV, Subsection 4.9.2 of this Policy Manual delineates principles of academic freedom relating to teaching and research responsibilities of faculty members. Faculty members who engage in externally funded research at the University may be assured of the researcher's freedom to investigate and report results without interference from the granting agency, government offices, University trustees, University administrators, colleagues, or others.

Faculty members responsible for directing the progress of projects or of assuring the adherence of the project to the stated concepts and theories spelled out in the grant or project plan can be assured of their freedom to operate programs to meet program goals and objectives. Faculty members are expected to operate programs while adhering to the operational guidelines of the University. Therefore, faculty members may expect to operate programs without undue interference from University trustees, administrators, staff, or colleagues. Faculty members are responsible for the operation of projects and the achievement of goals and objectives, providing the day-to-day leadership required. Administrative Department Chairs are responsible for assuring the policies and procedures of the University are followed in the execution of projects. These may relate to expenditure of funds, purchasing of supplies and equipment, compensation rates for subcontractors, and other matters relating to University policy.

4.10.5 Release Time from Teaching

If necessary, principal Investigators or Program Managers for successfully funded projects (See Volume II, Section 2) will be given release time from teaching responsibilities during the regular academic year in order to fulfill the staffing needs of the project. The President will determine the release time based on the recommendation of the Dean of the College/School, Provost and Vice President for Academic Affairs. Release time from teaching should be considered at one quarter time for release from one class and at half time for release from two classes, calculated on a nine-month basis. Faculty members may include three additional months at a full time rate, depending on the needs and resources of the project. The rate of reimbursement should not exceed the full-time equivalent of the faculty member's salary calculated at a full-time, 12-month rate.

Faculty members who participate in a funded project on a consulting basis may calculate the rate of reimbursement based on an acceptable market rate or the prevailing University scale for such consulting. Faculty members serving as consultants will not be given release time from teaching or administrative responsibilities. Such activities should not interfere in any manner with the faculty members' ability to fulfill the requirements of their regular employment with the University.

4.11 Faculty Travel Policy

When a faculty member needs to travel on University business, the faculty member must complete a Request for Travel form. This form states the reasons for travel, the dates and places of travel, and the benefits to be derived from the trip. It requires the authorization of the Department Head. This form is attached to the requisition that is prepared for transportation (e.g., airline tickets, car rental) or travel advance. All signatures on the Request for Travel may be obtained at the same time the signatures on the requisition for transportation or travel advance are obtained. See Appendix 4.11.0.1 for Travel Training Request Form.

All levels of approval, requests for travel advance, and reservations should be completed at least one (1) month prior to the date of scheduled departure, if at all possible. Travel advances shall be 100% of expenses for hotel, airfare and meeting registration fees when appropriate.

Hotel payments will be issued via check directly from the University to the vendor. Similarly, airline bookings and payments will be made directly by the University with the vendor.

Cash advances for approved University travel may be requested on the requisition form. Cash will be advanced as requested, provided all approval signatures are on the requisition and the amount will be recorded in the employee's Faculty/Staff receivable account. Cash will be advanced for all expenses, including hotel, if requested (please include dates of travel on the request), except per diem and mileage allowances. The amount advanced will remain on the employee Faculty/Staff receivable account until an approved expense report is received and/or unused funds are returned to the University. The only way to assure funds are returned and accounted for is to bring the money to the cashier and secure a receipt.

4.11.1 Travel Expense Reports

Upon completion of an approved University business trip, a faculty member is expected to submit a Travel Expense Report. This report, which details all expenses of the trip as well as any travel advance received, must be turned in within five working days of returning from the trip. Failure to file this report promptly may delay any future trips as no further travel advances will be allowed until all expense reports have been filed. See Appendix 4.11.1.0.1 for Travel Expense Report form.

Following is a partial listing of allowable expenses that may be incurred while on a University approved business trip. Keep in mind that budgetary constraints are in effect for these items as they are for all University expenditures.

4.11.1.1 Airfare

Airfare (coach class), and ground transportation while on location – all faculty members must use only travel agencies approved by the President's Office (check with the President's Administrative Assistant) to book airline tickets. Tickets shall be ordered prior to receiving an approved purchase order from the Business Office. Receipts for ground transportation shall be obtained and submitted on the Travel Expense Report.

4.11.1.2 Meals and Lodging

Expenses for meals and lodging should be reasonable for the location – all receipts for meals and lodging must be submitted with the Travel Expense Report in order to obtain full reimbursement. If lodging was prepaid, please indicate this on the report. A faculty member will be reimbursed the maximum allowed by the GSA for the place of travel. Check with the Business Office prior to traveling to determine the allowable rate for your location of travel.

4.11.1.3 Personal Automobile Expenses

Personal automobile expenses – mileage driven on official University business in a personal vehicle is reimbursable at the rate of determined by the GSA. Parking fees and tolls may be reimbursable as long as original receipts are provided.

4.12 Faculty Workload and Working Conditions Policies

In order to affect an educational program of on-going quality, accountability, and effectiveness, the following regulations and guidelines are enumerated:

4.12.1 Teaching Load

Each full-time faculty member will teach classes and assume a reasonable workload of related activities to constitute a full-time instructional load normally construed to be twelve semester credit hours per semester. The teaching load policy of the University recognizes that several variables can influence the adequacy of a teaching load. A full teaching load for full-time faculty constitutes teaching 24 credit hours per academic year that equates to an average of twelve (12) semester credit hours each semester. A full-time faculty member may not teach more than sixteen (16) credit hours in any one semester. Anything over twenty-four (24) credit hours per year is considered a course overload. Faculty members with teaching loads of more or less than the required teaching load hours, during the first semester, will have an adjusted second semester assignment to reach the required 24

credit hours for the year. Reductions in the normal teaching load are granted occasionally by the Provost and Vice President for Academic Affairs on the recourse of the Dean of the College/School to allow for service to the University other than teaching. Release time is granted for Department Chairs who have special administrative responsibilities. Irregular assignments are designated as follows:

