

TUSCULUM COLLEGE

Faculty Handbook



Approved by the
Tusculum College Board of Trustees
Effective date July 1, 2016

TABLE OF CONTENTS

SECTION ONE: INTRODUCTION

Intent of the <i>Faculty Handbook</i>	1.01
Mission Statement & Vision	1.02
Statement of Values	1.03
Academic Administrative Organization	1.04
General Employment Policies – <i>Employee Handbook</i>	1.05

SECTION TWO: CONDUCT

Faculty Responsibilities	2.01
Academic Freedom	2.02
Academic Misconduct	2.03

SECTION THREE: ACADEMIC DUTIES & BENEFITS

Syllabus Requirements and Students with Disabilities	3.01
Daily Academic Hours	3.02
Faculty Workload	3.03
Reassignment of Duties / Release Time	3.04
Sabbatical	3.05
Faculty Workshops	3.06
Faculty Development Funding	3.07
Program Assessment	3.08

SECTION FOUR: FACULTY APPOINTMENT

Faculty Positions & Rank	4.01
Filling Full-Time Faculty Positions	4.02
Filling Temporary Faculty Positions	4.03
Fixed Term Appointment System	4.04

SECTION FIVE: FACULTY EVALUATION

Evaluation - General Criteria	5.01
Student Evaluations	5.02
Peer Observation Visit	5.03
Annual Self Evaluation	5.04
Annual Review by School Dean	5.05
Comprehensive Evaluation	5.06

SECTION SIX: TERMINATION OF EMPLOYMENT

Resignation /Retirement	6.01
Non-Reappointment	6.02
Dismissal	6.03
Appeal of Termination	6.04

APPENDICES

Appendix A: Faculty Constitution
Appendix B: Faculty Bylaws

Intent of the Faculty Handbook			
Policy Number 1.01	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

The intent of this *Faculty Handbook* is to identify and communicate certain policies and procedures that are specifically applicable to faculty members at Tusculum College. It is not meant to take the place of, but rather supplements, the *Employee Handbook*. No provision of this Handbook shall be construed as an employment agreement or contract. The terms of employment of faculty members at Tusculum College are set forth in the faculty member's appointment letter. As clearly stated in that letter, faculty members are subject to all rules, regulations, policies and procedures promulgated by Tusculum College as specified in its employee and faculty handbooks (including Appendix A – *Faculty Constitution* and Appendix B – *Faculty Bylaws*), instructional manuals, and otherwise communicated to faculty.

These policies and procedures are subject to revision as made necessary by changing circumstances, including changes in the law, and to reflect the best interest of the College and its students, employees and community. Tusculum College welcomes any comments and/or suggestions a faculty member may have regarding revision to the *Faculty Handbook*, including any questions or difficulties in understanding the content or administration of the policies. Such questions, difficulties and comments should be directed to the Chair of the Faculty Affairs Committee and/or the Vice President of Academic Affairs.

The Faculty Affairs Committee, Vice President of Academic Affairs and/or Director of Personnel Services, will regularly review the *Faculty Handbook* and consider modifications. Any recommendations for revision will be submitted to the President for referral to the Board of Trustees. The Board of Trustees makes the final determination regarding policies that govern the College.

[Return to the Table of Contents](#)

Mission Statement & Vision			
Policy Number 1.02	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Mission: Tusculum College provides a liberal arts education in a Judeo-Christian and civic arts environment with pathways for career preparation, personal development and civic engagement.

Vision: Tusculum College strives to actualize educational excellence and ongoing relevance through our third century by:

- Establishing transformative living and learning communities,
- Reflecting institutional integrity through aspirational leadership and academic innovation,
- Distinguishing Tusculum College alumni as leading citizen-scholars, and
- Maximizing individual, group, and community fiscal support and partnerships to promote innovation.

[Return to the Table of Contents](#)

Statement of Values			
Policy Number 1.03	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Integrity: Encompassing honesty and trustworthiness, all members of the Tusculum College community value and live with integrity, respect and virtue in communications, relationships and actions.

Education: We value a balanced education grounded in the civic and liberal arts and career preparedness. Our goal is for students to develop practical wisdom, global literacy, critical and independent thinking, and an appreciation for life-long learning, diversity and inclusion.

Civic Responsibility: We value our unique heritage in the civic arts and the Judeo-Christian tradition, and seek to develop citizen-scholars who will serve their communities throughout the world. We develop students as leaders who think critically.

[Return to the Table of Contents](#)

Academic Administrative Organization			
Policy Number 1.04	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 5

Vice President of Academic Affairs

General Leadership — The Vice President of Academic Affairs is the chief academic officer of the College. The Associate Vice President of Academic Affairs oversees academic support units to ensure student retention, as well as provides project management assistance.

As leader of academic affairs, the Vice President of Academic Affairs guides the establishment of overall directions for the College's academic programs in cooperation with members of the College Council. The Vice President of Academic Affairs anticipates future developments in higher education and their impact on the College, identifies the threats and opportunities they pose, and evaluates the needs inherent in meeting those challenges creatively and effectively.

The Vice President of Academic Affairs is responsible for ensuring the academic quality of all departments, programs, and services within the academic affairs unit through the appropriation and allocation of necessary resources, oversight of hiring and evaluation activities, assurance of accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and compliance with all other academic regulatory agencies, and the establishment and coordination of policies and priorities.

As leader of academic institutional planning, the Vice President of Academic Affairs guides the academic affairs strategic planning process and provides oversight to ensure the completion of annual and periodic evaluation and assessment activities that are central to the institutional effectiveness plan.

Appropriation, Allocation, and Assessment of Resources — The Vice President of Academic Affairs has primary responsibility for securing internal and external funding in support of academic programs and services.

The Vice President of Academic Affairs establishes policies for, and retains ultimate responsibility over, the management of budgets within academic affairs. With input from the College Council and in conjunction with the strategic planning process, the Vice President of Academic Affairs recommends the creation and elimination of faculty and academic support staff positions as appropriate to the plans and priorities of the academic affairs units.

The Vice President of Academic Affairs ensures that the allocation of resources to the various programs within academic affairs reflects established priorities.

The Vice President of Academic Affairs oversees the ongoing evaluation of faculty and academic support personnel and assessment of programs to ensure appropriate levels of quality throughout the academic affairs units of the College. The Vice President of Academic Affairs makes recommendations for promotion and appointment renewal decisions to the President.

Establishment and Coordination of Policies and Priorities — The Vice President of Academic Affairs oversees the development of the strategic plan for academic affairs, assigns responsibilities for its implementation, reviews academic policies for their consistency with the strategic plan and College mission, and has responsibility for the overall evaluation of the plan's implementation and outcomes.

The Vice President of Academic Affairs coordinates initiatives and ongoing programs across all areas of academic affairs and guides the establishment of annual and long-term priorities.

