



Morehouse College

FACULTY HANDBOOK

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*Morehouse College
830 Westview Drive, SW
Atlanta, Georgia 30314*

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INTRODUCTION TO MOREHOUSE COLLEGE

The Mission

Morehouse College claims certain foundational principles upon which its entire existence stands. These include an appreciation for the ideals of justice, equality, democracy, liberation, the humane treatment of people, and the development of the spiritual self and community. Although these standards defy most tools of quantitative measurement, they serve as prime motivators for most of what is done at the College.

Guided by a commitment to excellence, Morehouse, a historically black liberal arts college for men, assumes a special responsibility for teaching students about the history and culture of black people. The College seeks to develop men with disciplined minds, emphasizing the continuing search for truth as a liberating force.

Morehouse prepares its students for leadership and service through instructional programs and extra-curricular activities that:

- develop skills in oral and written communications, analytical and critical thinking and interpersonal relationships;
- foster an understanding and appreciation of the elements of evolution of various cultures and the nature of the physical universe;
- foster understanding and appreciation of the specific knowledge and skills needed for the pursuit of professional careers and/or graduate study; and
- cultivate the personal attributes of self-confidence, tolerance, morality, ethical behavior, humility, a global perspective, and a commitment to social justice.

In carrying out its primary mission of developing men with disciplined minds who will lead lives of leadership, service, and self-realization, Morehouse is guided by an administration and faculty who promote academic excellence, achievement, and high ideals. By providing an environment which encourages students to develop a zest for learning, to show concern for the welfare of others, and to appreciate the ideals of brotherhood, equality, spirituality, humane values, and democracy, Morehouse molds outstanding men.

Historical Background

In 1867, two years after the Civil War ended, Augusta Institute was established in the basement of Springfield Baptist Church in Augusta, Georgia. Founded in 1787, Springfield Baptist Church is the oldest independent African-American church in the United States. The school's primary purpose was to prepare black men for the ministry and teaching. Today, Augusta Institute is Morehouse College, which is located in Atlanta, Georgia, and enjoys an international reputation for producing leaders who have influenced national and world history.

Augusta Institute was founded by the Reverend William Jefferson White, an Augusta Baptist minister and cabinetmaker, with the support of Richard C. Coulter, a former slave from Augusta, Georgia, and the Reverend Edmund Turney, organizer of the National Theological Institute for educating freedmen in Washington, D.C. The Reverend Dr. Joseph T. Robert served as the Institute's first president.

In 1879, Augusta Institute moved to the basement of Friendship Baptist Church in Atlanta and changed its name to Atlanta Baptist Seminary. Later, the Seminary moved to a four-acre lot near the site on which the Richard B. Russell Federal Building now stands in downtown Atlanta. Following Robert's death in 1884, David Foster Estes, a professor at the Seminary, served as the institution's first acting president.

In 1885, when Dr. Samuel T. Graves was named president, the institution relocated to its current site in Atlanta's West End community. The campus, which has grown from 14 to 61 acres, encompasses a Civil War historic site at which Confederate soldiers staged a determined resistance to Union forces during the famous siege of Atlanta. In 1897, Atlanta Baptist Seminary became Atlanta Baptist College, during the administration of Dr. George Sale, who served as president from 1890 to 1906.

A new era, characterized by expanded academic offerings and increased physical facilities, dawned with the appointment of Dr. John Hope as president in 1906. A pioneer in the field of education, he was the College's first African-American president. Hope, a Phi Beta Kappa graduate of Brown University, encouraged an intellectual climate comparable to what he had known at his alma mater and openly challenged Booker T. Washington's view that education for African Americans should emphasize vocational and agricultural skills.

Atlanta Baptist College, already a leader in preparing African Americans for teaching and the ministry, expanded its curriculum and established the tradition of educating leaders for all areas of American life. In addition to attracting a larger number of talented faculty and administrators, Hope contributed much to the institution we know today. During his era, Atlanta Baptist College was named Morehouse College in honor of Henry L. Morehouse, the corresponding secretary of the Atlanta Baptist Home Mission Society.

Dr. Samuel H. Archer became president of the College in 1931 and headed the institution during the Great Depression. He gave the school its colors, maroon and white, the same as those of his alma mater, Colgate University. Archer retired for health reasons in 1937. Dr. Charles D. Hubert served as acting president until 1940, when Dr. Benjamin E. Mays became the sixth president of Morehouse College.

A nationally noted educator and a mentor to Dr. Martin Luther King Jr., Mays is recognized as the architect of Morehouse's international reputation for excellence in scholarship, leadership, and service. During the presidency of Mays, a Phi Beta Kappa graduate of Bates College and the University of Chicago, the number of faculty members grew and the percentage holding doctoral degrees increased from 8 to 25. The College earned global recognition as scholars from other countries joined the faculty, an increasing number of international students enrolled, and the fellowships and scholarships for study abroad became available. Morehouse received full accreditation by the Southern Association of Colleges and Schools in 1957, and Mays' 14-year effort to win a chapter of Phi Beta Kappa at Morehouse was realized in 1968.

In 1967, Dr. Hugh M. Gloster, class of 1931, became the first alumnus to serve as president of the College. Under his leadership, Morehouse strengthened its board of trustees, enriched doctorates, conducted a successful \$20 million fund-raising campaign, expanded the endowment to more than \$29 million, and added 12 buildings to the campus, including the Martin Luther King Jr. International Chapel. Morehouse established a dual-degree program in engineering with the Georgia Institute of Technology and founded the Morehouse School of Medicine, which became an independent institution in 1981.

In 1987, Dr. Leroy Keith, class of 1961, was named president of Morehouse. During the Keith administration, the College's endowment increased to more than \$60 million, and faculty salaries and student scholarships significantly increased. Construction of the Nabrit-Mapp-McBay science building was completed, the Thomas Kilgore Jr. Campus Center and two dormitories were built, and Hope Hall was rebuilt. In 1994, Nima A. Warfield, a member of the graduating class that year, was named a Rhodes Scholar, the first from a historically black college or university.

In October 1994, Dr. Wiley A. Perdue, a member of the class of 1957 and vice president for business affairs, was appointed acting president of Morehouse. Under his leadership, national memorials were erected to honor Dr. Benjamin E. Mays and internationally noted theologian Dr. Howard W. Thurman, class of 1923. Perdue launched an initiative to upgrade the College's academic and administrative computer information systems, finalized plans to build two dormitories and undertook construction of a 5,700 seat gymnasium to provide a basketball venue for the 1996 Summer Olympic Games.

On June 1, 1995, Dr. Walter E. Massey, class of 1958, was named ninth president of Morehouse. A noted physicist, former provost of the University of California System, and former director of the National Science Foundation, Massey has called on the Morehouse community to renew its long-standing commitment to excellence in scholarship. Under his leadership, Morehouse has embraced the challenge of preparing for the 21st century and the goal of becoming one of the nation's best liberal arts colleges.

The Vision

The vision for Morehouse College is that it will be among the very finest liberal arts colleges in the world. The universe of institutions against which we measure our progress and standards must encompass all of the finest colleges and universities, not just those with origins similar to our own. All the while, we will continue to be an institution that focuses on the development of leaders and the college of choice for African-American men.

Accreditation and Memberships

Morehouse College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: telephone (404) 679-4501) to award Bachelor of Arts and Bachelor of Science degrees.

Also, the Division of Business and Economics is accredited by AACSB and The International Association of Management Education, and the Department of Chemistry is on the list of approved programs of the American Chemical Society.

Among the organizations in which Morehouse College holds memberships are the following:

- American Association of Higher Education
- American Council on Education
- Association of Private Colleges & Universities in Georgia
- National Association for Equal Opportunity in Higher Education
- National Association of Independent Colleges & Universities
- UNCF/The Fund

Consortial Relations

Morehouse College is a founding member of the Atlanta University Center (AUC), a consortium of six institutions which promotes efficiency and economy through the joint operation of administrative, academic, and cultural programs. The member institutions of the Atlanta University Center are Clark Atlanta University; the Interdenominational Theological Center, a federation of seven theological seminaries; Morehouse College, an independent liberal arts college for men; the Morehouse School of Medicine; Morris Brown College, a coeducational liberal arts college related to the African Methodist Episcopal Church; and Spelman College, an independent liberal arts college for women.

Morehouse College is a member of the Associated Colleges of the South, a consortium of nationally-ranked liberal arts institutions. Other members of the consortium are Birmingham Southern College, Centenary College, Centre College, Davidson College, Furman University, Hendrix College, Millsaps College, Rhodes College, Rollins College, Southwestern University, Trinity University, University of the South, University of Richmond, and Washington and Lee University.

The Atlanta Regional Consortium for Higher Education (ARCHE) includes 20 private and public member institutions of higher learning located in the Atlanta Region. The Consortium's mission is to 1) provide services that expand educational opportunities, 2) offer collaborative ways to share resources, and 3) develop information showing higher education's benefits to society. Morehouse College is a long-standing and active member of the Consortium.

CHAPTER 1

ADMINISTRATIVE ORGANIZATION OF THE COLLEGE

1.1. Organizational Chart of the Administration

The chart on the following page presents the organizational structure of the administration of Morehouse College.

1.2. Board of Trustees

The Morehouse College Board of Trustees has ultimate responsibility for the affairs of the College. The primary function of the Board is to make policy and ensure sound resource management of the College. In addition, the Board determines the general educational and financial policies of the College. The composition and powers of the Board are described in the Bylaws of Morehouse College.

1.3. President

The president, as chief executive officer of the College, is appointed by and reports to the Board of Trustees. The president has primary responsibility for ensuring that Board policies and decisions are properly implemented in support and advancement of the College's Mission. In this capacity, the president provides vision and leadership; sets priorities and promotes academic excellence; enhances management practices, organizational structure and team building; establishes initiatives and strategies to improve faculty and staff morale and performance, fiscal planning, development, budget management and endowment; generates financial support from internal and external sources; and augments the College's academic reputation and standing through faculty and student recruitment, retention and graduation.

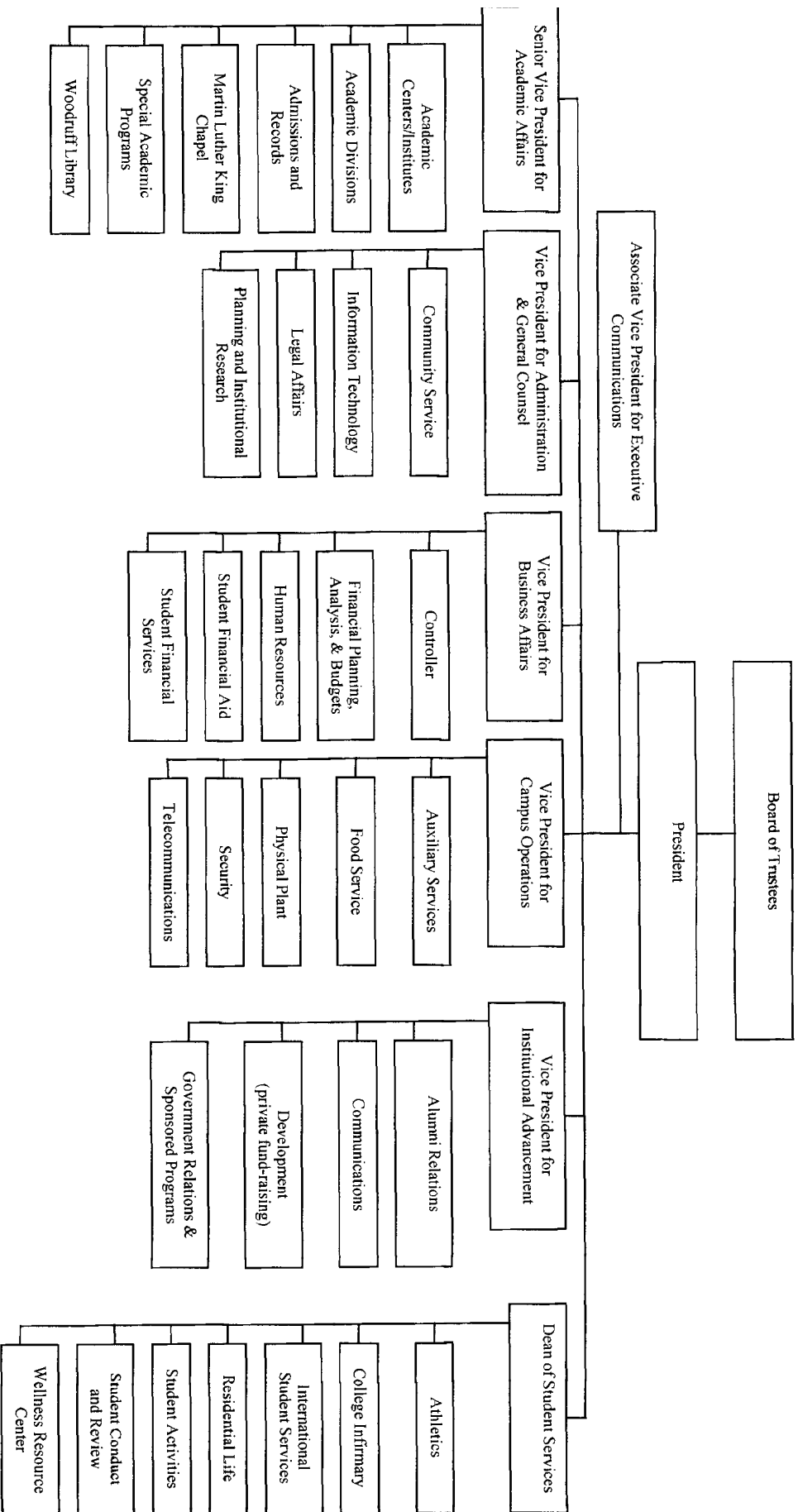
The president is chairperson of the Morehouse faculty.