1. Generally, Department Chairs will be assigned 18 credit hours per academic year. (9 credit hours each semester).
2. Instructors of Applied Music shall be credited with one semester hour for every two students enrolled in the course.
3. Directors of the University Concert Choir and/or the Instrumental Ensemble shall be granted release time not to exceed three credit hours per semester.
4. The Athletic Director with faculty rank and teaching assignments shall be granted release time not to exceed three credit hours per semester.
5. Coaches with faculty rank and teaching assignments shall be granted release time not to exceed three credit hours per semester.
6. Faculty Athletics Representative other than regularly assigned coaches or athletic administrator shall be granted release time not to exceed three credit hours per semester.
7. Department Chairs of the required courses, Student Teaching and Field Placement**,** shall be credited with three or four semester hours, depending on what is awarded students.
8. Credit for Independent Study/Individualized Study toward a faculty member's workload shall be granted only on the basis of consultation with and approval by the Department Chair and the Provost and Vice President for Academic Affairs. However, only the Dean of the College/School and professor can make the decision to offer a student an Independent Study Course. Credit for Independent Study courses will be credited toward the next semester teaching load as follows: one or two students (up to two preparations) = 1 hour; 3-4 students (with no more than two preparations) =2 hours; 5 or more students (with no more than two preparations) =3 hours. (These students do not have to be taking the same course. However, at no time should a faculty member be expected to make more than two preparations beyond those entailed in the faculty member's regular teaching load.) No faculty compensation will be paid for Independent/Individualized Study.
9. Instructors teaching distance learning courses should abide by the policy on distance learning.
10. One credit hour will be granted for every two laboratory contact hours.
11. In certain circumstances, such as English composition, when the number of students in a class substantially affects a faculty member's workload, more than three credit hours may be granted. Such granting of additional credit hours shall be determined by the College/School Dean and approved by the Provost and Vice President for Academic Affairs.

The University recognizes that an overload is at times necessary. Compensation for the course overload will be at least at the part-time rate. Impact on teaching effectiveness and individual faculty preferences are primary criteria for approval of an overload by the Department Chair, Dean of the College/School and the Provost and Vice President for Academic Affairs.

If during the regular academic year, a Department Chair requests and the faculty member voluntarily agrees to a teaching overload, and the Provost and Vice President for Academic Affairs grants approval, upon the recourse of the Dean of the College/School, the University will compensate the faculty member. Such compensation will be agreed to as a supplemental appointment by the faculty member in advance of teaching the overload; or, the faculty member may accept a proportionately reduced teaching load in a subsequent term of the academic year. Such an overload normally may not exceed one course per academic year, except in emergency situations as approved by the

Provost and Vice President for Academic Affairs. The University reserves the right to substitute other duties if the faculty member does not.

See Appendix 4.12.1.1 for the Faculty Workload Assignment Form that should be filled out at least once a semester or as often as needed to get accurate information on workload.

4.12.2 Course Load, Distance Education

During the first term the course is taught via distance learning, the professor may negotiate with the Department Chair for course reduction**.** Discussions of course reductions should consider the number of students, number of sites, amount of student interactions, and the necessity of ongoing development for the course.

4.13 Faculty Working Condition Policies

4.13.1 Office Hours

A faculty member teaching a distance education course shall conduct the normally expected total number of office hours (10 hours per week). In order to accommodate distance education student needs, if it is deemed appropriate by the faculty member, some of the normally expected office hours may be held online to conduct business and consult with students utilizing technology.

4.13.2 Workweek and Hours of Work

Classes are scheduled from 8:00 a.m. to 10:00 p.m., Monday through Friday and occasionally on Saturday.

4.13.3 Personal Appearance

Huston-Tillotson University is a professional organization; therefore, employees should wear appropriate attire for the normal conduct of their business and which presents a positive and professional appearance. Dress and appearance should not be a distraction and should be within acceptable standards of health, safety, and public contact as set by the supervisor.

To be more precise, the Administration uses a "business casual" template to govern how Huston-Tillotson University employees should dress. In some instances, which will depend on the type of event being held, formal business attire may be the more appropriate dress code. The table below provides an adequate guideline for the types of acceptable dress. Please note that some areas have dress and appearance standards that may reflect a slightly modified dress code (i.e., Coaching staff, Facilities/Maintenance staff, Residence Life staff, and Campus Safety staff). Please see the table below for examples of appropriate attire.

Appropriate Attire	Inappropriate Attire
Dress Capri pants	Casual Capri pants
Collared shirts, blouses	Casual T-shirts
Slacks, khakis	Shorts
Denim skirts	Denim Jeans (except on Friday's)
Suits, dresses, skirts	Athletic jogging shorts
Sweaters	Tank tops
Dress shoes, dress sandals	Flip flops, casual sandals
	Hats or caps

For additional questions or further clarification regarding these guidelines, contact your supervisor or Human Resources staff.

4.13.4 University Events/Academic Regalia

Faculty members are required to attend University convocations and other official University events. Faculty members are responsible for renting or purchasing their own academic regalia.

4.13.5 Official Absence

Any faculty member of the University may be authorized or granted permission to be absent from the campus or other designated worksite, for official University business or Work-Related Travel. Such authorization shall be in writing using the form provided in Appendix 4.10.1.3.1 with all required signatures. Faculty on Official Absence are eligible to receive all benefits of employment and will not be penalized because of their absence. Prior approval for Official Absence, for a designated period of time, must be obtained on the appropriate leave form.

4.13.6 Privacy of Faculty Offices

It is the policy of the University to respect the privacy of all personal offices. Personal offices should not be entered by anyone other than the recognized occupant except for purposes of cleanup, or on the basis of invitations or prior recognized agreement. During periods of building renovations, permission is given to architects and builders to enter offices specifically and solely for the purpose of ascertaining the measurement and design facts needed for planning purposes. In cases where offices are to be changed, the occupant will be advised ahead of time and invited to engage in any pre-packing which is desired, to leave instructions to the movers, or to participate in the moving process. In cases where the occupant does not respond to the notice within a reasonable period of time (between one and two weeks), the administration will assume that such failure to respond constitutes permission to effect the change. No changes will be made during holiday periods unless the occupant has been advised prior to the last class day.

4.13.7 Communication Mechanism

Faculty members will be informed of day-to-day developments through their assigned mailboxes and through campus e-mail. Mailboxes are located on the ground level of Agard-Lovinggood Building and are assigned by the Central Services Officer. Other special directives and information can be shared through assistance from Department Chairs and campus e-mail.