Schools and Departments

The academic programs of Tusculum College are organized so as to most effectively administer a wide variety of liberal arts, pre-professional and professional programs at the undergraduate and graduate level, for both traditional-aged students and experienced, adult students. Consistent with the mission of the College, the concept of the civic arts will be a guiding principle for all academic programs.

The academic administration of the College is organized, under the leadership of the Vice President of Academic Affairs, into four schools:

1. The School of Arts and Sciences.
2. The School of Business and Technology.
3. The School of Education.
4. The School of Nursing, Health Sciences, and Human Services.

These schools and divisions are further organized into departments that directly provide major and minor programs and offer additional courses in relevant disciplines.

The following areas and/or programs also fall under the Vice President of Academic Affairs or the Associate Vice President of Academic Affairs:

- Academic Advising
- Resource Center
- Arts Outreach
- Bonner Leaders Program
- Center for Civic Advancement, Career Development, Global and Mission Studies
- The Center for Economic Development
- General Education
- Faculty Services/Academic Resource Center
- Garland Library
- Graduate and Professional Studies
- Honors Program
- Museums of Tusculum College
- Registrar
- Student Support Services
- TRIO Programs

At the beginning of each traditional academic year, the Vice President of Academic Affairs will publish an organizational chart listing all instructional units and their leadership.

Academic School Deans

Appointment – Academic school deans are appointed by the President, upon recommendation of the Vice President of Academic Affairs. Before making the recommendation, the Vice President of Academic Affairs will consult with appropriate school or divisional faculty. Academic school deans will report to the Vice President of Academic Affairs, and the duration of the appointment as school dean will be determined at the time of appointment and indicated in the letter of appointment.

Evaluation - The Vice President of Academic Affairs will evaluate the academic school deans on an annual basis. Removal of a school dean will be considered when the Vice President of Academic Affairs' evaluation reveals that he or she is not carrying out the responsibilities of the position. In addition, as is true of any College employee, the dean may be disciplined and/or terminated pursuant to the employee and faculty handbooks.

General Leadership — As leaders of the academic schools, school deans are responsible for the overall direction of programs within their units including assessment of institutional effectiveness and periodic program reviews.

Attuned to the institutional and societal contexts affecting current and potential programs within their units, school deans coordinate and motivate the efforts of department chairs, program directors, and Faculty Members to respond creatively to these contexts. They ensure the effective implementation of these goals through allocation and management of resources, through appropriate initiatives for external funding, and through evaluation of the quality of personnel, programs, and related services.

School deans schedule and preside over regular meetings of Faculty teaching in their departments and programs associated with the school and encourage regular meetings of departmental Faculties.

School deans are responsible for promoting activities by Faculty Members to recruit and retain students.

School deans may receive a course load reduction consistent with the complexity of their administrative responsibilities as determined by the Vice President of Academic Affairs.

Allocation and Management of Resources — School deans coordinate the use of budgeted funds to ensure appropriate staffing within their units (e.g., balance of full-time, part-time, and overload) and recommend areas within their units that require additional staffing.

School deans coordinate course offerings within their units to satisfy instructional needs in the departments and in the General Education and Gateway curricula. They coordinate and make recommendations to the Programs and Policies

Committee and to the Graduate Committee concerning departmental and program initiatives and their budgetary priorities.

Evaluation and Improvement of Programs and Personnel — School deans ensure that department and program planning is consistent with the mission of the institution and their schools. They also evaluate the assessment efforts of departments and programs to ensure that results yield meaningful information that is used in ongoing planning.

School deans work closely with department chairs, Program Coordinators, and Faculty in implementing program improvements. They are responsible for the summative, administrative evaluation of their unit's Faculty and make recommendations to the Vice President of Academic Affairs in matters of salary, promotion, and appointment renewal. They also assure appropriate Faculty credentials and Faculty development activity throughout their units.

Department Chairs

Appointment – Department chairs are appointed by the President, upon recommendation of the Vice President of Academic Affairs. Before making the recommendation, the school dean will consult with the school Faculty. Department chairs report to the school dean, and the duration of the appointment will be determined at the time of appointment and indicated in the letter of appointment.

Evaluation - The school deans will evaluate the department chairs on an annual basis. Removal of a department chair prior to the end of the appointment should be considered when:

1. Evidence exists that a chair has insufficient support from the Faculty Members in the school to continue to operate in an effective manner; or
2. The school dean's evaluation reveals data indicating that the chair is not carrying out the responsibilities of the position.
3. An educational change (i.e. discontinuance of courses, insufficient enrollment) that eliminates the need for a department chair.

General Leadership— As leaders of their academic departments, department chairs foster a sense of cohesive team building within their units and represent their departments to other areas of the College.

Department chairs direct and motivate faculty efforts to explore new directions for their departments as well as exercise oversight to ensure the academic quality of their departments' existing programs. Toward these ends, major responsibilities of the chairs include attention to curricular and programmatic issues and the professional development of the faculty.

Curricular and Programmatic Issues — Department chairs keep abreast of developments in the content and pedagogy of their disciplines to ensure the currency and appropriateness of curricular offerings. They are responsible for initiating proposals for curricular change through their respective school deans.

Department chairs oversee those further activities (advising, student organizations and/or honor societies, events for majors/minors, etc.) that complement the curricula of their majors to ensure students a complete and high quality educational experience. Chairs coordinate their departments' operational and assessment planning in these curricular and programmatic areas and ensure that assessment of goals is conducted and results are used in ongoing planning.

Allocation and Management of Resources — Department chairs supervise the use of budgeted operating funds to support their curricular offerings and other departmental activities. They participate directly in the annual budgeting process through requests for operating resources, and capital equipment. Department chairs have direct supervisory responsibility for student employees assigned to their departments.

Faculty Recruitment and Development – Department chairs engage in evaluation of the Faculty, the primary purpose of which is to advance professional development and assist the Vice President of Academic Affairs in making decisions regarding promotion and retention.

Department chairs also assist school deans in matters of hiring, appointment status, salary, and promotion of full-time faculty members and coordinate the hiring, orientation, supervision, and evaluation of any part-time faculty needed for the program.

Program Coordinators

Program coordinators manage course offerings, curricular development, and program assessment of curricular areas at Tusculum College for those academic areas that offer a major or minor. Program coordinators, including graduate program coordinators, of such areas report directly to the chair of the department in which the program is housed.

A general education coordinator may be appointed on a time limited basis by the Vice President of Academic Affairs for the purpose of overseeing a major review of the general education requirements by the faculty and to drive the systematic review of the general education curriculum and subsequent changes within the general education courses to improve student learning outcomes. The Coordinator will present findings to the Programs and Policies Committee periodically, but at least annually.