1.4. Other Executive Officers of the College

Vice presidents are appointed by the president and are approved by the Board of Trustees. The officers listed below report directly to the president.

Senior Vice President for Academic Affairs. The senior vice president for academic affairs is the chief academic officer (CAO) and the chief operating officer (COO) of the College. As CAO, the senior vice president has overall responsibility for all matters related to the quality of the educational program—i.e., student learning, faculty, curricula, admissions and records, research, and special academic programs. The senior vice president for academic affairs is also responsible for implementation of faculty actions approved by the president and the Board of Trustees. As COO, the senior vice president oversees all College operations and ensures their consistency with the College's mission, academic goals and priorities. The senior vice president for academic affairs serves as chief officer of the administration during absences of the president.

Morehouse College Organization Chart (by Vice Presidential Area)



Vice President for Business and Finance. As the College's chief financial officer (CFO), the vice president for business and finance is responsible for finance and investments, financial analysis, reporting, planning and budgeting. The CFO is also responsible for the controllership and accounting functions; student financial services; financial systems; financial aid; and treasury-related functions (e.g., payroll, cashiering, collections, receivables and payables, cash management, and banking relationships). The CFO manages internal funds and oversees the management of externally managed funds (endowment), bond issues, credit lines, and other elements of overall external financing strategies. The CFO is also responsible for the office of human resources and for benefits programs.

Vice President for Administrative Services and General Counsel. The vice president for administrative services and general counsel serves as the senior administrator responsible for managing administrative services and the College's legal affairs. The vice president provides legal advice to the Board of Trustees, the president and other senior administrators. This vice president also oversees the functional areas of information technology, strategic planning and institutional research, and community service.

Vice President for Campus Operations. The vice president for campus operations has primary responsibility for the areas of security, physical plant operations, and administrative and auxiliary services. These areas include such nonacademic support functions as food services, post office, bookstore, campus telephone system, facilities planning, and capital improvement projects. This vice president is the College's primary liaison with external contractors and, in conjunction with the vice president for business and finance, is responsible for long-range property acquisition.

Vice President for Institutional Advancement. The vice president for institutional advancement is responsible for generating financial resources for the achievement of the College's mission. The vice president is responsible for planning and executing capital and other major gift initiatives. Serving in this capacity, the vice president recommends cultivation and solicitation strategies for the overall institutional advancement program; manages the production of fund raising publications; conducts prospect research; and maintains databases on potential donors. The vice president oversees alumni and corporate relations, communications, and the office of sponsored programs and government relations.

Dean of Student Services. The dean of student services is responsible for student welfare, conduct, activities and health services; housing and residential life; off-campus student affairs; and Greek and international student organizations. The dean works to establish an environment that creates opportunities for ongoing learning as part of a student's academic, personal and social development; expends and encourages supplemental cultural and intellectual enrichment opportunities outside of the classroom; provides opportunities for informal interactions among faculty and students outside the classroom; and encourages development of attitudes and conduct that are appropriate for a communal academic environment.

Associate Vice President for Executive Communications. The associate vice president for executive communications is responsible for developing and managing execution of the executive communications plan. The associate vice president also (a) provides communications counsel to other key administrators and (b) manages the president's support staff.

1.5. President's Cabinet

Chaired by the president, the Cabinet meets monthly to discuss various issues and to share information across the various administrative divisions and departments of the College. In addition to the vice presidents and other direct reports to the president, members of the Cabinet include the academic division deans, associate vice presidents, dean of admissions and records, director of communications, dean of the MLK International Chapel, director of alumni affairs, and other administrative unit heads as invited.

1.6. Organization of Academic Affairs

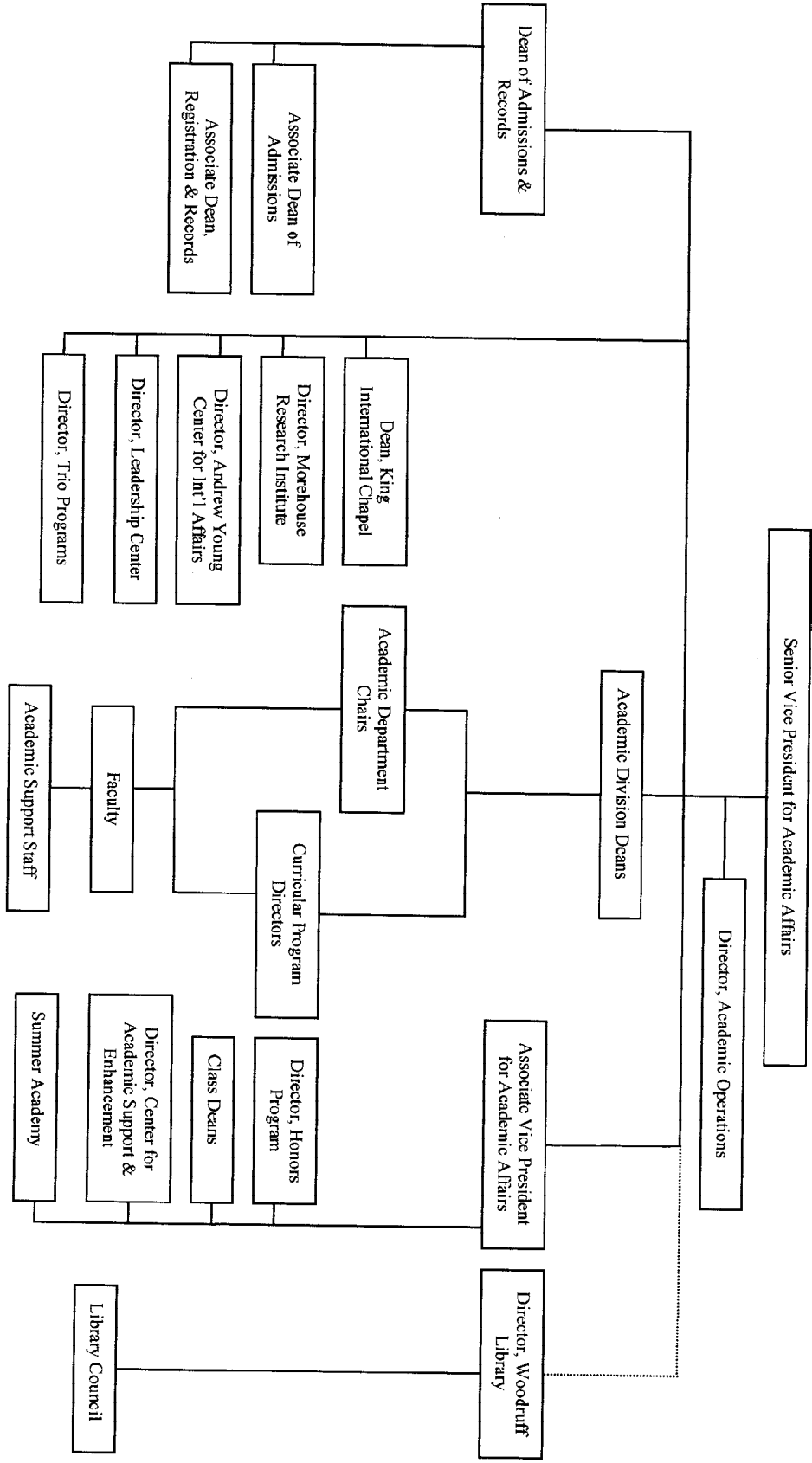
As the chart on the following page shows, the area of academic affairs is organized administratively into: (a) admissions and records; (b) centers and institutes; (c) academic divisions, departments and curriculum programs; (d) special academic programs; (e) the Woodruff Library; and (f) academic operations. With the exception of the director of the Woodruff Library, who is appointed by the Atlanta University Center Council of Presidents, all academic administrators at Morehouse are appointed by the senior vice president for academic affairs and are approved by the president. Normally, the president and/or the senior vice president for academic affairs will confer with the relevant faculty prior to appointing a division dean, department chair, or curriculum program director.

Divisions, departments and curriculum programs constitute the heart of academic affairs at Morehouse College. The arrangement of these academic units is listed on page 11 of this document.

1.6.1. Academic Divisions

An *academic division* is comprised of discipline-related academic departments and curriculum programs. Divisions were established to foster and facilitate cooperation and communication between the departments and programs that comprise them with respect to strategic planning; curriculum development and review; academic advising; faculty recruitment, development and evaluation; integration of curricular and extra-curricular programs; research initiatives; budgeting; and fundraising. Any matter regarding these duties that is submitted to the division faculty for review and approval shall be decided by simple majority vote. Only faculty members holding full-time faculty appointments shall vote unless a two-thirds majority of full-time faculty members decide otherwise. The division may establish committees as its members deem necessary.

The *division dean* is a senior administrator of the College who is expected to provide leadership and oversight for the division in the areas of departmental development, faculty development, curriculum development, student support, general management, personnel management, and fiscal management. In executing these leadership and oversight responsibilities, the division dean shall serve as liaison to the



ACADEMIC DIVISIONS, DEPARTMENTS AND CURRICULUM PROGRAMS

Division of Business and Economics

Department of Business Administration
Accounting Program
Finance Program
Management & Marketing Program
Department of Economics

Division of Humanities and Social Science

Department of English
Department of Health & Physical Education
Department of History
Department of Modern Foreign Languages
Department of Music
Department of Philosophy & Religion
Department of Political Science
Department of Sociology
African American Studies Program
Caribbean Studies Program
Criminal Justice Program
International Studies Program
Urban Studies Program

Division of Science and Mathematics

Department of Biology
Department of Chemistry
Department of Computer Science
Department of Mathematics
Department of Physics
Department of Psychology
Environmental Studies Program
Neuroscience Program
Public Health Sciences Program
Telecommunications Program

senior vice president for academic affairs and other administrative officers on matters affecting the division, call and chair meetings of the division's faculty and administrators, circulate pertinent correspondence, represent the division on public occasions and other events or meetings, and perform other functions in the interest of the division upon request of the senior vice president for academic affairs or the president. The division dean is appointed by the senior vice president for academic affairs and is approved by the president. Normally, the senior vice president for academic affairs will confer with the department chairpersons and curriculum program directors within the division prior to making the appointment.

1.6.2. Academic Departments

An *academic department* is a subunit of an academic division which offers a major degree program of study in one or more disciplines. An academic department shall consist of a chairperson and all faculty assigned primary teaching and/or research duties in the discipline(s) contained in the department. With respect to its discipline(s), the department is expected to initiate strategic planning; curriculum development and evaluation; integration at curricular and extra-curricular programs; research efforts; and budget development. Any matter regarding these duties that is submitted to the departmental faculty for review and approval shall be decided by simple majority vote. Only faculty members holding full-time appointments shall vote, unless a two-thirds majority of full-time faculty members decides otherwise. A department must have a Reappointments and Promotions Committee (membership and duties defined in section 2.2.1. of this handbook) and may have other committees as its members deem necessary.