4.13.8 Clearance Procedures – End of Year

At the end of each academic year, all faculty members are required to obtain clearances from the following offices:

1. Library Services	[All print and non-print materials must be returned.]
2. Registrar	[Grades, documentation for all Incomplete's (I's) and roll books must be submitted.]
3. Vice President for Administration and Finance	[All outstanding travel reports and Fiscal Affairs encumbrances must be cleared.]
4. Director of Facilities	[Keys to offices and buildings must be checked in/or turned in.]
5. Director, Information Technology (IT)	[Computer equipment must be checked]
6. Dean of College or School	[Exit Interview]

7. Provost and Vice President for Academic Affairs	[Copies of final examinations and answer keys; summary checklist confirming clearances listed above.]

NOTE: The completed checklist of clearances must be confirmed by the Provost and Vice President for Academic Affairs prior to issuance of the last check for the academic term.

4.13.9 Care of Instructional Equipment/Curriculum Materials

Members of the faculty are responsible for all instructional equipment/curriculum materials assigned to them. Up-to-date inventories are to be maintained, and all discrepancies must be reported in writing immediately to security with a copy of the report forwarded to the Departmental Chair and Dean of the College/School.

4.13.10 Care of University Property and Energy Tips

Faculty members are encouraged to give whatever assistance they can to the proper care and use of the University's facilities and buildings. Faculty members observing lights left on in unoccupied classrooms, running water in restrooms, etc., are encouraged to correct such situations, if possible, and/or report to the Director of Facilities.

4.13.11 University Assumes No Responsibility

The University assumes no responsibility for the competence or performance of "outside activities" engaged in by a faculty member, nor may any responsibility be implied in any advertising with respect to such activities. Faculty members may not represent themselves as acting on behalf of the University.

4.13.12 Political Activity

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

The terms of such leave of absence will be set forth in writing.

4.13.13 Compliance and Enforcement

The Department Chair or the Dean of the College/School and the Provost and Vice President for Academic Affairs shall be available for advance consultation with respect to potential conflicts between a faculty member's primary responsibility and outside activities. The University expects faculty members to seek advice from these sources.

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

4.14 Grievance Policies

The purpose of this grievance procedure is to provide a means of identifying, clarifying, and rectifying faculty problems that may arise within the academic community. In order to promote and encourage congenial, collegial relationships, it is imperative that disputes be defined and resolved as quickly as the basic principle of fairness permits and at the lowest administrative level possible. A faculty member believing that there is a problem shall have the right to address the problem and to have the grievance considered in good faith.

A great deal of value is placed upon the individual in this setting. People are a paramount concern within this environment that seeks to develop a community based on the Christian ideals and principles on which the institution was founded. Each person is seen to be an active contributor to the spirit of the University. It is, therefore, expedient that potentially disruptive problems be resolved quickly, fairly, and in keeping with these principles.

A faculty member who asserts a grievance is expected to make timely and good-faith efforts to resolve the grievance through consultation before resorting to the faculty grievance procedure. Among the steps deemed appropriate are: discussing the grievance with the person or persons who appear to be responsible for it; discussing the grievance with the Department Chair; discussing the grievance with the Provost and Vice President for Academic Affairs or the President.

4.14.1 Definitions

The term "grievance" as used in this procedure refers to any complaint by a faculty member(s) directed against a fellow faculty member, the University, any administrative unit, office, or standing committee alleging there has been a violation, misapplication, or misinterpretation of a term or terms of the items described in what is grievable. The following are grievable circumstances:

> The violation, misapplication, or misinterpretation of any academic/personnel policy with respect to appointment, salary, fringe benefits, workload, working conditions, promotion, tenure, non-reappointment *or* layoff.

The term "appropriate administrator" as used in this procedure refers to the administrator to whom the employee is normally accountable, or the administrator who has been designated by the President to act pursuant to this procedure.

The term "grievant" as used in this procedure refers to a ranked faculty member or part-time faculty member who alleges that a grievance exists as set forth under section two above.

The term "respondent" as used in this article refers to the person, persons, or body of persons to whom the grievant is directing the complaint(s).

The procedures are considered terminated at each level unless the grievant requests the next level in writing within ten (10) days following the conclusion of a given level.

4.14.2 Informal Resolution

The grievant or grievants are encouraged to attempt to resolve the grievance informally with the respondent or respondents. To assist in an informal resolution of any grievance, the parties may singularly or jointly request an informal meeting with the Chair of the Department, the Dean, and/or the Provost and Vice President for Academic Affairs, who will inform the other party. In situations where the potential grievants involve either the Chair of the Department, the Dean or the Provost and Vice President for Academic Affairs, the parties may request an informal meeting with the President of the University. No grievant will be prejudiced against by failure to informally attempt to resolve any grievance. A resolution of a potential grievance at the informal level shall not be precedent setting. This informal step is recommended but not mandatory. See Appendix 4.14.2.1 for Faculty Issues Form.

4.14.3 Formal Procedures I

1. A grievant may file a written grievance with the appropriate administrator and the President of the University no later than thirty (30) days after the grievant knew, or reasonably should have known, of the event giving rise to the grievance.
2. The grievant shall state clearly and concisely the alleged grievance, giving a description of the grounds of the grievance, including names, dates, places, times, and the facts necessary for a complete understanding of the grievance, together with the date of its submission.
3. The grievant shall propose a resolution of the grievance.

4. The appropriate administrator shall provide the respondent(s) with a copy of the written grievance.

5. The Grievance Committee will consist of one person selected by the grievant, one person selected by the respondent, one member chosen by the President or Provost and Vice President for Academic Affairs, one person selected by the Chair of the Faculty Advisory Committee, and the fifth person selected from the tenured professors. Should the Provost and Vice President for Academic Affairs be the respondent, the President will select an appointee. Should the President be the respondent, the President of the Board of Trustees will select the appointee. Should the Chair of the Faculty Executive Committee be the respondent, the Vice Chair of the Faculty Executive Committee will select the appointee. The Grievance Committee MUST follow the following procedures:

   a. The Grievance Committee shall: (a) review the grievance, (b) insure that the grievance procedures are followed, (c) hold hearings, (d) render its decision to the Provost and Vice President for Academic Affairs (the President if the grievant is the Provost and Vice President for Academic Affairs), and (e) transmit the master file of materials to the office of Human Resources.

   b. The Grievance Committee shall have the authority to compel potential witnesses to attend and to respond to questions. At least one hearing shall be held during which time both the grievant and the respondent(s) shall be present and shall be entitled to present their respective cases. Further, no hearings will be held for the purpose of taking testimony from one party (grievant or respondent(s)) unless the other party is also in attendance.