[Return to the Table of Contents](#)

General Employment Policies – Employee Handbook			
Policy Number	Board Approval	Effective Date	Page
1.05	7/2016	7/1/2016	1 of 1

The general employment policies and procedures relating to all employees of Tusculum College are contained in the *Employee Handbook*. These include the College's policies on the following employment-related topics:

- **Hiring and Promotion** (EEO, job posting, transfers, I-9 employment authorization, background checks, etc.)
- **Employment Relationship** (minimum age, employee classification, etc.)
- **Work Hours and Compensation** (pay/salaries, deductions, timekeeping, breaks, training, severe weather, attendance, etc.)
- **Records** (employee records, personnel data changes, retention & destruction, etc.)
- **Benefits** (holidays, Paid Time Off [PTO]), retirement, worker's compensation, insurance, tuition reimbursement, etc.)
- **Leaves of Absence** (family medical, military, bereavement, marriage, jury duty, etc.)
- **Workplace Safety** (emergency procedures, drug & alcohol, smoking, weapons & workplace violence, vehicle safety, etc.)
- **Conflict of Interest** (amorous relations, nepotism, outside employment, etc.)
- **Employee Relations** (code of ethics, harassment, disabilities & accommodations, grievances, compliance and reporting, dress code, travel, etc.)
- **Use of College Property** (intellectual property, communication systems, use of vehicles, etc.)
- **Discipline and Termination of Employment**

The policies and procedures in the *Employee Handbook* are generally applicable to all Tusculum College employees including full-time and part-time staff members, full-time faculty members, adjunct faculty members, temporary workers and administration, unless the *Employee Handbook*, *Faculty Handbook* or other written document states otherwise.

[Return to the Table of Contents](#)

Faculty Responsibilities			
Policy Number 2.01	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 4

The basic functions of Tusculum College are traditionally the advancement and dissemination of knowledge, the development of critical intelligence, and the education of citizens for the society of which the institution is a part. The indispensable condition for the successful discharge of these functions is an atmosphere of intellectual freedom. Such freedom, however, entails responsibilities. It is incumbent that the faculty member accepts the responsibilities that are concomitant with this freedom.

A faculty member is responsible to his or her students, to the scholarly profession, colleagues, and to the College along with the larger community that the College serves as follows:

Students

The faculty member must create in the classroom or laboratory, and in relations with students, a learning environment that stimulates and encourages students' endeavors to learn. The good teacher exemplifies high scholarly standards and respects and fosters students' freedom to choose and pursue their own goals.

The faculty member must make clear the objectives of the course or program, establish requirements, and set standards of achievement. The faculty member has the responsibility of teaching every course in a manner that is consistent with the course description, syllabus, and credit published in the catalog, and with the announced objectives of the course and established methods of evaluation.

The faculty member must hold classes as scheduled. When circumstances prevent this, the faculty member is responsible for arranging equivalent alternate instruction through the appropriate department chair or school dean.

Every student is entitled to intellectual freedom and the faculty member must respect that freedom. No teacher may impose restraints upon the student's search for or consideration of diverse or contrary opinion. The faculty member has an obligation to protect the student's freedom to learn, especially when that freedom is threatened by repressive or disruptive action.

The faculty member must not intentionally introduce into classes material or personal views that are not related to the subject matter of the course. On controversial issues within the scope of the course, a reasonable range of

opinion should be presented. Wherever values, judgments, or speculative opinion are presented as, or constitute, part of the subject matter, they should be identified as such and not be offered as fact.

Faculty members shall make themselves reasonably available to their students and advisees, without undue delay. The mechanism by which they make themselves available to students must be specified in the course syllabus and approved by the department chair. Residential College faculty members are required to maintain office hours on the first day of each block for advising or make suitable arrangements with the department chair. Graduate and Professional Studies faculty members must make themselves available to advisees via email, phone, and appointment with an expected response time of two working days. Faculty members are required to maintain office hours and to post those office hours on office doors as well as note in course syllabi.

When advising students, the advisor should make every reasonable effort to see that information provided to students is as accurate as possible. All advisors must attend at least one advisor training session organized by the Director of Academic Advising, as well as any required professional development opportunities pertaining to academic advising.

The faculty member must evaluate the students' performance with regard to the objectives and standards set forth for the course. Evaluation of the students' work must be fair and impartial, and consistent with recognized standards. Evaluation of students must not be influenced by irrelevant and/or unlawful considerations such as religion, race, gender, sexual preference, genetic information, national origin, age, disability, military or veteran's status, or political views, or any other unlawful basis, or be based on the student's agreement with the teacher's opinions pertaining to matters of controversy within the discipline.

Faculty members should always demonstrate respect for students, including maintaining confidences derived from the faculty-student relationship when appropriate. However, faculty members must report any harassment, including hazing, as directed in the harassment policies located in the Employee and Student Handbooks. The faculty member must avoid conflicts of interest involving students, as well as exploitation of students for personal advantage, as set forth in more detail in the *Employee Handbook*.

Scholarly Profession

The faculty member's responsibilities to scholarship derive from the College's commitment to truth, the advancement of knowledge, and good citizenship. Furthermore, society has a vital stake in maintaining the College as an institution where knowledge can be sought and communicated regardless of its popularity, its political implications, or even its immediate usefulness. The faculty member has an ethical responsibility both to make full, appropriate

use of that freedom in his or her teaching and research and to guard it from abuse.

A faculty member is committed to a lifetime of study. Although no one can know everything, even about a limited subject, serious teachers must constantly strive to keep abreast of progress in their fields, to develop and improve their scholarly and teaching skills, and to devote part of their energies to the extension of knowledge in their areas of competence.

The faculty member must be unfailingly honest in research and teaching, taking precautions against the common causes of error. Good citizenship is at the heart of the college experience. The faculty member must set an example of good citizenship both on and off the campus.

The faculty member is responsible for following computer use guidelines outlined in the *Employee Handbook* and the Information Technology Appropriate Use Policy as noted in the Tusculum College *Employee Handbook*.

Colleagues

As a colleague, the faculty member has obligations that derive from common membership in the community of scholars. Members of this community respect and defend the free inquiry of their associates and avoid interference with their work. In the exchange of criticism and ideas, they must show due respect for the right of others to their opinions and refrain from personal vilification. They must also acknowledge contributions of others to their work. When asked to evaluate the professional performance of a colleague, a responsible faculty member strives to be objective in doing so.

Tusculum College

A Faculty member's primary responsibility to the College is to seek to realize his or her maximum potential as an effective scholar and teacher. Faculty members must adhere to all rules and policies set forth by the College, including the employee and faculty handbooks, other handbooks, policy memos, etc.

When faculty members act or speak as private persons, they must make clear that their actions and utterances are entirely their own and not those of the College.

Faculty members must never attempt to exploit their standing within the College for private or personal gain. College facilities, equipment, supplies, etc., must never be used for personal or private business.