The *academic department chairperson*, upon the recommendation of the appropriate division dean, is appointed by the senior vice president for academic affairs and is approved by the president. Normally, the division dean will confer with the department prior to recommending an appointment. Appointment as academic department chairperson shall be for a period of three years and may be renewed without limitation. The academic department chairperson must hold senior faculty rank (associate or full professor) in the departmental discipline. The department chairperson is responsible for providing leadership for the department's academic program—i.e., curriculum development, student support and faculty development—and for managing departmental resources (human and physical) and administrative processes. In conjunction with department members, the department chairperson shall determine teaching assignments. The department chairperson shall call and preside at meetings of the department. The department chairperson's other duties are defined by the appropriate division dean and the senior vice president for academic affairs.

1.6.3. Curriculum Programs

A *curriculum program* is a subunit of an academic division or department which offers an interdisciplinary major or minor or a discipline-based non-major/non-minor concentration. A curriculum program shall consist of a director and all faculty assigned teaching duties in the program. Expectations of a curriculum regarding strategic planning, curriculum development and review, academic advising, faculty development and evaluation, integration of curricular and extra-curricular activities, research efforts, and budget development will be established by the appropriate division dean or department chairperson, in conjunction with the curriculum program director. Any

matter regarding a curriculum program that is submitted to the curriculum program faculty for review and approval, shall be decided by simple majority vote.

The *curriculum program director*, upon the recommendation of the appropriate division dean, is appointed by the senior vice president for academic affairs. Normally, appointment as curriculum program director shall be for a period of one year and may be renewed without limitation. At a minimum, the curriculum program director must hold the faculty rank of assistant professor in the discipline or in a related discipline. The curriculum program director is responsible for providing intellectual leadership for the program and coordinating the program's delivery. The specific duties of a curriculum program director are defined by the division dean or department chairperson to whom the director reports.

1.6.4. Responsibilities and Duties of Selected Academic Administrators

Associate Vice President for Academic Affairs. The associate vice president for academic affairs is appointed by the senior vice president for academic affairs and is approved by the president. The associate vice president is the chief academic officer in the absence of the senior vice president for academic affairs. The associate vice president is responsible for special academic programs, the class deans, summer academy, summer school, and selected student and faculty development programs.

Dean of Admissions and Records. The dean of admissions and records supervises the offices of admissions and the registrar. The dean provides direction for the communication strategies associated with student recruitment and outreach. The dean of admissions and records is appointed by the senior vice president for academic affairs and is approved by the president.

Director of Academic Operations. The director of academic operations is appointed by and reports directly to the senior vice president for academic affairs. This director is responsible for administrative and operational support of the office of academic affairs. Specific duties of the director of the director of academic operations include coordination of college-wide faculty meetings and recording minutes of same, processing faculty contracts, and acting as liaison between the senior vice president for academic affairs and members of the administration, faculty, and student body.

Director of Woodruff Library. Woodruff Library is a unit of the Atlanta University Center (AUC), a consortium of which Morehouse College is a member. The director of the Woodruff Library is appointed by the Council of Presidents of the AUC and reports jointly to the AUC's Council of Chief Academic Officers and the Executive Director of the AUC. The Morehouse faculty provides input to the library director via its representatives on the Library Council.

Descriptions of the responsibilities and duties of other academic and non-academic administrators are on file in the Office of Human Resources.

CHAPTER 2

ORGANIZATION OF THE FACULTY

2.1. Membership

Appendix A of this handbook includes a copy of the “By-Laws of the Faculty of Morehouse College.” That document describes the membership of the faculty, lists the officers of the faculty and states their duties, provides information concerning meetings of the faculty, describes the membership and duties of the faculty’s standing committees, endorses the “1940 Statement of Principles of the American Association of University Professors,” and defines the process by which the By-Laws may be amended.

2.2. Faculty’s Role in Governance

The Southern Association of Colleges and Schools suggests that the affairs of a college or university can be separated into three component parts—the educational program, educational support services, and administrative processes. The role of the faculty in the process of establishing policies and administering the affairs of Morehouse College is shaped by the concept of shared governance. At Morehouse, the faculty plays a primary role in decision making regarding the educational program and a secondary role in decision making about educational support services and administrative processes. It is largely through the operation of the standing and ad hoc committees of the faculty, departmental and divisional committees, and college-wide committees to which faculty members are elected or appointed that the faculty as a whole participates in the governance of Morehouse.

The standing committees of the faculty are described in the Faculty By-Laws which appear in Appendix A of this handbook. The Faculty Council is the executive committee of the faculty. The other standing committees of the faculty are as follows: Committee on Curriculum and Educational Policy, Committee on Academic Standing, Committee on Faculty Development, Committee on Faculty Research, Committee on Faculty Welfare, Committee on Student Organizations, Committee on Student Welfare, and Committee on Social and Cultural Affairs.

Faculty members, elected by the faculty, serve on the College’s Board of Trustees. The membership and duties of the Board are described in the “By-Laws of the Board of Trustees of Morehouse College.” Faculty members also serve on these standing college-wide committees—the Appointments, Promotions and Tenure Committee and the Faculty Grievance Committee. Every department is required to have at least one standing committee comprised of faculty members—a Reappointments and Promotions Committee (RPC). In the case of interdisciplinary programs, the RPC is formed at the divisional level instead of at the departmental level. The membership and duties of these departmental/divisional and college-wide committees are described below in Section 2.3.

2.3. Membership and Duties of Standing Departmental and College-wide Committees

2.3.1. Reappointments and Promotions Committee

A *departmental* Reappointments and Promotions Committee (RPC) shall consist of all tenured full-time faculty in that department. The chair of the RPC is the chairperson of the department. At no time shall an RPC contain fewer than three tenured persons. If the membership of a department contains fewer than three tenured persons, the dean of the division in which the department resides, in consultation with the department's tenured faculty, shall appoint from outside the department the number of tenured persons as may be necessary to bring the RPC's membership to the required three. The term of any additional person appointed from outside the department shall be the time necessary to provide three tenured members for the RPC or three years, whichever is shorter. An outside member may be reappointed if necessary. When an outside appointment to the RPC is required, the division dean must make every effort to appoint a person from a related discipline.

Only full professors may vote on nominations to full professor. If there is a question of nominating a member of the faculty to a full professorship and the RPC contains less than three full professors, the division dean, solely for the purpose of considering such nomination, shall appoint from outside the department the number of full professors necessary to bring their number to the required three. The dean must make every effort to appoint persons from related disciplines.

The RPC shall make recommendations regarding appointments, reappointments, promotions, and tenure following the policies and procedures specified in Chapter 5 and Chapter 6 of this handbook. An RPC member who is the spouse or other relative of a candidate is disqualified from considering or voting on any aspect of that candidate's appointment status. An RPC member must absent himself or herself from any meetings in which his or her own appointment or promotion is under consideration.

A *divisional* RPC will be appointed as needed by the divisional dean, in consultation with the senior vice president for academic affairs, to review candidates who are assigned to interdisciplinary programs. A divisional RPC shall consist of at least three tenured faculty members from the interdisciplinary program and disciplines related to the academic area of the candidate. In all respects, a divisional RPC shall have the same duties and will function in the same manner as a departmental RPC.

2.3.2. Appointments, Promotions, and Tenure Committee

The membership of Appointments, Promotions, and Tenure Committee (APTC) consists of two tenured faculty members from each of the academic divisions of the College and the senior vice president for academic affairs. At least one of the faculty members from each division must hold the rank of professor. Faculty members must be elected by the faculty to three-year staggered terms. No two faculty members may be elected from the same academic department or interdisciplinary program. A current faculty representative to the Morehouse College Board of Trustees may not serve as a member of the APTC. The senior vice president for academic affairs chairs the APTC and only votes to break a tie or to ensure a review by a minimum of three APTC members.

The APTC shall make recommendations to the president of the College regarding departmental/divisional RPC recommendations about initial appointments with tenure

and promotions to associate professor and professor with tenure. The APTC shall permit only full professors to vote on nominations to full professor. An APTC member shall not discuss nor vote upon recommendations (a) made by his or her own departmental RPC or (b) concerning his or her spouse or relative. An APTC member must absent himself or herself from APTC meetings in which his or her own promotion is under consideration.

2.3.3 Faculty Grievance Committee

The membership of the Faculty Grievance Committee shall consist of three full professors (one per division), one associate professor and one assistant professor. The associate and assistant professors shall be elected at large. All committee members shall be elected to staggered three-year terms. The professor and the associate professor must be tenured, and the assistant professor must hold a tenure-track appointment. The Committee must elect a chair from among its tenured members.

Consistent with the procedures specified in Chapter 8 of this handbook, the Faculty Grievance Committee shall act at the request of the faculty member initiating the grievance. The Committee shall consider grievances from faculty members with tenure or tenure-track appointments only on the following issues: denial of tenure, non-reappointment of a non-tenured faculty member when such non-reappointment is alleged to be based on personal malice, on violations of academic freedom, or discrimination based on age, sex, race, religion or national origin, or significant violations of procedures regarding non-reappointment or promotion in rank. The Committee must not substitute its judgment on the substance of an adverse recommendation for the judgment of the appropriate committees and/or officials at any of the various levels of review.

2.4. Collective Responsibilities of the Faculty

Consistent with its primary role in decision making about the educational program and within the policies established by the Board of Trustees, the faculty shall be responsible for the following:

- The content, planning, and evaluation of the curriculum, including authorizing new courses and recommending the creation of new programs of study or discontinuance of old ones.
- Establishing the standards and requirements for admission, scholarship, academic standing, retention, and graduation of students.
- Recommending candidates for degrees.
- Recommending individual faculty appointments, reappointments, promotions, grants of tenure, and terminations.
- Continuous improvement of instruction.
- Aspects of student life related to the student's educational development.

CHAPTER 3

FACULTY SEARCHES AND APPOINTMENTS

3.1. Openings

A faculty opening occurs when an existing faculty position is vacated or a new faculty position is created. An opening becomes a part of a pool of openings from which positions are assigned or reassigned to departments and other academic program units on the basis of need and consistent with the prevailing strategic plan for the College.

A committee chaired by the senior vice president for academic affairs and consisting of the division deans and the chair of the Faculty Council annually submits the proposed assignment of faculty openings to the president for review and approval. It is expected that departmental Reappointment and Promotion Committees will suggest allocations of open existing positions or the creation of new positions to the committee. Such suggestions must be in writing and accompanied by supporting documentation.

3.2. Search Process

The senior vice president for academic affairs notifies the appropriate division dean that a vacant faculty position exists and, under normal circumstances, authorizes organization of the appropriate search committee. If the position to be filled is in a discipline, the search is executed by the relevant departmental search committee, under the leadership of that department's chairperson. If the position to be filled is across disciplines, the search is executed by a divisional search committee appointed by the appropriate divisional dean. In either case, the search committee must consist of a minimum of three (3) full-time faculty members, at least two (2) of whom must be tenured.

The search committee develops a position description that must be approved by the senior vice president for academic affairs, in conjunction with the appropriate division dean. The search committee submits the approved description to the director of academic operations for advertising in two journals or other media identified by the search committee. At a minimum, the advertisement should include: level of the position, minimum qualifications, some indication of compensation, closing date for applications, contact person at Morehouse, and the College's status as an equal opportunity employer.

The search committee develops a list of individuals to whom letters will be sent asking for suggested candidates. A Morehouse faculty member may neither nominate nor vote on the nomination of a spouse or other relative. The appropriate divisional administrative assistant will coordinate the mailing and be responsible for establishing and maintaining applicant files.

Shortly after the closing date for applications, the search committee meets to establish a method for reviewing and rating candidates. Applicant files must be kept reasonably secure.

After its members have reviewed the files, the search committee reconvenes to discuss the applicants. If possible, the search committee selects one or two finalists for campus interviews. (If the search committee is unable to select finalists, the committee chair reports such to the appropriate division dean who, in consultation with the senior vice president for academic affairs, decides whether to close or reopen the search.)

The chair of the search committee is responsible for arranging the finalists' visits to the campus. Normally, a finalist will meet with departmental or interdisciplinary faculty members; make a presentation before students; and be interviewed by the search committee, the appropriate division dean(s), and the senior vice president for academic affairs.