   c. The Grievance Committee shall review all documents and present its decision, together with its reasons for same, no later than twenty-one (21) days after the selection of its Chair. The Provost and Vice President for Academic Affairs (the President if the grievant is the Provost and Vice President for Academic Affairs), the grievant, and the respondent shall be notified in writing of the decision of the Grievance Committee by personal delivery or deposit in the U.S. Mail. If certified mail delivery is used, it shall include a proof of service by mail that shall establish the date of filing.

   d. A master file of materials shall be maintained in the Human Resource Office and shall be available to the grievant and respondent(s) and for possible later appeals or hearings.

   e. The Grievance Committee shall have the power to decide whether the hearing shall be public or private. If private, the grievant and respondent(s) shall have the right to invite one faculty member/administrator representative to all meetings of the Grievance Committee.

   f. The Provost and Vice President for Academic Affairs (The President in the event that the grievant is the Provost and Vice President for Academic Affairs) shall indicate in writing acceptance or rejection of the decision of the Grievance Committee within ten (10) days of its having been served on the grievant and respondent(s). Service on the parties will be by personal delivery or deposit in U.S. Mail as set forth in paragraph “c” above.

4.14.4 Formal Procedures II

1. In the event that the grievance is not resolved at Formal Procedure I, the grievant or respondent(s) may appeal the decision to the President in writing within ten (10) days following service of the acceptance or rejection by the Provost and Vice President for Academic Affairs of the decision of the Grievance Committee. Said appeal shall also contain a statement as to why the Formal Procedure I decision was not acceptable.

2. The President will establish a committee to review the grievance within twenty-one (21) days of the appeal. The committee, consisting of at least one member selected by the grievant

and one selected by the respondent, shall be given a full record of the case and shall grant opportunity for oral and written arguments by the principals or their representatives. Both the grievant and the respondent(s) are to be present during oral arguments and copies of written arguments shall be made available to both parties. The panel will set all time periods for the presentation of the oral argument and the filing of written argument.

3. If the President is not a party to the grievance, the President will select a third person from among the faculty or senior administration who will be the Chair. If the President is involved in the grievance, the third person-Chair will be selected by the Provost and Vice President for Academic Affairs. The Chair of the committee will break any tie votes.
4. The review panel will submit its decision in writing to the President of the University, the grievant and the respondent(s) within twenty-one (21) days of its meeting. Service on the parties will be by personal delivery or deposit in U.S. Mail as set forth in section "c" of Formal Procedure I.
5. The final decision of the President terminates the grievance process. If the President is involved in the grievance, the Provost and Vice President for Academic Affairs will make the final decision.
6. If the grievance is still not resolved, the grievant may choose to take legal measures.

4.15 Academic Integrity Policies

See Volume VI, Academic Policies, Section 6.8.

4.16 Revision of this Volume IV

While the adoption of policy and its changes is ultimately the prerogative of the Board of Trustees, members from all segments of the University community enjoy the privilege and responsibility of contributing to the formulation and alteration of the University's policy statements. Since the faculty is the group most accountable for upholding the academic standards and implementing the mission of the University, it is imperative that the Volume IV Policy Manual be kept up to date. It will be the responsibility of the Faculty Policy Review Committee to engage in a review of this Manual every three years. In order to facilitate the revision process, the following guidelines should be observed.

4.16.1 Administrative Approval

After the Faculty has endorsed a change in this Volume IV of the Policy Manual, or Volume I, Subsection 1.6.2, it shall submit the recommended change to the Provost and Vice President for Academic Affairs and the President of the University.

If the proposed change(s) are approved by the Provost and Vice President for Academic Affairs and the President of the University, the President shall present the proposed change(s) to the Board of Trustees for consideration, as appropriate.

If the President or the Provost and Vice President for Academic Affairs disagree with the proposed change(s), the President, citing reasons for the disagreements, shall meet with the Faculty to discuss the next steps. These steps may include further study, modification, or resubmission of the proposal.

4.16.2 Board of Trustees Approval

1. Before definitive action on Policy Manual revision proposals, the Board of Trustees may commission a subcommittee of its members to meet with the Provost and Vice President for Academic Affairs and the President of the University, and the Faculty to discuss final adjustments in the revised texts;
2. The Board of Trustees shall either approve or reject the proposed revision; and

3. The Board of Trustees shall retain the right, in the best interest of the University and in their fiduciary capacity, to alter the provisions of this Volume IV of the Policy Manual after following the procedures in this Section 4.16.

4.16.3 Other Modifications/Emergency Procedures

When the Provost and Vice President for Academic Affairs and the President of the University, after consultation with the Faculty Advisory Committee, determine that, in the best interests of the University, a modification of any part of Volume IV and Volume I, Subsection 1.6.2 of the Policy Manual is necessary, the President of the University may petition the Chair of the Board of Trustees for review of a specific change at the next Board or Faculty meeting. The Board of Trustees may accept or reject such a petition. The President shall communicate the decision of the Board of Trustees to the Faculty.

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

HUSTON-TILLOTSON UNIVERSITY
REQUEST FOR APPOINTMENT FORM

TITLE:	LAST NAME:	FIRST NAME:	MI.	SSN:	Date:
Home Address					
City	State	Zip Code		Phone No.	
Employing Dept.		Salary Budget Acct. No.		Job Title/Rank	

DETAILS OF APPOINTMENT

Appointed from _____ Through _____ Monthly Rate $ or Hourly Rate $	Employment Status: ☐Full Time; ☐ Part Time; ☐Temporary;
Annualized Salary $	☐Exempt ☐ Non-Exempt
Pay Schedule: Monthly: 9 Mos. Semi-Monthly: 12 Mos.	☐Administrative Staff ☐General Staff ☐Faculty: ☐Tenured ☐Non-Tenured

FUNDS AVAILABLE

$ is available in Budget Item shown above. Remaining $ to come from secondary source: Account No. and Title:			
New Appt.	Replacement for		
Reappointment	Date Last Worked	Position Held	
Other concurrent Huston-Tillotson College employment, if any:			
Department	Title	Hrs. Per Week	Rate of Pay
Is candidate a student? Yes☐ No☐ Hours currently Registered			

RECOMMENDED APPROVAL			
Employing Department Head	Date:	Secondary Source	Date:
Unit Head	Date:	Grant Coordinator	Date:
Vice President Admin & Finance	Date:	Human Resources Director	Date:
Remarks:			

FOR USE BY THE PRESIDENT'S OFFICE	
President's Approval:	Date:

Payroll	President	Human Resources	Unit Head	Grant Coordinator/Supervisor

This form is to be used in **every instance** when the personnel record of a Huston-Tillotson University Faculty member is reviewed by any other individual for any reason. The Director of Human Resources, the Provost and Vice President for Academic Affairs, and the Chair of the Faculty Member's Department may review files **without** prior written approval (however, a form must be completed for each instance of accessing a file).