During any periods of disturbance or high tension on campus, faculty members must do everything possible to prevent acts of violence and to reduce tension.

In addition to the obligations set forth above, graduate faculty members must hold terminal degrees in their primary teaching field or in a closely related field, and have at least 18 graduate hours in the primary teaching field. Undergraduate faculty members must hold a Master's degree in their primary teaching field or closely related field and have at least 18 graduate hours in the primary teaching field.

All faculty must ensure the appropriate curricular rigor and depth for the offered degree and courses; provide academic advising to students; serve in the governance and institutional service roles necessary to support academic programs; and pursue professional development and scholarship as appropriate to their primary teaching field and program and to their role as a faculty member.

[Return to the Table of Contents](#)

Academic Freedom			
Policy Number 2.02	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

In terms of academic freedom, Tusculum College supports and subscribes to the American Association of University Professors official statement on academic freedom:

Faculty members “are entitled to full freedom in their research and publication of results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution [these should be discussed in advance with the Vice President of Academic Affairs].

[Faculty members] are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter [which the AAUP later defined as ‘persistently intrusive material’] which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

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

At no time may a faculty member speak, or indicate that he or she speaks, for the College unless given express permission to do so by the President.

[Return to the Table of Contents](#)

Academic Misconduct			
Policy Number 2.03	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

The general policies and procedures relating to all Tusculum College employees, and setting forth the College's expectations of its employees' conduct, are contained in the *Employee Handbook*. Such policies include conflicts of interest, code of ethics, harassment, discrimination, etc. In addition, faculty members are prohibited from engaging in academic misconduct.

Professional Conduct

Integrity is essential to the purpose of higher education and undergirds the relationships among the College and the members of its community. Faculty members are expected to maintain professional ethical standards in their conduct within their fields, and in their interactions with students, colleagues and members of the broader community.

Faculty members have the right to critique and seek revision from each other; however, in doing so they must demonstrate intellectual honesty and refrain from harassing or interfering with the work of colleagues. Faculty members acknowledge academic debt and strive to be objective in their professional judgment of colleagues.

Faculty members must respect, where appropriate, the confidential nature of the relationship between teacher and student. They must keep in mind, however, their reporting obligations under the Employee, Faculty and Student Handbooks.

Plagiarism

The American Association of University Professors (AAUP) defines "plagiarism" as taking over the ideas, methods, or written words of another without acknowledgement and with the intention that they be credited as the work of the deceiver. *See The American Association of University Professors Policy Documents and Reports (10th edition) for dealing with academic dishonesty and plagiarism.* Plagiarism injures both the true author and the audience, and undermines the professional trust upon which the College and broader society depend.

In his or her own work a faculty member must scrupulously acknowledge every intellectual debt—for ideas, methods, and expressions—by means appropriate to the form of communication. Faculty members must make clear the respective contributions of colleagues on a collaborative project. Faculty members who have the guidance of students as their responsibility must exercise the greatest care not to appropriate a student's ideas, research, or presentation to the faculty member's benefit. To do so is to abuse power and trust.

In dealing with graduate students, faculty members must demonstrate by precept and example the necessity of rigorous honesty in the use of sources and of utter respect for the work of others. The same expectations apply to the guidance of undergraduate students, with a special obligation to acquaint students new to the world of higher education with its standards and the means of ensuring intellectual honesty.

Violations

Faculty members have an obligation to report violation of this policy. Anyone suspecting plagiarism by a College faculty member should immediately notify the Vice President of Academic Affairs. If deemed necessary, the allegation will be forwarded to the Faculty Affairs Committee (FAC). The FAC will investigate and report back to the Vice President of Academic Affairs who will determine the appropriate course of action. Plagiarism is a grave offense and significant diligence should be exercised in determining the validity of the accusation.

Any violation of Tusculum College policies by any employee, whether staff, faculty or adjunct, may result in disciplinary action under Section 12.01 of the *Employee Handbook* and/or termination under Section 12.02 of the *Employee Handbook* for staff members or section six of the *Faculty Handbook* for faculty.

[Return to the Table of Contents](#)

Syllabus Requirements and Students with Disabilities			
Policy Number 3.01	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

A comprehensive and promptly posted course syllabus is essential to meet the needs and/or satisfy the requirements of current students, transferring students, other institutions, and accrediting agencies. Syllabi are also required for summer school, special offerings and independent study courses.

All Tusculum College faculty members teaching Residential courses must post a course syllabus to the appropriate course management site on or before the first day of each block, including summer school. Faculty members teaching Graduate and Professional Studies (GPS) courses must follow the published departmental syllabi shells. The approved syllabi guidelines are available through Faculty Services, department chairs, the College's website, or through the Gateway Faculty course management site, e.g., a Moodle site. A current course syllabus must be emailed to the appropriate Faculty Services staff member three weeks prior to the published class start date for GPS classes or placed on the appropriate course management site, e.g., a Moodle site, on the first day of each block for Residential classes. Copies of all syllabi must also be sent to the administrative assistant for each school.

Each of the items enumerated below must be included in each course syllabus:

1. Block number (1-4; A or B in summer) and dates of the course including year.
2. Instructor's name and contact information, including office location and office hours, telephone numbers, e-mail address, or mailing address.
3. Course number, title, and verbatim catalog description - If not already included in your course description, a brief philosophy statement is also recommended.
4. Course prerequisites - Students not meeting stated prerequisites may enroll in the course only with the signed permission of the instructor.
5. Course goals and objectives - This may take the form of a statement such as "at the conclusion of this course, students will be able to..."
6. Description of texts, if any, or other assigned readings, including supplemental texts and materials.
7. Description of assignments (including field experiences, course activities, study group assignments, Learning Team and Online Learning Community assignments, etc.). These must be assigned before each week's class meeting, must be detailed on the syllabus, including dates and grading criteria, and should be used in determining the course grades. The method used to determine Learning Team participation/grading should be included.
8. Listing of learning outcomes built into the course - This should include a description of how at least one of the General Education learning

- outcomes is integrated into the course, if applicable. At the master's level, all advanced competencies should be addressed in each course.
9. Attendance policy - The College maintains a general policy requiring student attendance at every class session. Information about the specific policies applicable to a particular course must be stated in the syllabus. The College policy for Residential and Graduate and Professional Studies attendance is described in the respective sections of the catalog.
 10. Inclement Weather Policy-Due to the college closing for weather conditions, faculty are expected to meet with their students in an alternative format to continue progress through the course. This can occur online or through the course management platform.
 11. Grading policy - This must be specific enough to enable students and outside evaluators to re-construct how grades were determined. Both the apportionment of the grade among the various course components, and the grading scale to be used should be included. For some courses, there may be a standardized grading scale.
 12. Test schedule – listing specific dates.
 13. Outline of course schedule.
 14. Plagiarism policy (refer to the appropriate page in the current College Catalog).
 15. Information addressing academic accommodations for students must be obtained through the Academic Resource Center. The following statement must be included in all syllabi pertaining to academic accommodations for students:

Students with Disabilities

Tusculum provides qualified individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Please see the "Disabilities and Reasonable Accommodations" policy in the Tusculum College Student Handbook for more detailed information regarding requesting such accommodation.