After obtaining input from as many interviewers as feasible, the search committee submits a written report to the appropriate division dean, who ranks the finalists and provides justification for the ranking. A finalist must be proficient in oral and written communication in the language in which assigned courses will be taught. The academic credentials of the finalists must accompany the search committee's report. Academic credentials are defined as a letter of application, official undergraduate and graduate transcripts, at least three letters of recommendation, a curriculum vitae, and other pertinent documents. The division dean forwards the search committee's report, along with his or her individual recommendation, to the senior vice president for academic affairs.

The senior vice president for academic affairs makes the final decision and sends a letter of appointment to the faculty candidate. (Or, the senior vice president for academic affairs asks the search committee for further consideration or to reopen the search.)

By the end of the search process, the chair of the search committee sends rejection letters to all unsuccessful applicants. The appropriate division dean maintains all search files and materials in accordance with EEOC guidelines.

3.3. Full-time Appointments

At Morehouse College, initial full-time faculty appointments are tenure-track, tenured, or non-tenure-track appointments. The distinction between types of appointments is based upon credentials required, expectations regarding the scope of duties to be performed, and length of appointment.

3.3.1. Tenure-Track and Tenured Appointments

Tenure-track appointments require the possession of a doctorate or other earned terminal degree in the discipline or field to which the appointee is assigned. A faculty member accepting a tenure-track appointment is expected to make contributions in all three areas of faculty work—teaching, research, and service.

A tenure-track appointment is made at the rank of assistant professor, associate professor, or professor. *Assistant professor* is the entry level rank onto the tenure track. *Associate professor* is one of the highest academic ranks. Normally, a person must have at least six years of experience as assistant professor to receive an initial appointment as associate professor. Additionally, the person must have demonstrated competent ability as a teacher and scholar, and provided evidence of professional achievement. Appointment to the rank of *professor* implies professional recognition as an authority in the field of specialization, as a competent teacher, and as a scholar through publications. Normally, a person must have at least six years of experience as an associate professor to receive an initial appointment as professor.

In the vast majority of cases, the initial tenure-track appointment is probationary. The initial probationary appointment is for a period of three years and is renewable. Up to a maximum of three years of employment at the assistant professor or higher rank at

other colleges may be counted toward length of service requirements for tenure and promotion at Morehouse.

In rare cases of exceptional merit, the president, through the senior vice president for academic affairs, may offer tenure at the time of initial appointment, provided that the proposed tenure has been approved by the departmental, divisional and other entities identified in the usual tenure process set forth elsewhere in this handbook.

3.3.2. Non-Tenure-Track Appointments

Non-tenure-track appointments may or may not require a terminal degree and, typically, will not carry with them expectations of contributions in more than two of the three areas of faculty work (teaching, research, service).

When teaching is expected, a non-tenure-track appointment is made to one of the following ranks: instructor, lecturer, assistant professor, associate professor, or professor. A master's degree in the teaching field is the minimum requirement for appointment as *instructor* or *lecturer*. The rank of *lecturer* requires significantly more academic and/or professional experience than does the rank of instructor. A non-tenure-track appointment to one of the professorial ranks (assistant, associate, or full) is characterized by a more narrow scope of expected performance than would be the case for a tenure-track appointment. However, minimum degree and experience requirements for appointment to one of the professorial ranks apply equally to tenure-track and non-tenure-track appointments.

If only research or artistic creation is expected, the non-tenure-track appointment is as research associate, scholar/artist in residence, or distinguished scholar/artist. Minimum requirements for these appointments are established by the appropriate department chair and division dean subject to the approval by the senior vice president for academic affairs.

The length of an initial appointment to a full-time, non-tenure-track position ranges from a minimum of one academic year to a maximum of three years, and may or may not be renewed at the discretion of the College. Such appointments may also carry the title of "Visiting. . ." or "Distinguished. . ." Full-time faculty appointments for less than one year are defined as temporary.

3.4. Part-time Appointments

Part-time faculty positions are based on the College's incremental need for temporary instructors. The department chair proposes a part-time faculty appointment, through the division dean, to the senior vice president for academic affairs. The department chair's proposal must be accompanied by the candidate's academic credentials (defined in section 3.2). Part-time appointments are made for one semester and, given need and satisfactory performance, may be renewed. Part-time faculty members are not eligible for fringe benefits, promotion, or tenure.

3.5. Adjunct Faculty Appointments

An adjunct faculty appointment is made for a specific period of time and without salary or tenure commitments. Minimum qualifications for such an appointment are established by the relevant department and must be approved by the appropriate division dean and the senior vice president for academic affairs. The typical adjunct faculty member brings special training and experience from business or government.

3.6. New Faculty Orientation

Near the beginning of each academic year, the senior vice president for academic affairs, in cooperation with the office of human resources, hosts an orientation session for new faculty members. All newly appointed full-time faculty members are expected to attend this session.

CHAPTER 4

FACULTY DEPLOYMENT AND EVALUATION

4.1. Faculty Deployment

At Morehouse, the scope of work performed collectively by the faculty encompasses teaching, research, and service. Depending on the nature of his/her appointment, an individual faculty member may be expected to make contributions in one or all areas of faculty work. Normally, faculty members who perform only teaching and routine service duties will be assigned a teaching load of twelve semester hours, while faculty members who, in addition to teaching, perform research and/or major service duties will be assigned a reduced teaching load.

A faculty member's specific duties and responsibilities are defined by that faculty member's department chair. The department chair must secure the division dean's approval before factoring into the teaching load any proposed equivalencies between contact and credit hours. Subject to approval by the division dean and the senior vice president for academic affairs, reductions in teaching loads are made by the department chair in consideration of such factors as total student credit hours generated, research expectations and output, and/or service duties.

A teaching overload occurs when a faculty member's actual teaching load exceeds twelve semester hours. In the interest of quality instruction, the College limits the assignment of teaching overloads to emergency situations—i.e., when there is immediate need for an otherwise unavailable qualified instructor. Assignment of a teaching overload must be approved in advance by the appropriate division dean and the senior vice president for academic affairs.

4.2. Annual Performance Evaluations

At Morehouse College, the performance of every full-time faculty member is evaluated annually. The primary purpose of these annual evaluations is to identify and encourage outstanding performance in teaching, research, and service. Annual performance evaluations are also intended to foster individual professional development and complement reappointment, tenure, and promotion evaluations.

4.2.1. Evaluation Criteria

A copy of the annual performance evaluation instrument for faculty is shown in Appendix D. A full-time faculty member's overall performance during the preceding calendar year is rated by his or her department chair or program director as consistently exceeding (CE), exceeding (ER), meeting (MR), minimally meeting (MM), or failing to meet (FM) the applicable performance standards and specific performance objectives for the period covered by the evaluation.

The standards of performance define what the College expects from individual full-time faculty members in terms of professional performance in the three areas of faculty work—teaching, research and service. These expectations are indicated below in each area of faculty work.

Teaching

The full-time faculty member must:

- be present and punctual for all class periods of assigned courses except for absences approved by the department/program chair or division dean
- provide all students in every class taught with a syllabus that meets departmental or program requirements, and have a copy of each syllabus on file in the departmental or divisional office
- receive acceptable student evaluations
- receive acceptable peer evaluations
- teach without a racist, sexist, or ethnic bias
- be available to students outside of the classroom for academic advising in accordance with college, divisional, and departmental guidelines

Research

The full-time faculty member must:

- remain current in his or her knowledge of the teaching discipline or field
- make intellectual/artistic contributions (academic and professional publications and presentations/performances) on a continuing basis

Service

The full-time faculty member must:

- regularly attend all official Morehouse functions (including Opening and Founders' Day convocations, Baccalaureate and Commencement) as well as college-wide, divisional, and departmental faculty meetings
- perform assigned committee work in a professional manner
- interact with colleagues in ways that enhance achievement of departmental, divisional, and college goals and objectives

Specific performance objectives are assessable (in the main, measurable) planned outcomes in the areas of teaching, research and/or service that are to be achieved by the end of the calendar year covered by the performance evaluation. These objectives are mutually agreed upon by the faculty member and his or her department chair or program director not later than the beginning of the calendar year covered by the annual performance evaluation. Specific performance objectives should be attainable with significant effort (i.e., reachable with some stretch). Specific performance objectives should be developed from a faculty member's long-range professional growth plan and feedback information regarding previous performance.

4.2.2. Evaluation Procedure

The department chair or program director shall evaluate the performance of every full-time faculty member assigned to his or her academic unit using the annual performance evaluation instrument for faculty (copy shown in Appendix D). In the final analysis, the department chair's assessment of a colleague's performance necessitates a judgment call. However, the evaluation process has been designed to maximize the objective basis for that judgment. The annual performance evaluation process is as follows:

1. Providing at least two weeks advance notice, the department chair or program director convenes the annual performance evaluation conference with every full-time faculty member assigned to his or her academic unit not later than January 1.
2. Prior to the evaluation conference, the faculty member, using the annual performance evaluation instrument for faculty, completes a self-rating of his or her performance with respect to the applicable performance standards and specific performance objectives for the previous calendar year.
3. At the discretion of the department chair or program director, the faculty member submits his or her self-rating and supporting documentation to the chair or director for review prior to the scheduled evaluation conference.
4. At the evaluation conference, the chair or program director reviews the self-rating with the faculty member and makes adjustments, as necessary, in light of the evidence of performance. The chair shares his/her final evaluation with the faculty member.
5. The evaluation conference concludes with the faculty member and the department chair/program director establishing mutually agreed upon specific performance objectives for the calendar year to be covered by the next annual performance evaluation. If they cannot agree upon these objectives, the division dean resolves the dispute.
6. The department chair/program director submits all annual performance evaluation forms to the division dean who, in turn, files a copy of the forms with the Office of Human Resources.

4.3. Faculty Development

The College supports the professional growth and development of full-time faculty members through travel grants to academic conferences and workshops and research mini-grants, as funding allows. Also, during the annual performance evaluation conference, faculty members are encouraged to discuss and record their professional development action plans for the coming year with the department chair/program director. These action plans are developmental and will not be used to support an evaluative judgment of the faculty member's performance.

CHAPTER 5

REAPPOINTMENT POLICIES AND PROCEDURES

5.1. Reappointment of Tenure-Track Faculty

A tenure-track appointment carries a reasonable expectation of reappointment so long as satisfactory progress is being made toward tenure. A tenure-track faculty member should expect to receive feedback about his or her progress toward tenure during the annual performance evaluation conference with the department chairperson. However, the departmental reappointments and promotions committee (RPC) also conducts a formal review of the faculty member's progress toward tenure in the third year of his or her appointment. At least three members of the RPC must participate in this review.

The *third year review* is intended to serve a formative as well as summative purpose. In the first instance, this review provides diagnostic information for enhancing a faculty member's professional performance. In the second instance, the third year review provides information sufficient to support a decision to reappoint or terminate.

Not later than March 31 of the third year of an appointment to a tenure-track position, the departmental or divisional RPC conducts a formal review of the faculty member's progress to date toward tenure. This review assesses the faculty member's professional development over the entire period of the appointment, not just the most recent year, in light of the College's criteria for tenure. The faculty member is expected to submit a dossier to the RPC by March 1 documenting his or her progress toward tenure. The faculty member should confer with the department chairperson regarding development of the dossier.

If its review is favorable, the RPC recommends reappointment for an additional three years and this cycle is repeated until the faculty member applies for tenure. (A tenure-track faculty member must apply for tenure not later than the ninth year of service.) If the review is unfavorable, the RPC recommends an additional one year, non-tenure-track, terminal appointment. The RPC's recommendation must express the judgment of a majority of its members. Minority reports shall not be considered.

The RPC's recommendation is submitted through the divisional dean to the senior vice president for academic affairs for approval not later than April 30. If the divisional dean disagrees with the RPC's recommendation, the senior vice president for academic affairs makes the final decision and notifies the faculty member accordingly.

The RPC must share a copy of its recommendation with the faculty member prior to or concurrent with its transmission forward. The faculty member may request a meeting with the department chair, division dean and/or the senior vice president to discuss any adverse decision within one week after being notified of such.