Name and Department of Faculty Member:	
Name of Individual Accessing File:	
Position of Individual Accessing File:	
Document(s) Reviewed:	

Please state the purpose for the review of each document accessed:
List any documents copied and the number of copies made:
State the disposition of each copy of each document:

List documents placed in the File:	**State the reason for the placement of each document in the File:**

Your signature below indicates that you have obtained written permission from the Faculty Member whose file is accessed and that a copy of that permission is attached to this form. The Director of Human Resources, Provost and Vice President for Academic Affairs, and the Chair of the Department employing the Faculty Member are exempted from obtaining written permission and may access files upon completion of this form.

Signature	**Date**

Annual Faculty Evaluation
(May be revised as necessary)

FACULTY EVALUATION CRITERIA WEIGHTING FORM

Evaluation Period: January 1, 201_ through December 31, 201_

Name: _____Rank: _____

Department _____

Date of Initial Appointment: _____

Four Domains of Faculty Evaluation with Percentage Ranges for the Distribution of Scores

Domain	Percentage Range
Instruction	50% - 70%
Scholarly Endeavors	10% - 30%
University, Community, and Professional Service	10% - 30%
Professional Development Activities	10% - 30%

Desired Weights in Each Domain for This Evaluation Period

Please indicate below the desired percentage weight you have selected for this academic year.

The total of the domain weights must equal 100%.

Instruction	**_____%**
Scholarly Endeavors	**_____%**
University, Community, and Professional Service	**_____%**
Professional Development Activities	**_____%**
	TOTAL = 100%

Faculty Signature: _____ Date: _____

Approval of weighting of criteria by:

Department Chair: _____ Date: _____

DOCUMENTATION OF INSTRUCTION AND PROFESSIONAL ACTIVITIES

Instructions: Please use this format to provide the following information. Use appendixes to support evaluation materials with documentation.

I. INSTRUCTION (50% - 70%)

1) List courses taught by semester (Include items listed below)
   a) Course revision and/or new course design
   b) Course coordination
2) Guest lecturer for other classes (list)
3) Maintaining students (e.g. student sessions, chat room, and supplemental instruction)
4) Demonstrated creativity in teaching (e.g. teaching awards, established new clinical site, developed new teaching-learning activity, media production such as videos, software, etc.)
5) Documentation of teaching effectiveness (e.g. student and/or peer evaluations)
   a) Results of Students' Course Evaluation are required
6) Academic Advisement (major and advising center, etc.)
7) Other evidence of your direct contribution to the instructional program

II. SCHOLARLY ENDEAVORS (10%-30%)

1) Publication activities
   a) Articles in refereed journals (published, accepted, submitted); provide complete references.
   b) Books, chapters (published, accepted, submitted); provide complete references.
   c) Monographs (published, accepted, submitted); provide complete references.
   d) Book reviews, abstracts, articles published by non-refereed journals (published, accepted, submitted); provide complete references.
   e) Electronic media (Internet, books, arts, chapter, CD, etc.)
2) Scholarly papers presented at local, state, regional, national, and/or international professional meetings (Indicate if your presentation was a poster or podium presentation; give title, author(s), date, place and location of meeting)
3) Grant writing activities (Indicate Agency)
   a) Research grants writing/submitted/approved
   b) Training grants writing/submitted/approved
   c) Other type of grants writing/submitted/approved
4) Research Activities
   a) Pilot studies complete
   b) Non funded research activities
   c) Works in progress
5) Other scholarly activities (Examples: performance, conducting institutional research for Department/University/program, implementing technology instruction by writing software, developing media, etc.)

6) Honors and/or awards

III. UNIVERSITY AND COMMUNITY SERVICE (10%-30%)

1) University and community activities
   a) Committee activities (list by type, date)
   b) Student and/or faculty recruitment (list by type/date)
   c) Mentoring colleagues (list colleague and how mentored)
   d) Lecturer to service and professional organization title, organization, date)
   e) Administrative duties
2) Professional organization activities
3) Community organization activities
4) Honors and/or awards

IV. PROFESSIONAL DEVELOPMENT ACTIVITIES (10%-30%)

1) Professional certification (indicate if new or renewed)
2) Professional practice activities (CPA, exam review, etc.)
3) Consultation activities (e.g. assist in research activities, expert witness, clinical agency consultation, technical writing).
4) Attendance at professional development activities: e.g. conferences, seminars, campus workshops, CE activities, scholarly meetings (list by name of conference, place, date)
5) Honors and/or awards
6) Memberships and participation in professional organizations

Sample Evaluation Criteria

9-10 points OUTSTANDING	Work is notable for high quality and effectiveness, and there is clear, strong evidence of exceptional performance in one or more areas of evaluation within the domain.
EXAMPLES FOR EACH DOMAIN	INSTRUCTION Development of an innovative teaching tool or course design that addresses the unique characteristics of our students. SCHOLARLY ENDEAVORS Publication in peer-reviewed journal. UNIVERSITY AND COMMUNITY SERVICE Significant leadership to campus or community by organizing an event. PROFESSIONAL DEVELOPMENT Advanced certification in area of expertise.

7-8 points SUPERIOR	This rating carries the implication that the individual's performance in a particular area of activity reflects an above average degree of productivity and effectiveness, but not necessarily unusual or exceptional.
EXAMPLES FOR EACH DOMAIN	INSTRUCTION Adoption of an innovative teaching tool or course design. SCHOLARLY ENDEAVORS Publication of abstract in peer-reviewed journal or proceedings. UNIVERSITY AND COMMUNITY SERVICE Contribution to campus or community by volunteering to assist with an event. PROFESSIONAL DEVELOPMENT Attendance at national convention within area of expertise.
5-6 points AVERAGE	This rating should always be interpreted in a favorable light. In any group, no matter what level, there is a middle range of performance. This rating implies that the individual has been productive and effective in the area that is being evaluated. It is expected that this rating will be the one that is most frequently applied. Work with regard to all areas of evaluation in a section is generally effective but is not clearly marked by evidence of unusual or exceptional performance. An occasional minor deficiency in one or more areas of evaluation may be noted.
EXAMPLES FOR EACH DOMAIN	INSTRUCTION Effective and appropriate teaching strategies. SCHOLARLY ENDEAVORS Submission of article for publication. UNIVERSITY AND COMMUNITY SERVICE Participation in campus or community event. PROFESSIONAL DEVELOPMENT Regular attendance at campus workshops.
3-4 points MARGINAL	Work with regard to most areas of evaluation in a section is adequate. There may be evidence of deficiency in one or two areas, but the deficiency is not pervasive within the domain.
EXAMPLES FOR EACH DOMAIN	INSTRUCTION Use of dated theoretical models.