Students must provide required documentation to the Office of Academic Resources Disabilities Coordinator. The Disabilities Coordinator is responsible for the development and documentation of accommodation plans. The Disabilities Coordinator will communicate with the faculty member as soon as possible after notification of the need for accommodations. Faculty members are responsible for following the accommodation plan as prescribed and providing feedback to the Disabilities Coordinator of progress and or concerns. Tusculum College will hold regular training regarding proper handling of students with disabilities and accommodations; all faculty are required to attend this training.

Students at any site may arrange for additional academic assistance through the Academic Resource Center in Greeneville or through

Student Support Services at the Knoxville Center. The procedure for requesting an accommodation is set forth in the Student Handbook.

Students wishing to request accommodations should contact one of the following offices:

- Greeneville Campus: Academic Resource Counselor at (423) 636-7300 ext. 5379; 1-800-729-0256 ext. 5379. The mailing address is Tusculum College Academic Resource Center, Box 5025, Greeneville, TN 37743.
- Knoxville Center: Director of Student Support Services at (865) 693-1177 ext. 5006; 1-800-729-0116 ext. 5006. The mailing address is Tusculum College, 1305 Centerpoint Blvd., Knoxville, TN 37932.

Any student may also contact the Disabilities Coordinator at the following email address: learningsupportservices@tusculum.edu.

[Return to the Table of Contents](#)

Daily Academic Hours			
Policy Number 3.02	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Tusculum College requires that its faculty members hold a minimum number of class hours per course.

Residential College

A typical three semester credit hour course includes seat time of 15 hours for every credit, or 45 total hours, with a ten-minute-per-hour break assumed. In other words, for every three-hour class period, there is the presumption of 20 to 30 minutes of break time for faculty and students. The required minimum seat time for a three semester credit hour course is 37.5 hours.

Tusculum College's extended block classes meet this expectation by meeting twice weekly for 8 weeks for three hours with breaks at the discretion of the faculty. Courses will thus be scheduled for sixteen class sessions, and expected to meet on fifteen of those sessions. The final day of each block class is thus reserved as a make-up day in the eventuality that illness, inclement weather, faculty travel for research, etc. prevent the course from meeting for the full fifteen sessions. Should the class meet all required hours with no make-up day(s) needed, this final day will be reserved for faculty grading and assessment.

Some courses will span the entire semester and meet weekly. Classes may also be taken on-line or via distance education.

Daytime academic hours are 8:30 to 3:30. Daytime classes are normally scheduled at any time within the academic hours of 8:30 a.m. to 11:30 a.m. and 12:30 p.m. to 3:30 p.m. Wednesday afternoons are dedicated to student engagement activities. Faculty are expected to plan, promote and participate in engagement activities with students.

Required class activities may take place outside these academic hours. Any required class activities outside the normal academic hours must be noted on the syllabus distributed the first day of class so that students can make appropriate arrangements with work and activity schedules. Students should not be held accountable for activities which are not declared on the syllabus. They may, however, be given an alternative assignment.

Faculty Members must hold classes for the appointed length of hours including the first day of each block and, if scheduled, the day before a holiday. In order to obtain an exception from this policy, the faculty member must obtain written approval from his or her dean prior to the first class of the block. The faculty member must notify the faculty secretary in writing of the approved exception and indicate the approved schedule on the class syllabus.

Graduate and Professional Studies (GPS)

Graduate and Professional Studies courses are offered on a variety of calendars. Most often class sessions are required to meet once each week, normally 6:00 to 7:45 p.m. and 8:15 to 10:00 p.m. for 8 weeks. From 7:45 to 8:15 p.m. is for Faculty and Student Engagement (FASE time). Graduate and Professional Studies Courses will meet one night per week. Students may complete two courses a night with some courses spanning the semester.

In all programs, courses include either appropriate learning team assignments for additional hours each week, utilize the online learning community for additional hours each week, or have significant practicum requirements.

[Return to the Table of Contents](#)

Faculty Workload			
Policy Number 3.03	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Full-time Faculty workload expectations include 30 credit hours of service to the College per school year. Faculty workloads may allocate a combination of teaching, advising, research and scholarship, service, and/or administrative responsibilities to the College through committee work, program direction, student supervision, etc. Depending on the needs of the College and those of the faculty, a faculty member may work with his or her dean to adjust the weight and composition of work responsibilities within the 30 credit hour requirement. The dean will adhere to the established, written criteria for assessing what service will meet the requirement, and will maintain documentation of this assessment to be kept in the faculty member's academic file. Any such arrangement must be approved by the Vice President of Academic Affairs.

Courses taught outside the typical teaching load are permitted but must not interfere with the conscientious preparation and delivery of a faculty's regular courses. Therefore, faculty members desirous of teaching courses beyond their assigned load must seek a written recommendation from their school dean who will make a recommendation to the Vice President of Academic Affairs for final consideration.

[Return to the Table of Contents](#)

Reassignment of Duties / Release Time			
Policy Number 3.04	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Class enrollment and other considerations may periodically require reassignment of a faculty member to other courses in the teaching field or alternate service projects or duties. In such case, the Vice President of Academic Affairs will work with the school dean to reallocate the responsibilities of a faculty member, to the extent possible and based on the faculty member's credentials.

For example, if a general education, core, or major course is canceled due to lack of enrollment, the assigned faculty member may be reassigned to another course. Alternatively, the faculty member may be assigned to the development and conduct of an alternate project in lieu of the course, in consultation with the appropriate school dean and the Vice President of Academic Affairs. If there is cancellation of a course taught by a school dean, the school dean may opt to teach another course or develop an alternate project as approved by the Vice President of Academic Affairs.

Inasmuch as projects may be of either immediate or long term value to the College, they may consist of, but are not limited to, the following activities: administrative duties (e.g., class scheduling, preparation of strategic plan reports, etc.), grant writing, team teaching a course with another instructor, programmatic studies or proposals bearing on majors and minors, student recruitment activities, community service, and pedagogical research of value to the Faculty.

[Return to the Table of Contents](#)

Sabbatical			
Policy Number 3.05	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 3

Tusculum College has long considered itself a teaching institution where the first and most important responsibility of Tusculum Faculty is to the students and their learning. The greater part of a faculty member's time and energy is consequently devoted to his or her courses and course-related activities. For courses to remain challenging and for faculty to remain current, faculty must continually devote attention to their professional growth and ongoing development. Scholarly, scientific, or creative work is properly perceived not as activity separate from one's teaching, but as an essential means to maintain the vitality of mind necessary for challenging and effective teaching.