5.2. Reappointment of Tenured Faculty

An appointment with tenure carries a reasonable expectation of permanency—i.e., continuous reappointment until retirement, subject to termination only because of financial exigency, discontinuation of a department or program, or dismissal for cause. In the fifth year following the initial appointment with tenure, the faculty member will

submit his or her curriculum vitae and any supporting materials deemed appropriate to the departmental or divisional RPC for review. The primary purpose of the *fifth year review* is to enhance the faculty member's continued professional growth in teaching, research and service. Only RPC members who hold the same or higher rank as the faculty member may participate in this review.

After reviewing the faculty member's vitae and materials, the eligible RPC members discuss their findings and recommendations in conference with the faculty member. The RPC's report is given to the faculty member and a copy, accompanied by any written response from the faculty member, is placed in the faculty member's departmental file.

5.3. Reappointment of Non-Tenure-Track Faculty

A non-tenure-track appointment carries no presumption of reappointment. Such an appointment automatically terminates upon expiration of the term initially specified. Reappointment of a non-tenure-track faculty member is solely at the discretion of the College.

If a departmental or divisional RPC wishes to recommend reappointment of a non-tenure-track faculty member, it must submit such a recommendation to the division dean for approval. If the division dean approves, the recommendation is forwarded to the senior vice president for academic affairs for the final decision.

Prior to a recommendation to reappoint, the RPC, or three members thereof, must conduct a comprehensive review of the faculty member's performance of required duties and responsibilities over the entire course of his or her appointment, not just the most recent year. The findings of this review must be reported to the division dean not later than March 31 of the final year of the initial appointment. If appropriate, the senior vice president for academic affairs will extend an offer of reappointment to the faculty member not later than June 1.

For full-time faculty members who have held such a position at Morehouse since the beginning of the 1997-1998 academic year and thereafter, length of service to the College in a non-tenured full-time faculty position shall not exceed ten years. Non-tenured full-time faculty members who have held such a position at Morehouse since before the 1997-98 academic year are limited to an additional period of non-tenured service that shall come to a close at the end of the 2006-2007 academic year.

5.4. Conversion of Appointments

A faculty member may request a one-time conversion of a tenured or tenure-track appointment to a non-tenure-track appointment. A tenured faculty member may make such a request at any point in his or her service to the College. The faculty member holding a tenure-track appointment may request converting to a non-tenure-track appointment not later than the sixth year of service and prior to his or her review for tenure. The faculty member must initiate the request with his or her department chairperson, and the request must be approved by the departmental RPC, the division dean, and the senior vice president for academic affairs. If the request is approved, the appointment is converted at the beginning of the following academic year. The ten-year limit on service to the College in a non-tenured full-time faculty position is waived for a tenured faculty member who converts to a non-tenure-track appointment.

The departmental or divisional RPC must initiate any request for a one-time conversion of a non-tenure-track appointment to a tenure-track appointment. This

request must be submitted to the division dean and the senior vice president for academic affairs for approval not later than the sixth year of the candidate's service to the College as a full-time faculty member. If the request is approved, the appointment is converted at the beginning of the following academic year.

CHAPTER 6

TENURE AND PROMOTION POLICIES

6.1. Criteria for Tenure and Promotion

The College's Board of Trustees grants *tenure* in recognition of past performance and expectation of future contributions in the areas of teaching, research, and service. Tenure is not automatic. To earn tenure at Morehouse, the candidate must have consistently exceeded performance standards in either teaching or research, while having consistently met performance standards in service and either research or teaching. If, in a particular year, the number of candidates for tenure in a discipline is greater than the number of tenure openings in that discipline, the successful candidate will be the one who possesses the most competitive record of past performance and exhibits the greatest potential for continuing such performance in the future.

By area of faculty work, a faculty member must:

Teaching

- be present and punctual for all class periods of assigned courses except for absences approved by the department/program chair or division dean
- provide all students in every class taught with a syllabus that meets departmental or program requirements, and have a copy of each syllabus on file in the departmental or division office
- receive acceptable student evaluations
- receive acceptable peer evaluations
- teach without a racist, sexist, or ethnic bias
- be available to students outside of the classroom for academic advising in accordance with college, divisional, departmental guidelines

Research

- remain current in knowledge of the teaching discipline or field
- make intellectual/artistic contributions (academic and professional publications and presentations/performances) on a continuing basis

Service

- regularly attend all official Morehouse functions (including Opening and Founders' Day Convocations, Baccalaureate, and Commencement) as well as college-wide, divisional, and departmental/program faculty meetings
- perform assigned committee work in a professional manner
- interact with colleagues in ways that enhance achievement of departmental, divisional, and college-wide goals and objectives

Requirements for *promotion* to the professorial ranks are the following:

Assistant Professor—a Ph.D. or other terminal degree in the teaching discipline or field.

(A faculty who holds the rank of instructor at the end of one academic year but completes all requirements for the terminal degree before the beginning of the next academic year is eligible for immediate promotion to assistant professor. However, no

salary adjustment will be made at the time of such a promotion. The faculty member must notify the office of academic affairs of degree completion not later than September 1.)

Associate Professor—a Ph.D. or other terminal degree in the teaching discipline or field; normally, six years of service at the rank of assistant professor; a record of consistently exceeding performance standards in either teaching or research, while consistently meeting performance standards in service and either research or teaching.

Professor — a Ph.D. or other terminal degree in the teaching discipline or field; normally, six years of service at the rank of associate professor; a record of consistently exceeding performance standards in two areas of faculty work, while meeting performance standards in a third area of faculty work.

6.2. Documenting Performance

A faculty member who wishes to be considered for tenure and/or promotion must prepare and submit a dossier in support of his or her candidacy. When preparing the dossier, the faculty member should think in terms of the collection of evidence that (a) best documents the curriculum vitae and (b) provides the strongest support for a conclusion that the criteria for tenure and/or promotion have been met.

While activities and accomplishments in teaching, research/artistic creation, and service should be listed, the dossier must emphasize documentary evidence of these activities and accomplishments, as well as the quality of these contributions. In the area of teaching, for example, the dossier would exhibit student evaluation summary sheets and comments by peer evaluators, in addition to course syllabi, for courses taught. In the area of research, any comments by reviewers should be included with the copy of a journal article. Service on a college committee can be documented by a copy of the appointment letter, while the quality of a faculty member's service could be evidenced by a complimentary letter from the committee chair.

In preparing a dossier for tenure or promotion, the candidate is strongly urged to secure advice from his or her department chairperson or division dean.

6.3. Tenure Clock

If the initial appointment is a tenure-track appointment to the rank of *assistant professor*, the faculty member may apply for tenure as early as the sixth year of service. If the initial appointment is a tenure-track appointment to the rank of *associate professor* or *professor*, normally the faculty member applies for tenure in the third year of service. In exceptional cases, persons appointed associate or full professor may apply for tenure in the second year of service at Morehouse. In all cases, probationary tenure-track appointees must apply for tenure not later than the ninth year of service at the College.

A faculty member will be reviewed for tenure only once. If tenure is granted, the appointment is converted at the beginning of the following academic year. If tenure is denied, the faculty member is offered a one-year, non-tenure-track appointment which ends his or her service at the College.

Up to a maximum of three years of full-time employment at the assistant

professor or higher professorial rank at other four-year colleges may be counted toward length of service requirements for tenure at Morehouse.

Subject to approval by the department chairperson, division dean, and the senior vice president for academic affairs, a tenure-track faculty member may stop the tenure clock for a maximum period of one academic year, in conjunction with an approved leave of absence from Morehouse.

6.4. Promotion Clock

An assistant professor holding a tenure-track appointment is considered for promotion to the rank of associate professor at the time that he or she is being reviewed for tenure. This review is conducted during the candidate's sixth year of service as assistant professor. If tenure is granted, the appointment is converted and rank is raised to associate professor at the beginning of the following academic year.

An associate professor holding a tenure-track appointment applies for promotion to the rank of professor normally during the sixth year of service as associate professor. If the decision is favorable, rank is raised to professor at the beginning of the following academic year. If the promotion decision is unfavorable, the candidate may reapply annually until a favorable decision is reached. A maximum of one year on an approved academic leave may be counted toward the length of service requirement for promotion to full professor at Morehouse.

6.5. Tenure and Promotion Processes

Faculty members who must be considered for tenure and who are eligible for promotion during a given academic year will be notified of such by the senior vice president for academic affairs not later than April 30 of the preceding year. The Office of Academic Affairs also sends a copy of this notice to the chairperson of the departmental/divisional Reappointments and Promotions Committee (RPC) and the division dean.

The department chairperson initiates a meeting with the candidate, by May 15, to confirm the candidate's intention to apply for tenure and /or promotion and to discuss preparation of the dossier.

Within one year and prior to October 1 of the year of application, the departmental/divisional RPC, using different members, conducts three peer evaluation visits to the candidate's classroom. (See Appendix D for the guidelines governing peer classroom visits.)

The candidate submits three copies of his or her dossier to the chairperson of the departmental/divisional RPC not later than October 1 of the year of application. Failure to submit the dossier by the submission deadline may result in an unfavorable evaluation.

The RPC conducts its review of the candidate's dossier. Only members of the RPC who hold the rank for which the candidate is applying or a higher rank and are unrelated to the candidate shall participate in this review. If the RPC deems it necessary to complete its review, the RPC may request the candidate to appear before it in person. All deliberations of the RPC shall be kept confidential.

The RPC drafts its letter of recommendation to the chairperson of the college-wide Appointments, Promotions and Tenure Committee (APTC) as soon as the RPC completes its review of the candidate's application. The letter must express the RPC's assessment of the candidate's compliance with each element (teaching, research and service) of the criteria and clearly state a favorable or unfavorable overall recommendation. All eligible members of the RPC must participate in the composition

of the letter of recommendation to the APTC. The letter must represent the opinion of at least a simple majority of eligible RPC members, and it must state the results of the vote. However, in no instance shall the opinion or vote of an individual RPC member be published or otherwise revealed.

The chairperson of the RPC shares a copy of the draft letter of recommendation to the APTC with the candidate. The RPC will discuss its recommendation with the candidate if he or she requests such.

The RPC submits its letter of recommendation, through the division dean, to the chairperson of the APTC by November 1 of the year of application. All voting members of the RPC sign the letter. (Since the letter reveals the vote count, an individual signature confirms participation in the decision-making process, but not necessarily agreement with the final outcome of that process. The APTC will not accept a minority report.) This submission must include three copies of the candidate's dossier. The division dean may submit a letter of support or non-support as an accompaniment to the RPC's recommendation. If such a letter is submitted, a copy must be shared with the RPC and the candidate.

The APTC conducts its own review of the candidate's dossier and considers the RPC's recommendation and any accompanying letter from the division dean. Only members of the APTC who hold the rank for which the candidate is applying or higher rank, who are unrelated to the candidate, and who have not participated in an RPC review of the candidate shall participate in the APTC review. If the APTC deems it necessary to complete its review, the APTC may request the candidate and/or the chairperson of the RPC to appear before the APTC in person. All deliberations of the APTC shall be kept confidential. Applying a simple majority rule, eligible APTC members vote to uphold or reverse the recommendation of the departmental/divisional RPC. The chair of the APTC, the College's chief academic officer, only votes in case of a tie. The deliberations of the APTC shall be kept confidential.

If the APTC upholds a favorable recommendation from the RPC, the chair of the APTC drafts a letter to the president of the College stating such and provides the APTC's vote count. After a review by the eligible members of the APTC, the chair of the APTC submits the letter to the president by March 15 of the academic year of application. All voting members of the APTC sign the letter. Simultaneously, copies of the letter are sent to the candidate, the chair of the RPC, and the division dean.

If the APTC upholds an unfavorable recommendation or reverses either a favorable or unfavorable recommendation from the RPC, the APTC drafts a letter to the president stating such. The letter must express the APTC's assessment of the candidate's compliance, or lack thereof, with the criteria for tenure and/or promotion. All eligible members of the APTC must participate in the composition of the letter. The letter must represent the collective opinion of a simple majority of the eligible members of the APTC and it must state the results of the vote. However, in no instance shall the opinion or vote of an individual APTC member be published or otherwise revealed. The chair of the APTC shares a copy of the draft recommendation letter to the president with the candidate, the division dean, and the chair of the RPC by February 15. The APTC will discuss its recommendation with the candidate and/or the chair of the RPC if either or both wish to do so. The APTC submits the letter of recommendation to the president by March 15 of the year of the application. All voting members of the APTC sign the letter. Simultaneously, copies of the letter are sent to the candidate and the chair of the RPC.