	SCHOLARLY ENDEAVORS Works in progress. UNIVERSITY AND COMMUNITY SERVICE Attendance at campus or community events. PROFESSIONAL DEVELOPMENT Occasional attendance at campus workshops.
1-2 points UNSATISFACTORY	The individual's performance in the area that is being evaluated has not been productive or effective. Work with regard to one or more areas of evaluation is significantly deficient. Deficiencies are pervasive and are not offset by demonstrated strengths.
EXAMPLES FOR EACH DOMAIN	INSTRUCTION Inability to communicate course content effectively to students. SCHOLARLY ENDEAVORS No evidence of scholarly work. UNIVERSITY AND COMMUNITY SERVICE No involvement in campus or community events PROFESSIONAL DEVELOPMENT No evidence to support professional development activities.

Evaluator's Feedback Form

INSTRUCTION

CHOSEN DOMAIN WEIGHT (50-70%) _____EVALUATION SCORE (1-10) _____

Strengths:
Areas for Improvement:

SCHOLARLY ENDEAVORS

CHOSEN DOMAIN WEIGHT (10-30%) _____EVALUATION SCORE (1-10) _____

Strengths:
Areas for Improvement:

UNIVERSITY, COMMUNITY, AND PROFESSIONAL SERVICE

CHOSEN DOMAIN WEIGHT (10-30%) _____EVALUATION SCORE (1-10) _____

Strengths:
Areas for Improvement:

PROFESSIONAL DEVELOPMENT

CHOSEN DOMAIN WEIGHT (50-70%) _____EVALUATION SCORE (1-0) ____

Strengths:
Areas for Improvement:

EVALUATOR'S SCORE CALCULATION

Instructions:

COLUMN 1: Place the chosen domain weights in the first column. The total for that column must equal 100%.

COLUMN 2: The total possible points for the evaluation is 40. Determine the percentage of points attributed to each domain by multiplying 40 points by the chosen percentage. For example, if a person has chosen instruction to be worth 50%, then multiply 40 points by .5, which then equals 20 points. Place this number into the second column.

COLUMN 3: The evaluator should score each domain on a scale of 1 to 10. See the Sample Evaluation Criteria sheet for guidance. Convert the score into a percentage. For example, a score of 8 would be converted into 80%. Place these percentages into the third column.

COLUMN 4: The total points are determined by multiplying the second column by the third column. For example, if the number of possible points attributed to instruction is 20 and the evaluator's score for that domain is 8, then the total points for the instruction domain is 16 (80% of 20 = 16). Place the total scores in last column.

TOTAL: To calculate the overall evaluation score, add the total points for each domain.

	Column 1	**Column 2**	**Column 3**	**Column 4**
	Chosen %	X/40 pts	Domain % Assigned by Evaluator	Total Points
INSTRUCTION 50%-70%				
SCHOLARLY ENDEAVORS 10%-30%				
UNIVERSITY AND COMMUNITY SERVICE 10%-30%				
PROFESSIONAL DEVELOPMENT 10%-30%				
	100%	40 pts	TOTAL	

Signature Form
Faculty Annual Evaluation for 2011-2012
Professor Evaluated: _____

Evaluator: _____

Column 1	Column 2	Column 3	Column 4	
	Chosen %	X/40 pts	Domain % Assigned by Evaluator	Total Points
INSTRUCTION 50%-70%				
SCHOLARLY ENDEAVORS 10%-30%				
UNIVERSITY AND COMMUNITY SERVICE 10%-30%				
PROFESSIONAL DEVELOPMENT 10%-30%				
	100%	40 pts	TOTAL	

_____

Signature Evaluator **Date**

_____

Signature Evaluated **Date**

Approved Evaluation (signature)_____

*Disapproved (signature)_____

*Intent to Appeal: ____Yes; ____No; Initials _____

Note: Appeals MUST be filed no later than_____

_____

Signature VPASA Date

COMMENTS

Appendix 4.5.2.2.: Student's Course Evaluation Form
(May be revised as necessary)

QUESTIONS MARKED WITH AN ASTERISK (*) ARE MANDATORY.

1. *** Carefully Select Your Course Number:** _____
2. *** Select Your Instructor's Last Name:** _____
3. *** Is this course required for your major?** YES NO
4. *** Is this course required for your minor?** YES NO
5. *** What is your classification?** 1 Freshman 2 Sophomore 3 Junior 4 Senior
6. *** How many times were you absent from class (including excused absences)?**

   1 Never

   2 Once

   3 Twice

   4 Three Times

   5 Four or More Times

7. *** How many hours each week did you prepare for this course outside of class time?**

   1 0-2 Hours

   2 3-5 Hours

   3 6-8 Hours

   4 9-11 Hours

   5 12 or More Hours

8. *** Questions about the course and instructor:** 1 Strongly disagree 2 Somewhat disagree 3 Neutral 4 Somewhat agree 5 Strongly agree

   - The course was intellectually stimulating.
   - The instructor demonstrated adequate knowledge of the subject matter.
   - The instructor explained the material clearly.
   - The instructor was fair.
   - The instructor was well prepared for class.
   - The instructor motivated me to try harder.
   - The instructor provided timely feedback on my work.
   - The course was well organized.
   - The instructor was available during specific office hours or by appointment.
   - The instructor treated me with respect.
   - This course increased my understanding of concepts and/or skills in the field.