Purpose

As a means of encouraging professional and personal growth, Tusculum College will consider Faculty requests for a period of sabbatical when financial resources permit.

The purpose of a sabbatical is to enable faculty members to prepare themselves for enhanced service to the College and its students. The sabbatical is intended to provide an extended period when Faculty Members, free of normal responsibilities, are able to concentrate on one or more projects designed to advance professional effectiveness.

The sabbatical is an opportunity, not a right. The College may, upon the recommendation of the school dean and the Vice President of Academic Affairs, recommend approval for a sabbatical to the President who will consider each request on a case by case basis. The faculty member's employment record and an assessment of the proposed project and its potential benefits for the individual and the College will be given consideration in this determination.

Eligibility

The following categories of College employees are eligible for sabbatical as financial resources permit:

- Faculty members with full-time teaching responsibilities.
- Members of the professional library staff holding Faculty rank.

In order to qualify for sabbatical, an employee must have completed seven (7) years of employment with Tusculum College. Summer school employment does not contribute to the years of employment for purposes of this calculation.

Application

A Faculty Member must apply for sabbatical by submission of a written proposal to the department chair. Following the department chair's review, the proposal will be forwarded to the school dean for review and then to the Vice President of Academic Affairs who makes a recommendation to the President. The proposal must state the proposed duration of the sabbatical. In addition, the proposal must provide information regarding funding of the project (i.e. will funding come from an outside source or is funding/ compensation from Tusculum College being requested). Whether a sabbatical is paid or unpaid, the faculty member will continue to receive all employee benefits he or she would be eligible for if not on sabbatical.

If the faculty member will receive a salary from the College during the sabbatical, acceptance of employment with and/or remuneration from another employer is prohibited without explicit approval of the school dean, in consultation with the Vice President of Academic Affairs and the President. Any such approval will be contained in the written agreement setting forth the terms of the sabbatical. If requesting such approval, the faculty member must make the request in his or her written proposal, along with justification for the need for additional employment. If such additional employment is likely to require more than a very limited amount of time, or to provide income beyond fairly narrow limits, an unpaid sabbatical leave, may be appropriate. If additional employment outside the College is approved, the College may adjust the amount of compensation it pays to the faculty member.

The written proposal must also describe in detail the project to be pursued including the following information:

- Clearly describe how the project will contribute to one's professional effectiveness and the mission of the College;
- Indicate the preparatory work to be completed before the sabbatical begins;
- Explain the activities to be undertaken;
- Specify the expected accomplishments to be derived from the sabbatical;
- Suggest the most appropriate way for assessing those accomplishments; and
- Include timetable or timeline of completion for the various components of the project.

The proposal is to be submitted to the Vice President of Academic Affairs by November 1 preceding the academic year for which sabbatical is requested.

Determination

The Vice President of Academic Affairs will forward a recommendation to the President. The President will make the final determination whether or not to approve the sabbatical, the duration of the sabbatical, and whether the faculty member will receive pay from the College during the sabbatical.

The applicant will be notified of the decision in early March preceding the academic year for which sabbatical is requested. Upon approval, the terms of the sabbatical will be set forth in an agreement to be signed by the faculty member.

Obligations and Conditions

Acceptance of sabbatical entails the following obligations and conditions, which will be set forth in an agreement to be signed by the faculty member:

1. Continued, full-time employment with Tusculum College for not less than two years following completion of the sabbatical. Failure to do so will result in mandatory reimbursement of any compensation paid by the College during the period of sabbatical, plus 5% interest compounded monthly.
2. Submission of a written report on the project to the Vice President of Academic Affairs and the President. The report must be submitted not later than six weeks past the start of the next semester following the end of the sabbatical period. The report is to include a summary of activities and accomplishments, an outline of any work remaining to bring the project to conclusion, an assessment of the value of the sabbatical to oneself and the College, and any plans to modify one's courses or teaching because of the above.
3. Agreement to disseminate the results of the sabbatical project to the broader Tusculum College community.
4. Acknowledgment of Tusculum College as being a supporter of the project.
5. Agreement to pursue only the approved project and to refrain from any outside employment without explicit approval as discussed above. If such approval is granted, the parameters of the outside employment will be set forth in the signed Agreement in detail.

[Return to the Table of Contents](#)

Faculty Workshops			
Policy Number 3.06	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Faculty workshops will be held on at least an annual basis. The primary workshop for all faculty members will be held in August. Other workshops will be conducted periodically for faculty in each program.

The Faculty Affairs Committee, in consultation with the Vice President of Academic Affairs, will determine the agenda and location for these workshops. In establishing the agenda, the Faculty Affairs Committee will consult with the other standing committees as well as the Faculty Moderator. The agenda for the August workshop will be distributed to the faculty at least one week before the workshop by the Office of Academic Affairs.

Attendance at these Faculty workshops is mandatory for all faculty members. Failure to attend a mandatory workshop without a valid excuse will be considered during annual and/or comprehensive evaluations and may result in disciplinary action.

[Return to the Table of Contents](#)

Faculty Development Funding			
Policy Number 3.07	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 3

Continued professional growth of each faculty member is thus a matter of great interest to the entire Tusculum College community. The College seeks to employ faculty who are well-prepared in their subject fields and knowledgeable about related fields, and who demonstrate clear promise of being stimulating teachers, wise mentors and advisors, exemplary citizen role models and positive contributors to campus life. Although the primary responsibility for seeking development opportunities resides with the individual, institutional support is available in a number of forms. These include faculty workshops or conferences, instructional workshops, program and faculty development funds for travel to professional meetings or for assistance with tuition costs for those pursuing doctoral or other degrees, and sabbatical. Task forces designed to develop or enhance courses or to enhance teaching skills are frequently held during the summer. The Vice President of Academic Affairs, in conjunction with the Teaching and Professional Growth Committee, provides guidance and direction for these efforts. They individually and jointly disseminate information about pending conferences, study and travel programs, grant opportunities, and fellowships of potential interest to faculty.

Funds are provided by Tusculum College to assist individual faculty members with their professional development, which benefits both the faculty member and the College in several ways. First, faculty members will be knowledgeable about and respected in their disciplines. Second, faculty will improve in teaching, advising, and/or other professional duties. Third, faculty will communicate with other institutions and groups, providing information about Tusculum College and receiving information that can be of benefit to the College.

Eligibility for Funds

Faculty members whose jobs are dependent upon demonstration of professional development will have priority when funds are limited. The following individuals are eligible for faculty development funding:

1. Those with regular faculty appointments; and
2. Those with faculty rank.

The following individuals are not eligible for faculty development funding:

1. Athletic coaches who do not have faculty status and teach no regularly scheduled courses;
2. Those with adjunct appointments; and
3. Full-time administrators (even if they hold faculty rank).