The president of the College submits recommendations for tenure and/or

promotion to the College's Board of Trustees in time for final approval at the April meeting of the Board in the academic year of a candidate's application. The president notifies the candidate of the Board's action by May 15.

CHAPTER 7

NON-RENEWALS AND TERMINATIONS

7.1. Probationary Tenure-Track Appointments

If the College should decide not to renew or to terminate without cause a tenure-track faculty member, the senior vice president for academic affairs shall notify the faculty member as follows:

1. If the faculty member is serving the first year of his or her appointment with the College, not less than ninety (90) days (i.e., by March 1, if the contract expires at the end of that academic year);
2. If the faculty member is serving the second year of his or her appointment with the College, not less than one hundred-eighty (180) days (i.e., by December 1 if the contract expires at the end of that academic year);
3. If the faculty member is serving the third or subsequent years of his or her appointment with the College, not less than two hundred-seventy days (270) days.

7.2. Termination for Cause

The College, for adequate cause, may effect termination of an appointment with permanent tenure, or of a probationary, term, or special appointment before the end of the specified term. Adequate cause for a dismissal will be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers and researchers. Dismissal will not be used to restrain faculty members in their exercise of academic freedom.

Dismissal of a faculty member with tenure, or with a probationary, term, or special appointment before the end of the specified period, will be preceded by (i) discussions between the faculty member and appropriate administrative officers; and, (ii) a statement of charge, framed with reasonable particularity by the president of the College.

The faculty member that is subject to dismissal will have the right to be heard initially by the Faculty Grievance Committee. Members deeming themselves disqualified for bias or interest will remove themselves from the process.

7.3. Other Bases for Terminations

Termination of a tenure-track, tenured, non-tenure-track, or special appointments before the end of the specified term, may occur:

1. under extraordinary circumstances because of a demonstrably *bonafide* financial exigency, i.e., an imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less dramatic means.
2. as a result of a demonstrably *bona fide* formal discontinuance of a program or department of instruction. The decision to formally discontinue a program or department of instruction will be based essentially upon educational and financial

considerations. These educational considerations shall reflect long-range judgments that the educational mission of the College as a whole will be enhanced by the discontinuance.

Before notice is issued to a faculty member that an appointment will be terminated because of fiscal discontinuance of a program or department discontinuing an offering, the following will be addressed:

- a) Persons who currently hold tenured positions on less than full-time contracts shall continue to hold these appointments.
 - b) All tenure decisions subsequent to the implementation of these faculty regulations shall be consistent with the appointment, promotion, tenure regulations contained here.
 - c) The College will try to place the faculty member concerned in another suitable position.
3. for medical reasons, based upon clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision will be reached only after there has been appropriate consultation and after the faculty member has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the proposed action.
 4. for actions in violation of moral turpitude, based upon a presentation of clear and convincing evidence. The decision will be reached only after there has been an appropriate examination of the evidence and after the faculty member has been afforded an opportunity to present his/her position and to respond to the proposed action.

In all cases of termination, the appeal procedures outlined in Chapter 8 shall be available.

7.4. Termination of Tenured Appointment

If the College determines to terminate a tenured faculty, due to the discontinuance on the part of the College of offerings in the field of interest in which the faculty member is working, the determination of which faculty member shall be subject to termination shall be made in accordance with the following:

1. If, as determined by the senior vice president for academic affairs, only one faculty member presents the offerings to be discontinued, then that faculty member shall be subject to termination;
2. If, as determined by the senior vice president for academic affairs, more than one faculty member presents the offerings to be discontinued, then all such faculty shall be subject to termination;
3. If, as determined by the senior vice president for academic affairs, all of the faculty who are subject to termination will follow this priority sequence:
 - a) Tenured faculty shall have retention priority over probationary faculty.
 - b) Among probationary faculty those with the greatest length of service under probationary appointment shall have retention priority.

- c) Among tenured faculty those with the greatest length of tenured service shall have retention priority.
- d) For purposes of determining the length of service, time spent on an unpaid leave of absence shall not be counted and part-time service shall be equated to a full-time equivalent. Only full-time equivalent service shall be compared.
- e) The Appointments, Promotions, and Tenure Committee shall make decisions concerning length of service.
- f) For purposes of this policy, a person shall be determined to be a presenter of offerings to be discontinued if more than 49 percent of his/her teaching load during any academic year, during any of the first four academic years, consisted of the offerings to be discontinued.

As used herein, “offerings” shall mean a course(s) or section(s) of a course(s) as well as any other presentation for which academic credit is awarded. “Field of interest” shall mean the rank and discipline designation as set forth in the faculty member’s contract of employment.

7.5. Termination by the Faculty Member

Faculty members may terminate their appointments effective at the end of an academic year, provided that they give notice in writing to the senior vice president for academic affairs at the earliest possible opportunity, but not later than May 31, or 30 days after receiving notification of the terms of the appointment for the coming year, whichever date occurs later.

Faculty members may request from the senior vice president for academic affairs a waiver of this requirement in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunities.

CHAPTER 8

FACULTY GRIEVANCE PROCEDURES

The Office of Human Resources should be consulted for the general grievance procedures that are available to all College employees. What is described in this section of the Faculty Handbook are the additional grievance procedures available to faculty members with tenured or tenure-track appointments.

Grievance proceedings are available to faculty members with tenured and tenure track appointments only on the following issues: denial of tenure, non-reappointment of a non-tenured faculty member's contract when such non-reappointment is alleged to be based on personal malice, on violations of academic freedom, or on discrimination based on age, sex, race, religion or national origin, or significant violations of procedures regarding non-reappointment or promotion in rank.

Faculty members who are not recommended for reappointment, tenure, or promotion may petition the Faculty Grievance Committee for review of the process involved in such a recommendation by submitting a written petition to the chair of the Faculty Grievance Committee and the senior vice president for academic affairs within fourteen (14) days of receipt of the first formal written notice of that recommendation. Failure to file a timely grievance petition consistent with the time provisions prescribed herein constitutes a waiver by the faculty member of the right to appeal.

The grievance petition must state in detail the factual basis for the claim that the recommendation was based on personal malice, on considerations violative of academic freedom, or on discrimination based on age, sex, race, religion or national origin, or significant violations of review procedures. The Faculty Grievance Committee shall limit its consideration to these factors. It will not substitute its judgment on the substance of the recommendation for that made by any of the various levels of review.

The faculty member must establish by clear and convincing evidence that, if non-reappointment is the issue, the non-reappointment was based on impermissible grounds (i.e., significant violation of procedures herein, personal malice, violations of academic freedoms, or discrimination based on race, sex, age, religion, or national origin).

If denial of tenure or promotion is the issue, the faculty member must establish by clear and convincing evidence that the denial of tenure or promotion was based upon a significant violation of the procedures established herein, lack of adequate consideration of the materials presented as part of the promotion or tenure review, or upon violations of academic freedom, or discrimination based on race, sex, age, religion, or national origin.

The Faculty Grievance Committee will confer with the appropriate committees and individuals, review relevant information, and complete its review within thirty (30) calendar days of the date of receipt of the grievance petition unless unusual circumstances dictate otherwise. In the course of its deliberations, the Faculty Grievance Committee will confer with the senior vice president for academic affairs and with other relevant individuals or committees as appropriate. While the grievance is under consideration, the reappointment, tenure or promotion decision-making process normally will be suspended until the Faculty Grievance Committee makes its recommendation.

If the Faculty Grievance Committee concludes that there has been substantial compliance with the College policies and procedures, the chair of the committee will so notify the faculty member who filed the petition and other appropriate parties as specified above. No further review of the petition will be made by the Faculty Grievance Committee, but the petition and the committee's written conclusions will be included in the reappointment, tenure or promotion file prior to any subsequent levels of review for consideration by further reviewers.

If the Faculty Grievance Committee concludes that the process did not substantially comply with established College procedures and policies, it will notify in writing the faculty member who filed the petition, the individual or committee whose recommendation was challenged, and the senior vice president for academic affairs. The appropriate individual or committee shall reconsider the challenged recommendation and notify the faculty member, the senior vice president for academic affairs, and the next level of review in writing within fourteen (14) days of receipt of the Faculty Grievance Committee's written conclusions. The file for any subsequent levels of review will include the petition, the conclusions reached by the Faculty Grievance Committee, and the response following reconsideration. Under normal circumstances a second grievance may not be filed regarding the same tenure or promotion case. The Faculty Grievance Committee will determine exceptions.

The grievance procedure should be completed within the regular reappointment and tenure review calendar, and normally no later than the conclusion of the academic year in which the petition was submitted.

In cases of termination of tenured appointment, the Board of Trustees shall be available for ultimate review.

CHAPTER 9

FACULTY LEAVES

9.1. Sabbaticals

An eligible member of the faculty may be granted sabbatical leave in order to continue his or her studies, to conduct research, travel, lecture, guest teach or engage in other educational experiences that promise to be of benefit to the faculty member and enhance his or her usefulness at the College.

After six years of continuous full-time employment without leave, a tenured faculty member is eligible to apply for sabbatical leave. Sabbatical leave will be considered as a period of continuing employment in computation of salary and fringe benefits during leave. He/she may apply for sabbatical leave for a full academic year at half salary or for half of an academic year at full salary. The salary base shall be that which is designated in the faculty member's contract for the academic year of the sabbatical.

A faculty member requesting sabbatical leave must apply through his/her department chairperson to the senior vice president for academic affairs on or before March 1 of the year preceding the requested leave. After reviewing the request, the department chairperson will forward the faculty member's leave request to the senior vice president for academic affairs not later than April 30. Within a department, sabbatical leaves will be granted on the basis of seniority and rotation.

In applying for sabbatical leave, a faculty member must submit a plan for study, research, creative work, travel, lecturing, guest teaching, or other educational experience that promises to benefit the applicant and enhance his/her usefulness to the College. With the approval of the senior vice president for academic affairs, professional services may be rendered during this period.

A faculty member who receives a sabbatical leave will return and work at the College for at least one academic year immediately following expiration of the leave, unless he/she is released from the obligation by the senior vice president for academic affairs.

Sabbatical leaves are not cumulative, and no more than six years of continuous service will be considered in a request for a sabbatical leave.

9.2. Other Academic Leaves

A faculty member may apply for academic leave without stipend after three or more years of full-time service at the College. The service requirement may be waived for postgraduate study. Such leave, if granted, shall be for a maximum of two consecutive years, without salary or fringe benefits, and shall not be regarded as continuous service.

The procedure of application is the same as for sabbatical leave. Recommendation for leave without stipend is contingent upon the following considerations:

- Relevance of the leave to the faculty member's personal and professional development.

- Significance of faculty member's services to government or other institutions or agencies contributing to the general welfare.
- Benefits to the College.
- Ability of the College to temporarily replace the applicant.
- Priority of claim in terms of continuous years of service.

During an academic leave without pay, a faculty member may elect to continue his or her health benefits coverage. The faculty member must make arrangements with the office of business and finance for remittal of all previous payments due for health insurance. If the employee's premium payment is more than thirty (30) days late, the College may discontinue coverage during the leave period.

9.3. Non-Academic Leaves of Absence

Summaries of pertinent personnel policies are set forth below. A complete copy of the policies and related procedures can be found in the *Policies and Procedures Manual*, a copy of which is located in each department, on the general counsel's webpage, or obtained from the office of human resources.

9.3.1. Sick Leave

Sick leave is a benefit provided by the College to protect employees and assure their pay for a period of valid personal illness and medical appointments. The College recognizes that there are other occasions, for example, due to illness in the employee's immediate family or appointments for professional medical services, when he or she needs to be absent from work. For these occasions and whenever possible, employees should receive advance approval from his or her supervisor for an excused absence that will be charged to sick leave. Employee absences that are not approved by the immediate supervisor will be recorded as unexcused absences.

9.3.2. Family Leave

Eligible College employees may apply for up to a total of 12 workweeks for the unpaid-family leave during any 12-month period. Morehouse College will pay the employer portion of the group health insurance premiums during the 12-week period.

9.3.3. Military Leave

Leave without pay will be granted a regular employee who is ordered to extended military duty. An employee granted military leave may apply for reemployment within the periods prescribed by law and College policy. Tenure for all benefits accrues during the period of absence.