9. *** Instructor Rating… What is your overall rating of this instructor?**

1 Poor

2 Below average

3 Average

4 Above average

5 Excellent

10. **What grade do you expect to earn in this course?**

1 F

2 D

3 C

4 B

5 A

11. **What did you like most about this course?**

12. **What did you like least about this course?**

13. **How might the instructor improve this course in the future?**

14. **Other comments:**

Appendix 4.5.2.2.1.: Distance Learning Course Evaluation Form
(May be revised as necessary)

TADC

TEXAS ASSOCIATION OF DEVELOPING COLLEGES

Distance Learning Course Evaluation: Spring 2012
(TADC Distance Learning Consortium)

1. **Course Number and Name: _____**
2. **Instructor's Name: _____**
3. ***Instructor's Campus:* _____**
4. **This distance learning course was delivered:**
   - ☐ Videoconferencing
   - ☐ Online
   - ☐ Thunder
5. **What is your classification?**
   - ☐ Freshman
   - ☐ Sophomore
   - ☐ Junior
   - ☐ Senior
6. **I felt the instructor was...** 1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree**

- Knowledgeable and competent to provide instruction in this content area
- Available and responsive to questions, problems, and course related issues
- Genuinely concerned about the performance of each student.
- Enthusiastic and interested in teaching the class
- Interested in encouraging interactivity among students in discussions and/or activities

7. **Course Content ...** 1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree**

- The course goals and objectives were clearly stated.
- The amount of material covered in this course was adequate.
- Lessons and assignments were relevant and intellectually challenging.
- The assignments and tests were appropriate for evaluating my performance.
- The technology used in this course was appropriate for the content covered.
- The technologies used in this class (email, Thunder, videoconferencing, web resources, discussion forums, etc.) positively enhanced my learning experience.
- The technical support provided for this class was adequate.

PERSONAL SATISFACTION

8. **Did the material presented in this course meet your needs?**

   1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree**

9. **How much did you learn in this course?**

   1 **A great deal** 2 **An average amount** 3 **Not very much**

10. **How much effort did you put into this course?**

    1 **A great deal** 2 **An average amount** 3 **Not very much**

11. **Would you enroll in another distance learning course with this instructor?** YES NO

12. **Would you enroll in another distance learning course offered by this college?** YES NO

13. **This course via distance learning was more enjoyable than a traditional class.**

    1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree**

14. **My overall rating for this distance learning experience is...**

    1 **Exceptional** 2 **Above average** 3 **Average** 4 **Below average** 5 **Poor**

VIDEOCONFERENCING (or) THUNDER COURSES

(Complete items 14-16 if your distance learning course was broadcast using Videoconferencing or Thunder. DO NOT complete items 14-16 if you are enrolled in an online course.)

15. **The Distance Learning Lab is a comfortable environment.**

    1 **Exceptional** 2 **Above average** 3 **Average** 4 **Below average** 5 **Poor**

16. **I found it difficult to hear the instructor's lecture.**

    1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree** 5 **Unsure** 6 **Not applicable**

17. **I found it difficult to hear student's comments from other sites.**

    1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree** 5 **Unsure** 6 **Not applicable**

18. Rate the visual quality of your videoconferencing or Thunder class:

1 **Excellent** 2 **Good** 3 **Fair** 4 **Poor**

ONLINE COURSES

Complete Items 19-22 if you were enrolled in an online course. DO NOT complete items 19-22 if you are enrolled in a videoconferencing or Thunder course.) 1 **Strongly agree** 2 **Agree** 3 **Disagree** 4 **Strongly disagree**

19. The course requirements for the online course were clear and easy to locate.

20. The online course provided opportunities for student-to-student interaction.

21. Online course materials were available in:

- Blackboard
- WebCT
- JICS
- Instructor's personal website
- Email
- Other, please specify

22. Feedback and contact with the online instructor was:

- Excellent
- Good
- Fair
- Poor

23. Please enter additional comments regarding your impression of this course, suggestions for improvement, recommendations, etc.

HUSTON-TILLOTSON UNIVERSITY

LEAVE REQUEST FORM

DATE: _____

FULL-TIME: _____ **PART-TIME:** _____

EMPLOYEE: _____

DEPARTMENT: _____ **OFFICE PHONE:** _____

LEAVE SHOULD BE PRE-APPROVED

Type of Leave	First Day of Leave **Dates Requested From	Last Day of Leave **Dates Requested To	Total Leave Hours Requested
Vacation Leave			
Sick Leave (1)			
Personal Leave			
Military Leave			
Parental Leave (2)			
Other (3)			

(1) Physician's statement is required when employee is absent for 3 or more days
(2) Must be accompanied by appropriate documentation (See Personnel Handbook)
(3) Reason for leave

Certify That The Above Information Is True and Correct.

_____ _____
Employee Signature Date

Recommended Approvals:

_____ _____
Supervisor Date

_____ _____
Department Head Date

_____ _____
Unit Vice President Date

HUSTON-TILLOTSON UNIVERSITY
Austin, Texas

FACULTY PROFESSIONAL DEVELOPMENT PLAN

201_ - 201_ Academic Year

_____ in _____ of the _____
Name **Teaching Field** **Department**

Professional Development Objectives	***Activity Designed to Accomplish Objectives***	***Target Date for Completion***	***Date Completed***

Planned by _____
Instructor Signature **Date**

Approved by_____
Department Chair Signature **Date**

Submit one copy to the Chair, Dean of College/School and Provost and Vice President Academic Affairs

Please fully complete request. Incomplete forms will be returned and may delay review/approval of request.

HUSTON-TILLOTSON UNIVERSITY · IN UNION STRENGTH · AUSTIN • TEXAS

TRAVEL/TRAINING REQUEST

Please fully complete request. Incomplete forms will be returned and may delay review/approval of request.

Requestor: Department:

Destination: Budget Source #1 Name:

Date(s) of travel/training: Budget Source #1 Number:

Nature of Request (i.e., Workshop, Conference) Budget Source #2 Name:

Budget Source #2 Number:

Other Source(s):

Purpose of Travel/Training and Disposition of Work:

Proposed Budget	*Budget Source #1*	*Budget Source #2*	*Other Source(s)*		Category Totals
Registration Fees					0.00
Airfare (Coach Only)					0.00
Auto mileage @ __¢/mile # of Miles___					0.00
Auto Rental (# Days__) Rate Per Day $					0.00
Taxi/Ground Transportation					0.00
Lodging (# Days__) Rate Per Day $					0.00
Meals & Incidentals (Per Diem $__)					0.00
Other Expense(s):					0.00
					0.00
					0.00
				TOTAL EXPENSES	0.00

REQUESTOR SIGNATURE:_____ Date _____

APPROVED BY:

SUPERVISOR/DEAN:_____ Date _____

VICE PRESIDENT:_____ Date _____

PRESIDENT:_____ Date _____

BUSINESS OFFICE:_____ Date _____

COMMENTS

RETURN APPROVED FORM TO REQUESTOR

COPY OF APPROVED REQUEST MUST ACCOMPANY ALL REQUISITIONS RELATED TO THIS TRAVEL/TRAINING REQUEST.
ORIGINAL APPROVED REQUEST MUST ACCOMPANY TRAVEL EXPENSE REPORT UPON COMPLETION OF TRAVEL.