Responsibility for Faculty Development Funds

The Teaching and Professional Growth Committee is charged with receiving and evaluating faculty development funding requests. After receiving and evaluating requests, the committee chair will forward the committee's recommendations to the Vice President of Academic Affairs for approval. The Vice President of Academic Affairs will make decisions based upon availability of funds and institutional needs.

The full Committee must consider all requests that involve questions such as whether the individual is eligible, whether the activity contributes to faculty development, and whether other sources of funding are available and more appropriate, as well as a request that exceeds available funds.

The Committee will report on the status of faculty development funds periodically throughout the year. A report specifying who has been granted funding, for what purpose, and the total amount of funding used and remaining, will be provided to the faculty at the faculty meeting at the end of each year.

Amount of Funding Available

The Vice President of Academic Affairs will announce at faculty meetings and by email the maximum faculty development budget at the beginning of each academic year. The earlier in the fiscal year the request is received, the more likely it is to receive funding under this account.

Activities Qualifying for Funding

Prior to requesting funding, a faculty member should determine whether funds may be obtained from an alternate source such as program funds, grants, organizational funds, etc. The following activities qualify for faculty development funding according to the following priorities:

1. Grant writing efforts to secure funding for research and other scholarly projects.
2. Presentation of scholarship at conferences (conference fees, per diem, and travel) within the faculty member's academic, or related discipline as well as at conferences on the development of teaching and service learning.
3. Attendance at conferences that contribute to development of teaching, service learning programs, and student engagement.
4. Research intended for publication in scholarly, peer reviewed publications.
5. Taking courses that advance the Faculty Member's knowledge of a relevant subject area.
6. Attendance at regional, national, and/or international meetings of professional boards, planning groups, etc.
7. Other requests will be considered based on the above priorities and upon funding availability.

Procedure for Requesting Funding

Faculty development funds must be requested and recommended by the Teaching and Professional Growth Committee and approved by the Vice President of Academic Affairs before any expenditure is made. Any requests made after the event and/or expenditure will be considered at the end of the year and only if funds are still available at that time. Proposals for fall term should be received by the Teaching and Professional Growth Committee no later than September 1. For spring term, proposals should be submitted no later than February 1.

In making a request for funding, a faculty member must submit the following to the Chair of the Teaching and Professional Growth Committee.

1. The faculty development funding request form (available from the Faculty Secretary);
2. A statement indicating how the funding will contribute to the faculty member's development and the College; and
3. Any additional documentation of funding request (i.e. conference brochure).

The faculty member should retain a copy of all materials submitted. Contact the Chair of the Teaching and Professional Growth Committee with any questions. The request should specify whether a certain amount of the funding is needed in advance. Otherwise, funding will be provided on a reimbursement basis, upon submission of receipts to the Office of Academic Affairs by the faculty member. Similarly, if the faculty member wants to have registration fees paid directly by the College, he or she should specify this clearly in the request.

The Committee will attempt to review the request and make a recommendation to the Vice President of Academic Affairs within a week of submission of the request. Upon approval, the Faculty Secretary will complete the appropriate section of the request form and send the original to the Business Office. Copies will be sent to the faculty member and the Chair of the Teaching and Professional Growth Committee. The Teaching and Professional Growth Committee will retain one copy for reporting/monitoring; another copy should be placed in the faculty member's academic file.

[Return to the Table of Contents](#)

Program Assessment			
Policy Number 3.08	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Every program of study at Tusculum College will be reviewed once every five years by the Assessment Committee of the Faculty, with assistance from the Office of Institutional Research.

The overall objective of the Periodic Program Review (PPR) process is to assure the quality of academic programs. Through periodic assessment, this process results in an academic plan to ensure the intellectual vitality of each program through teaching, scholarly or creative activities, and contributions to the academic life of the College as a whole. Additionally, information from the PPR will serve as a point of reference for budgetary requests and strategic planning decisions.

Typically, the PPR includes four components: the Self-Study, external reviewer report, school dean's report, and the Vice President of Academic Affairs report. Specifically, the Self-Study should capture a sense of a program's overall contribution to individual students, the assigned school, and ultimately, the College as a whole.

In addition to the above-reference evaluation(s), Tusculum College employs an end-of-program survey of its graduates in the assessment of the effectiveness of College instruction and programs. The survey will be conducted annually. It is designed to trace the degree of success of College graduates and the effectiveness of instruction received at Tusculum College. The survey will be administered by the Office of Institutional Research in cooperation with the appropriate department chair.

[Return to the Table of Contents](#)

Faculty Positions & Rank			
Policy Number 4.01	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 4

Initial Appointment

At the time of initial appointment at Tusculum College, faculty members will each be assigned a position and/or rank, depending on a variety of factors. The faculty members' position and/or rank will be determined by the President, in consultation with the Vice President of Academic Affairs, and set forth in the faculty member's appointment letter.

Promotion in Rank/Position

At various times, and under certain circumstances, faculty members may be eligible for a promotion in rank. There are several factors that will be considered when assessing a faculty member's eligibility for promotion including attainment of the established degree requirements*, demonstrated success in teaching, evidence of scholarship and service to the College, and adherence to the policies, rules and regulations of the College. Promotion is not to be considered a reward for longevity of service.

The various types of positions/ranks at Tusculum College, along with the criteria for obtaining promotion to the position/rank, are described below. Further, more detailed information regarding the evaluation process required for promotion is discussed in the "Faculty Evaluation" section of this Handbook.

** All degrees used in consideration of rank must be from regionally accredited institutions. The determination that a degree is "in the teaching field" is based upon the candidate's degree as noted on official transcripts with respect to the assigned instructional area.*

Professor. The position/rank of Professor requires attainment of the following:

1. The terminal degree in the teaching field.
2. At least ten years of full-time faculty appointment at the level of Assistant Professor or higher (or other appropriate experience in the field with at least four years at the Associate Professor level or higher).
3. At least seven years of full-time faculty appointment teaching experience at Tusculum College.
4. A demonstrated record of active support of the mission of Tusculum College.
5. Demonstrated competence in teaching, measured by the various criteria set forth in the "Faculty Evaluation" section of the *Faculty Handbook*.
6. A record of continuing institutional service.

7. A record of continuing scholarship and involvement in professional activities.
8. Adherence to the policies, rules and regulations of the College.

Associate Professor. The position/rank of Associate Professor requires attainment of the following:

1. One of the three following combinations of education and experience:
 - a. The terminal degree, in the teaching field (or a terminal degree in a related field plus a master's degree in the teaching field) and at least five years of full-time faculty appointment at the level of Assistant Professor or higher (or other appropriate experience in the field).