Temporary military leave of absence will be granted to employees of the College for regular training courses or annual training with the Military Reserve components of the National Guard. To meet their annual training duty obligation, employees may elect to be carried in a leave-without-pay status or may choose to use accumulated vacation time. All requests for such military leave must be in writing with a copy of the official military orders to active duty. Absences for military leave are to be indicated on the individual's time sheet and consolidated personnel record.

CHAPTER 10

CURRICULUM CHANGE PROCESS

10.1. Procedures

The impetus for curriculum change may come from the faculty or other stakeholder groups of the College such as the Board of Trustees, the administration, students, and external constituents. However, primary responsibility for planning, implementing and evaluating curriculum change rests with the faculty. Curriculum changes fall into one of two broad categories—(1) modification of an existing program or (2) establishment of a new program/discontinuance of an existing program. There are important differences in the processes for initiating and approving proposals to modify curricular programs versus to establish or discontinue curricular programs.

A proposal to *modify an existing program* may be initiated by an individual faculty member, a group of faculty members, an academic department, or an academic division. Modifications of an existing program may involve a single course or an entire course of study leading to a major, minor or certificate. In the case of a single course, proposed modifications include the following: addition of a new course; deletion of an existing course; and changes in the content, credit hours, title, number, frequency of offering, and prerequisites. In the case of a course of study leading to a major, minor or certificate, proposed modifications include changes in the following: title of the major, minor or certificate program; number of required credit hours; course configuration/sequence; system of prerequisites; declaration of major process; and non-course completion requirements. A proposal to modify an existing academic program must be reviewed, in order, by the appropriate departmental faculty and/or divisional curriculum committee, the college-wide Curriculum and Educational Policy Committee (CEPC), and the college-wide faculty.

A proposal to *establish a new curricular program (major, minor, or certificate program) or to discontinue an existing curricular program (major, minor, or certificate program)* must be initiated by either the academic unit (department or division) offering the program or the senior vice president for academic affairs. (Typically, departments have principal responsibility for discipline-based curricular programs while divisions have principal responsibility for interdisciplinary curricular programs.) If a department or division proposes establishing a new or discontinuing an existing minor or certificate program, the proposal must be reviewed, in order, by the appropriate division dean, the CEPC, the college-wide faculty, and the senior vice president for academic affairs. If the senior vice president for academic affairs proposes establishing a new or discontinuing an existing minor or certificate program, the proposal must be reviewed, in order, by the department and division offering the program, the division dean, the CEPC, the college-wide faculty, and the president of the College. A proposal by a department or division to establish a new major or discontinue an existing major must be reviewed, in order, by the appropriate division dean, the CEPC, the college-wide faculty, the senior vice president for academic affairs, the president, and the Board of Trustees. A proposal by the senior vice president for academic affairs to establish a new major or to discontinue an existing

major must be reviewed, in order, by the appropriate department or division, the division dean, the CEPC, the college-wide faculty, the president, and the Board of Trustees.

A proposal to change the curriculum must be submitted in writing to the appropriate individual or body at least two weeks (ten working days) in advance of any hearing on the proposal. The individual or entity reviewing a curriculum change proposal must indicate in writing a favorable or unfavorable recommendation.

A favorable recommendation at each level of review of a curriculum change proposal increases the probability of, but does not guarantee, approval at the next level of review or ultimate acceptance of the proposal. Conversely, an unfavorable recommendation at any level of review of a curriculum change proposal decreases the probability of approval, but does not guarantee disapproval at the next level or review or ultimate rejection of the proposal.

Because of the imprecision associated with predicting resource needs and availability, implementation of an accepted curriculum change proposal will be at the discretion of the administration.

10.2. Proposal Guidelines

In order to receive consideration, a proposed change in the curriculum must be submitted in writing to the individual or committee specified in the preceding section of this chapter at least one week in advance of the hearing on the proposal. The Curriculum and Educational Policy Committee (CEPC) requires the proposal's sponsor or his/her designee to be present for the committee meeting at which the proposal is scheduled to be heard. A curriculum change proposal should provide the following information:

1. Synopsis of the proposed change suitable for distribution to and review by entire faculty
2. Detailed description of the proposed change, including desired date of implementation
3. Motivation for the proposed change (including, if relevant, estimate of student demand)
4. Consonance of the proposed change with:
 - a. College's mission statement
 - b. Departmental and/or divisional goals and objectives (where relevant)
 - c. Intended learning outcomes of the Core Curriculum (where relevant)
5. Additional resource requirements (people, equipment/materials, space, etc.), availability, and costs to implement the proposed change (if any)
6. Funding source(s) to support the proposed change (if incremental cost involved).

CHAPTER 11

GUIDELINES & REGULATIONS GOVERNING ACADEMIC PRACTICES

This section of the *Faculty Handbook* is intended to supplement the section of the *Morehouse College Catalog* that covers “Academic Policies and Procedures.” To secure a complete understanding of this area, a faculty member will need to become familiar with both sections of the two documents.

11.1. The Academic Schedule

A faculty member may not schedule additional regular classes beyond those allowed in the official college schedule released by the registrar. Faculty members must prioritize their course content so that it fits within the time schedule, hour and day, assigned by the registrar.

A faculty member may not combine sections of a class, add or eliminate a course, change the time or place of scheduled class meetings or add examinations without the prior approval of the department chairperson, the registrar, and the division dean.

Reading Period: By action of the faculty, the days intervening between the official end of classes and the beginning of final examinations are designated as the “Reading Period,” and no activities (curricular or extra-curricular) requiring student participation are scheduled during this time of preparation for final examinations. (Exceptions to this restriction must be approved in advance by the senior vice president for academic affairs).

11.2. Student Advisement and Support

Students should be encouraged to see class deans and department chairs to discuss any perceived problems (such as learning disabilities, skill deficiencies, excessive absenteeism or personal problems) that affect academic performance. Non-academic matters and life concerns may also be addressed to the dean of student services or his or her staff.

A faculty member must consult the department chairperson for his or her specific academic advising assignment.

11.3. Academic Honesty

The faculty adopted the following statement regarding plagiarism during the 1994-95 academic year. Faculty members are asked to acquaint their students with it.

“Plagiarism is the submission of another person’s work as one’s own without acknowledgment in the written work. There are basically four ways in which research papers use or incorporate written materials, and each of these requires footnoting.

- Direct quotations—These should be marked off with quotation marks, with a footnote to indicate your source. It is not necessary to place in quotation marks every word in your paper that appears in a source you are using. If your paper

concerns Napoleon, for example, you need not place ‘Napoleon’ in quotation marks merely because your sources use the name. Similarly, there are phrases of some length such as ‘on the other hand’ or ‘it is evident that’ which are common property and act in effect as single words. You must place in quotation marks, however, any striking word or phrase, or any sequence of four or more words that communicates a meaning developed by the author of your source.

- Paraphrase—Where your own language follows closely the language of a written source, or where your line of argument follows a source, you need not use quotation marks. But you are obliged to indicate the source in a footnote.
- General Indebtedness—Where the ideas in a paper closely resemble and were suggested by the ideas in a source, a footnote should be used to indicate this.
- Background Information—In any area of inquiry there are matters of fact commonly known to everyone with a serious interest. Such information need not be footnoted one fact at a time. Instead, a general footnote toward the beginning of the paper, naming the sources where such general information was obtained, is sufficient.”

11.4. Student Attendance and Excused Absences

The *Catalog* states that students are required to attend all regularly scheduled classes for which credit is granted. Individual faculty members must establish specific attendance policies for their courses.

Official excuses are not normally issued except for college-sponsored activities as described below. In the case of illness or emergency, the dean of student services notifies faculty members whether the situation justified an excused absence for the student involved.

Students who are absent from class because they are participating in College-sponsored activities, such as intercollegiate athletics, class-related field trips, or ensemble tours, etc., will be excused from classes provided that a statement of the nature and purpose of the activity, a list of the names of the students and faculty members participating in the activity, and the dates and hours during which these participants will be off campus is submitted in writing by the sponsor of the activity to the senior vice president for academic affairs and/or the dean of student services, and to confirm insurance coverage, to the senior vice president for business and finance, no less than two weeks before the proposed activity.

Upon approval, information about the scheduled activity and the names of the students whose absences are to be excused will be distributed to all faculty members, the senior vice president for academic affairs and the vice president for business and finance. The senior vice president for academic affairs will restrict the participation of students who are on academic or disciplinary probation in off-campus activities.

Coaches, sponsors, and professors should make every effort to schedule off-campus College-sponsored activities so as to provide the least conflict with scheduled classes.

Professors whose courses require field trips should include the requirement in the *Catalog* description of the courses and indicate the scheduled dates of the trip in the

course syllabi (or within two weeks of the beginning of classes, if not in the syllabus) to allow students time to resolve conflicts or drop/add courses, if necessary.

A student's excused absence from class does not excuse any work missed during the absence, but does excuse the student from any penalty that would otherwise be imposed under the professor's attendance policy.

Whenever an official excuse has been granted, the faculty member is expected to offer a student an opportunity to complete missed examinations or other required work, but it is the student's responsibility to contact the professor about completing the missed work. The student and the professor will devise the appropriate means for the student to complete assignments, class work, examinations, labs, etc., scheduled during the absence. The student should discuss the absence with the professor as far in advance as possible (at least two weeks) to work out a satisfactory schedule for submitting work due, taking exams, making labs, etc. This schedule may involve the student completing certain items before rather than after the absence.

11.5. Class Management

Faculty members are expected to meet all classes and examinations regularly and punctually according to the official schedule. Necessary absences should be reported in advance to the department chairperson.

In the beginning of every course, faculty members shall provide the students with a course syllabus containing the following basic information: (a) attendance policy, (b) grading policy (i.e., what percentage tests, papers, attendance, class participation, etc. count toward the course grade), and (c) required activities outside the normal class period (including tests, lectures, field trips, performances and other events.)

The faculty member cannot use substitute teachers without making arrangement with the department chairperson. The division dean and the senior vice president for academic affairs must be consulted in those cases in which additional personnel costs will be incurred.

Students may leave a class after they have waited fifteen (15) minutes for a faculty member who is late for class. If the faculty member has notified the class that he or she will be late and requests that the students wait for his or her arrival, the fifteen (15) minutes limit does not apply. This rule does not apply to final examinations. Students shall wait for the faculty member to arrive or until notice is received that the examination has been canceled.

11.6. Examinations

All major tests shall be announced at least one week before they are administered. All major papers and projects shall be announced at least three weeks before they are due.

All tests, papers and projects shall be graded and made available to the student no more than three (3) weeks after the assignment is turned in. No major test shall be administered until at least one class period after the previous major test has been graded and made available to the student. No major paper shall be due until at least one class period after the previous major paper has been graded and made available to the student.

11.7. Changing Grades

All course grades (except "I") are intended to be final and permanent. An instructor is expected to derive final grades in an accurate and fair manner and correctly

report them on time. On the rare occasion when an instructor does err in the derivation or reporting of a final grade, the procedure for correcting the error is as follows:

1. The instructor of record will complete the Change of Grade Form which must include the following:
 - a. The student's name, number, course designation by title and number, semester, and change desired.
 - b. A statement explaining the nature of the error.
 - c. An explanation of how the new grade was computed.
2. The form must bear the endorsement of the department chairperson and should be transmitted to the division dean.
3. The registrar will honor only those grade change requests received by way of a division dean.

If an instructor decides to request a grade change, the request must be completed on forms available from the department chairperson. For students whose enrollment is not interrupted, requests for change of grades must be completed by the instructor no later than the last day of the term following that in which the course was offered. For students who fail to enroll the next semester, all requests for change of grades must be completed by the instructor within one calendar year from the date the initial grade was submitted. All change of grade requests must have the signatures of the department chairperson and the instructor.

11.8. Academic Rights of Students

Freedom of Inquiry and Expression: Free inquiry and expression are necessary to foster independent thought in students and start them on a sustained and independent search for truth. The freedom to learn is as inseparable from academic freedom as is the freedom to teach. This policy is designed to promote these ends by insuring an open environment for learning that is also fair and explicit in the expectations placed on both students and faculty members.

Faculty members should encourage free thought and expression both in the classroom and out. Students are entitled to disagree with interpretation of data or views of a faculty member and reserve judgment in matters of opinion, but this disagreement does not excuse them from learning the content of any course for which they are enrolled or from demonstrating the skills and competencies required by a faculty member. Students should be evaluated solely on academic performance.