TRAVEL EXPENSE REPORT

FOR TRAVEL EXPENSES ONLY

Please fully complete travel expense report. Incomplete forms will be returned and may delay reimbursement.

Date Submitted:	**Department:**
Name of Claimant:	**ID Number:**
Place of Travel:	**Budget Source #1:**
Date(s) of Travel:	**Budget Source #2:**

REQUIRED: ATTACH ORIGINAL APPROVED TRAVEL/TRAINING REQUEST

EXPENSE DISTRIBUTION

DATES								**Category Totals**
Airfare								0.00
Auto mileage (miles per day)								
¢ per mile	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Auto Rental								0.00
Taxi/Ground Transportation								0.00
Lodging								0.00
Meals								0.00
Tips								0.00
Parking								0.00
Other Expense(s):								0.00
								0.00
								0.00
Daily Totals	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

I certify that the amounts listed above were expended for and during the trip in accordance with the University's expenditure policies; and that each amount shown is correct.

TOTAL EXPENSES	**0.00**
LESS ADVANCES	
***AMOUNT DUE TO CLAIMANT**	**0.00**
AMOUNT DUE TO UNIVERSITY Attach Receipt	**0.00**

**Allow 7 - 10 working days for reimbursement*

CLAIMANT SIGNATURE:_____ Date: _____

SUPERVISOR/DEAN:_____ Date: _____

VICE PRESIDENT:_____ Date: _____

PRESIDENT:_____ Date: _____

RESTRICTED GRANTS:_____ Date: _____
(If Applicable)

BUSINESS OFFICE:_____ Date: _____

For Business Office Use Only

Acct#_____ Amt _____

Acct#_____ Amt _____

Acct#_____ Amt _____

***APPROVED TRAVEL/TRAINING REQUEST REQUIRED FOR REIMBURSEMENT**

Appendix 4.12.1.1: Faculty Workload Assignment Form

Name

Department:

Semester:

Table I: Contact Hours in Traditional Course Format

Course and Section Numbers	Contact Hours	Preparation (1 hour per credit hour)	Number of Students	Office Hours	Advising Load
Totals					

Table II: Course Hour Equivalent (CHE)**

Assignment	Number of Students (if necessary)	Actual Time or CHE
Athletic Director		
Coach		
Academic Area Coordinator		
Grant Coordinator/ Proposal Preparation		
Lab Instructor		
Faculty Athletic Representative		
Choir Director		
Independent Study Instructor		
Ford/UNCF Service Learning Director		
Learning Empowerment Center Assistant		
Administrative Duties		

Committees/Preparation	**Appendix 4.12.1.1: Faculty Workload Assignment Form**	
Assignment	Number of Students (if necessary)	Actual Time or CHE
Professional Development: Research		
Professional Presentations		
Workshops		
Planning		
Other		
Other		
Totals		

Total workload: _____

Column totals from Table I and Table II

Course hour equivalent (CHE) is the calculation of the equivalent teaching load for courses not taught in a standard lecture format or for other related duties. In such situations, equivalents are assigned in place of the credit hours generated by a course because course credit hours do not provide an acceptable measure of work requirements for those teaching the course or performing the assignment. In some Departments, equivalents may be given for large classes. See ***the Catalog* for the specific CHE for each assignment.

Appendix 4.14.2.1: Faculty Issues Form

Instructions: *Inspect all areas in which you work and/or teach. If you answer "No" to any question, please include an explanation so the problem can be addressed. Give your completed form to your building safety monitor. Safety monitor – After reviewing the forms, complete work orders where necessary. Indicate on the form if a work order was completed. Mail forms to Chair for the Health and Safety Committee and work orders to Facilities.*

Date of Inspection:_____

Location(s):_____

Inspector's Name:_____

	Yes	No
Are floors well maintained to provide secure footing?		
Are classroom aisles sufficiently wide to provide easy movement?		
Are stairs free of chips or cracks?		
Are non-slip surfaces provided?		
Are stairwells properly illuminated?		
Are handrails provided and securely fastened?		
Are non-slip feet on all portable elevated structures?		
Are fixtures and furniture free of splinters or sharp edges?		
Are desk and file drawers easily operated?		
Are file cabinets anchored or designed to prevent tipping?		
Is castered furniture easy to move?		
Are heavy machines properly and securely mounted?		
Is all electrical machinery equipped with ground wire?		
Are all electric cords, plugs, and switches in good repair?		
Are moving parts and "pinch points" guarded?		
Are operators of machines properly trained?		
Are machines turned off and/or electric plugs disconnected when repairs or adjustments are made?		
Are scissors, knives, pins, razor blades, and other sharp items safely used and stored?		
Are employees trained to use extinguishers?		
Is smoking prohibited in all buildings?		
Are receptacles for butt disposal properly and frequently emptied?		
Are all flammable materials stored in metal cabinets?		
Is used cleaning waste or rags kept in closed metal container?		
Are storage areas kept clean and orderly?		
Are all electric machines or heat producing elements turned off when not in use?		
Are heating elements - coffee makers, microwaves, portable electric heaters – properly wired, and safely placed?		
Are employees instructed in fire reporting and emergency duties?		
Are employees instructed in the proper lifting techniques?		
Do employees apply safe work habits?		
Does the Department perform regular safety training specific to your work assignment?		

State other safety concerns:

HUSTON-TILLOTSON UNIVERSITY

Faculty Issues

Date: _____

Dear Faculty Member,
In order that I might assist you, please provide the following information:

Name:_____ Office Address _____

Telephone Number:_____

A brief statement regarding the nature of your concern:

_____
_____
_____

(This section is for Department use only!)

APPOINTMENT:

Date: _____ Time: _____

Comments:

_____
_____
_____
_____