Contesting a Faculty Decision: Should a student have reason to believe that the "Academic Rights for Students" has been violated, the student should request a conference with the faculty member involved, within fourteen (14) days of the believed violation. If no informal resolution between the student and the faculty member can be reached, the student should meet with the faculty member's department chair.

If no satisfactory settlement is reached at this level, the student should seek intervention by his division dean or class dean.

If the believed violation involves a department chair and cannot be resolved in conference with the chair, the student should go to his division dean to seek intervention.

If no satisfactory settlement is reached at this level, the matter should be referred to the office of the senior vice president for academic affairs.

Student's Right to Privacy: The faculty is reminded that significant changes have taken place in the law in recent years with regard to keeping student records, disclosing

confidential information, giving reference letters, and the like. The Family Educational Rights and Privacy Act of 1974, as Amended, (full text, *The Chronicle of Higher Education*, June 28, 1976, pp. 13 ff.) prescribes the conditions under which information about students can be released and opened for examination by students, many records which were formerly kept confidential.

The faculty should become thoroughly familiar with the appropriate pages of the current *Student Handbook*, which indicate where student records are kept and what access is granted to them.

Faculty members are well advised to handle all records as confidential and to avoid release of materials about a student to anyone other than the student, unless it is known that the person requesting the information has a legal right to it or the student has granted permission, in writing, to release such materials to a third party.

Further, faculty members should not discuss any academic or personal matters relating to students with other students or outsiders (such as representatives of news media) without a signed release from the student specifically granting permission to do so.

A student may waive the right to inspect any record but may not be required to waive his right as a condition of any decision.

A copy of the College policy on records is to be made available to all students upon request.

Letters of recommendation written by faculty members are regarded as ancillary records unless copies are furnished to the office of student affairs, the placement office or other offices and are made a part of records in this manner.

Where student names are part of a list of names, public posting of names may violate the rights of others. Posting grades is forbidden unless the right of privacy in this manner is waived in writing. The right of any student who does not waive the right of privacy must be respected.

Records may be released without specific student permission to school officials and instructors within the College provided the purpose of inspection of the student's records is specifically related to his educational progress or the recipient is a College official who has a legitimate educational interest.

Release of records without student request of approval to others is expressly forbidden except to certain officials of the United States as defined in the law and financial aid officers or representatives of agencies administering financial aid grants which holds or has applied for (as a matter of practice the student should be encouraged to approve the release of records for financial purposes). Other exceptions include parents of a student claimed as an exemption under the Internal Revenue Code of 1954, law enforcement officers or officers of courts armed with legally issued subpoena (provided the student is notified of the legal order before the record is released), and accrediting agencies and others involved in improving instruction and validation of testing programs provided such studies avoid personal identification of students.

Information may be released in *bonafide* emergencies involving student health and safety provided due consideration is given to the seriousness of the threat to health and safety, the necessity of records in meeting the emergency, the ability of the person to whom release is made to deal with the emergency, and the extent to which time may be a factor in the emergency. Responsibility for the release of such personal information is that of the president of the College who may delegate such authority to the registrar as

part of his regular duties.

Federal or State officials may have access to records for the purpose of evaluating and auditing the effectiveness of federally supported educational programs. A written record shall be made of each inspection of a student's record by a government official or representative of an accrediting agency. The listing shall include the name of the person inspecting the record, the reason for viewing the record, and the date of viewing. The written record shall become a part of the student's record folder in the appropriate office.

When a transcript of an academic record is released to a third party, even at the student's request, extra precautions shall be made to guard against unauthorized release of information to other parties and a statement regarding the requirement of limited access to the record and forbidding further release shall be made a part of the record.

Students may gain access to their records in the appropriate Morehouse office by signing an official request to see their own records allowing adequate time (not to exceed forty-five (45) days) for reply from the custodian of the records, viewing the records in the presence of the designated custodian or his/her deputy, refraining from altering or removing any part of the record, and paying the established charge for copying any part of the Morehouse record which they desire to copy.

Academic transcripts used in registration or advising or in applying for a major should bear an appropriate stamp to indicate that the record was released to a student for his personal use.

Challenge to any part of a record must be made in writing and addressed to the appropriate custodian specifying the point of challenge and the justification for such challenge. The custodian of the records must immediately notify the senior vice president for academic affairs who shall arrange a hearing to be held within ten (10) class days from the date of challenge.

The hearing shall be conducted before a committee composed of one representative from the office of the senior vice president for academic affairs and one representative from the office of the dean of student services, a faculty member named by the student and a faculty member named by the dean of student services. Decision shall be made by simple majority, and a record of proceedings shall be made. Appeal of the decision may be made to the president.

CHAPTER 12

OTHER COLLEGE POLICIES AND REGULATIONS

12.1. Equal Employment Opportunity

Morehouse College is an equal employment opportunity employer. Employment decisions are based on merit and business needs, not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, religion, creed, marital status, veteran status, political affiliation or any other factor protected by law. Morehouse College complies with the law regarding reasonable accommodation of handicapped and disabled employees.

This policy applies to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation, benefits, social and recreational programs and all other conditions and privileges of employment in accordance with applicable federal, state, and local laws.

All employees, including managers, involved in discriminatory practices will be subject to disciplinary action, up to and including termination. Any employee who feels that he/she has been discriminated against may register a complaint with the Office of Human Resources.

12.2. Compensation and Benefits

The salary of a full-time faculty member with a nine-month contract is typically paid in twelve equal installments. Fringe benefits available to full-time faculty include an employee health benefit plan, participation in the TIAA-CREF retirement system, a group long-term disability insurance plan, and a group life insurance plan. The Office of Human Resources should be consulted for fuller descriptions of the policies and procedures governing the compensation of faculty members and the employee benefits available to them.

12.3. Consulting and Other Outside Work

Outside work may negatively impact the performance of a faculty member's duties at Morehouse. While under contract with the College, a full-time member must obtain prior written approval from his/her department chair, division dean, and the senior vice president for academic affairs to engage in consulting and/or other outside work totaling more than the equivalent of one day per week. Failure to disclose such activities and to secure the requisite approvals for them may result in serious disciplinary action.

12.4. Harassment

Morehouse College prohibits and will not tolerate action and/or behavior of a harassing nature. This includes both sexual and discriminatory harassment and related retaliation. Any member of the student body, faculty or staff found to be in violation of this policy will be subject to disciplinary action which may include, but is not limited to, written warning/reprimand, suspension or dismissal. Any individual who has questions about what constitutes harassing behavior or what conduct is prohibited by this policy should discuss them with the Office of Human Resources.

12.5. Sponsored Visits by Political Candidates

College-sponsored speakers or presenters are individuals or groups brought to the campus to benefit the entire college community and/or the Atlanta community.

Collegesponsored speakers or presenters must be sponsored by an officially recognized campus organization or an official entity of the College. Campus Speaker/Presenter Request Forms are available in the Office of Student Activities. Morehouse College does not support political parties or individual candidates for political office. Consequently, visits by political candidates at the invitation of College departments, programs, or recognized organizations are subject to guidelines established by the College to ensure that such visits are consistent with its mission and applicable legal restrictions. College departments, programs, and recognized organizations that want to sponsor appearances by political candidates must follow these guidelines. Organizations that fail to abide by the guidelines not only may jeopardize their organization's privilege to sponsor future appearances, but possibly their own good standing or charter as well. The guidelines governing sponsored visits by political candidates are as follows:

1. In most instances where national candidates are involved, protocol mandates that the official College invitation be extended by the president of the College. For more information, contact the Office of Communications.
2. Any College department, program or recognized organization that desires to bring political speakers on campus must exercise an evenhanded approach to make sure that all major political points of view can be expressed and to avoid any appearance of intervention into the campaign process, either for or against a candidate.
3. The purpose of any appearance by a candidate on campus should be to further the educational objectives of the College by bringing together the candidates and Morehouse College students, faculty, administrators, and other employees. Departments, programs, and recognized organizations may not sponsor or promote public campaign appearances on the Morehouse campus by candidates for political office.
4. Publicity should be limited to the Morehouse College community and handled by the Office of Communications. Posters may appear only on campus.
5. At no time should any aspect of the meeting or its format be dictated by or put under the control of the candidate, his or her representatives, or any outside organization.
6. No fund raising for the candidate may take place in connection with the speaking event.
7. No College funds, including funds raised by an organization, should go to a candidate personally or to support his or her campaign. College funds may be used for items such as posters.
8. The selection and use of rooms for such meetings will be governed by existing College rules and procedures.
9. Any College department, program, or recognized organization that sponsors an appearance by a political candidate is responsible for ensuring that the candidate and his or her organization are furnished with a copy of these rules and that they abide by them. If a candidate or organization is unwilling to abide by these rules, they should not be brought to campus.
10. No College department, program, or organization may lend its or the College's name, logo or mascot or support to any political campaign activity. This is not

intended to prevent individual students, faculty members, or employees from engaging in political campaign activities off-campus, but to prevent the College's name from being used in connection with political campaign activities. When possible, a public statement disavowing the College's endorsement is appropriate.

12.6. Miscellaneous

Faculty members are responsible for maintaining current mailing addresses in the Office of Human Resources as well as in the office of the senior vice president for academic affairs.

Faculty members are advised to avoid making public statements, where such statements might be construed as representing a College position, without clearly indicating that their statements are their own private opinions. No one is authorized to speak for the College except the president and those persons specifically authorized by the president.

Each faculty member shall be expected to become acquainted with and to conform to College rules and regulations related to the performance of his/her duties.

Each member of the faculty shall be expected to maintain good conduct within the College and the community.

Smoking in classrooms, studios, or laboratories is not permitted. This regulation applies at all times in all buildings.

CHAPTER 13

GUIDELINES FOR SPONSORED PROGRAMS

13.1. Submitting a Proposal

All principal investigators (P.I.s) who submit proposals for funding through external grants, contracts or cooperative agreements must follow the procedure outlined below:

1. The P.I. sends an *Intent to Submit Clearance Form* to the Office of Sponsored Programs (OSP) at the time of his/her decision to submit a proposal for funding through grant, contract or cooperative agreement. (A copy of the *Intent to Submit Clearance Form* is shown in Appendix E.)
2. The P.I. initiates and writes the proposal with assistance from the OSP, if necessary.
3. The P.I. sends the proposal to this/her department head for approval using the *Morehouse College Proposal Transmittal Form (MCPTF)*, a copy of which is shown in Appendix E.
4. The P.I. sends the proposal to the OSP for review at least one week before it is due to the prospective funding source, along with the *MCPTF*.
5. The OSP sends a copy of the proposal to the Vice President for Business and Finance.
6. The Vice President for Campus Operations must sign the *MCPTF*, if the proposal requires special facilities.
7. The OSP returns the proposal to the P.I. with suggested corrections, if any.
8. The P.I. makes the necessary corrections and returns the proposal to the OSP.
9. The OSP conducts a final review of the proposal before submitting it to the vice president for institutional advancement and the senior vice president for academic affairs for their signatures.
10. The P.I. or the OSP will mail the proposal and *MCPFT* to the appropriate funding source after the signatures have been acquired.

13.2. Faculty Involvement in Sponsored Research and Technology Transfers

Sponsored research and related technology transfer activities serve to: (1) make significant innovations, such as new and improved diagnostic and therapeutic technology available to the public; (2) stimulate regional economic development and national competitiveness; and (3) provide funding for research and other College programs. College policies and procedures seek to foster sponsored research and technology transfers by (a) providing guidelines and mechanisms for resolving perceived or actual conflicts of interest and (b) safeguarding the College's and its investigators' reputation for academic integrity. These policies and procedures are described in detail in the "Sponsored Programs" section of the *Morehouse College Policies and Procedures Manual*. The policies and procedures governing faculty involvement in sponsored research and technology transfers comply with federal regulations issued by the Public Health Service and the National Science Foundation.

13.3. Patents

Any discovery by an individual who makes use of College resources, except the library, or made the discovery within the normal field of his/her employment responsibility and activity with the College without regard to location or salary source (specifically including individuals employed at affiliated hospitals and institutions), shall be subject to the policies and procedures described in the “Patents” subsection under the “Sponsored Programs” section of the Morehouse College Policies and Procedures Manual.

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