OR

- b. A master's degree in the teaching field and a doctorate in another field; and seven years of full-time faculty appointment teaching experience at Tusculum College.

OR

- c. A master's degree plus graduate work beyond the minimum required for a master's degree and ten years full-time faculty appointment teaching experience at Tusculum College.
2. At least a three-year appointment at Tusculum College.
3. A demonstrated record of active support of the mission of Tusculum College.
4. Demonstrated competence in teaching.
5. A record of continuing institutional service.
6. A record of continuing scholarship and involvement in professional activities.
7. Adherence to the policies, rules and regulations of the College.

Assistant Professor. The position/rank of Assistant Professor requires attainment of the following:

1. The terminal degree in the teaching field and teaching experience at the college level.

OR

2. A master's degree in the teaching field, or a master's degree in a related field plus 18 hours of graduate coursework in the teaching field and three years of teaching experience at the college level or other appropriate experience in the field.

Instructor. The position/rank of Instructor requires attainment of the following:

1. A master's degree in the teaching field.

OR

2. A master's degree in a related field plus 18 hours of graduate coursework in the teaching field.

The Faculty Affairs Committee reserves the right, in consultation with the Vice President of Academic Affairs, to consider exceptions to the criteria for any of the rank listed above.

Adjunct Faculty. Adjunct Faculty are members of the instructional staff but do not participate in the rank, promotion, and termination policies of the College.

The position of Adjunct Faculty requires attainment of the following:

1. Master's degree in the teaching field;

OR

2. Master's degree in a related field plus 18 hours of graduate coursework in the teaching field.

Staff holding faculty status on or before July 1, 2012 will continue to hold faculty status while employed at Tusculum College, unless their performance has been reviewed and it is determined they are not meeting the responsibilities outlined for faculty and have been duly notified.

Special Rank: Professor Emeritus. Upon retirement, a Tusculum College faculty member may be named to an Emeritus status on the recommendation of the Faculty, the Vice President of Academic Affairs and the President, and with the approval of the Tusculum College Board of Trustees.

Emeritus status is normally conferred based on an exceptional individual who has served the College long and faithfully and who is retiring because of age and/or disability. Professor Emeritus may be conferred on those faculty members who have served the College for an extended period (usually twenty or more years) and have contributed significantly to the mission of the College and its students.

Once Emeritus status has been conferred, the retired faculty member will be eligible to continue scholarly pursuits in the name of Tusculum College. To the extent possible, the College will offer laboratory, office space and other resources to permit the individual to continue such pursuits. Specifically, individuals with emeritus status shall be entitled to:

1. Attend Faculty meetings, but without voting;
2. March in the appropriate position in the academic procession;
3. Use the library and other College facilities normally available to faculty members; and
4. Attend all social and ceremonial functions of the College.

[Return to the Table of Contents](#)

Filling Full-time Faculty Positions			
Policy Number 4.02	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 3

Requesting Creation of a New Faculty Position

The College Council is responsible for advising the Vice President of Academic Affairs on prioritization and collaboration for new faculty positions. The Vice President of Academic Affairs is responsible for overseeing the creation and hiring of faculty. School deans, in consultation with department chairs, are invited to submit requests for filling existing and creating new faculty positions to the Vice President of Academic Affairs.

The school dean's request must include a description of the position containing the following:

1. A rationale for the proposed position, explaining how it would serve the College and its mission as well as the individual program; and
2. An updated position profile containing a job summary; job requirements qualifications (e.g. education, experience, skills, etc); essential functions (i.e. job duties and responsibilities); and physical/interpersonal requirements.

The College Council will assess the need for the position, in consultation with the Vice President of Academic Affairs who will approve or deny the request. An approved request must be forwarded to the Vice President of Finance/Chief Financial Officer and then to the President for final approval.

Requesting Replacement for an Existing Faculty Position

The College Council is responsible for advising the Vice President of Academic Affairs on prioritization and collaboration for replacement faculty positions. The Vice President of Academic Affairs is responsible for the process of filling budgeted unfilled faculty positions. The department chair or program coordinator should identify the need for a replacement and communicate the need to the appropriate school dean. The school dean should send the request to the Vice President of Academic Affairs.

The school dean's request must include a description of the position containing the following:

1. A rationale for the proposed position, explaining how it would serve the College and its mission as well as the individual program; and

2. An updated position profile containing a job summary; job requirements / qualifications (e.g. education, experience, skills, etc.); essential functions (i.e. job duties and responsibilities); and physical/interpersonal requirements.

Procedure for Filling a New or Existing Faculty Position*

Upon final approval from the President, the Vice President of Academic Affairs will notify the Director of Personnel Services that a search is being initiated for the new or budgeted, existing position. In addition, the Vice President of Academic Affairs will approve a search committee for the position. A College Council member will serve as the committee's liaison for every faculty search, and must be invited to all search committee meetings. The committee liaison must notify Human Resources of the approved members of the search committee in writing before the faculty position may be posted on the Tusculum College webpage or advertised.

The search committee must consist of at least three, but not more than five, members. The majority of committee members must be full-time teaching faculty in the relevant program for which the position is being filled, or the nearest possible organizational unit. One committee member must be from outside the school or division for which the position is being filled. A staff member may also serve on the search committee when the new faculty member will have extensive interactions with that staff member or a member of the Department of Human Resources may be asked to serve on the search committee. Names of potential search committee members must be submitted to the Vice President of Academic Affairs for approval, prior to posting or advertising for the new faculty position.

The search committee chair and Vice President of Academic Affairs will develop the advertisement for the position. Advertising will normally include national academic publications and professional journals as recommended by the school deans, following approval by the Vice President of Academic Affairs. The Office of Human Resources will review and place all advertisements.

Prior to conducting any applicant screening, the chair of the search committee will communicate with the Director of Personnel Services to discuss proper procedure and compliance with all College policies, including the Equal Employment Opportunity policy. The search committee will conduct the initial screening of applicants, phone interviews and reference checks; and prioritize the candidates for campus interviews. The search process is highly confidential. All information related to the search is confidential. However, while any College employee may participate in a candidate's presentation, only search committee members may deliberate and vote. Once the search committee has selected the top three candidates, it will arrange campus interviews and develop interview agendas (including the appropriate site locations). Campus interview agendas are to include interviews by the search committee, the department or program chair, the school dean, the Vice President of Academic Affairs, and the President. In addition, the faculty members in the relevant department will be scheduled to participate in

candidate interviews. The search committee chair is responsible for communicating all meeting times to the Faculty Secretary.

Detailed notes should be kept of the applicant review process, including results of reference checks, interviews, search committee discussions, etc. All notes should be provided to the Department of Human Resources prior to any final determination to ensure consistency with employment laws and College policies.

Following the applicant review process, it is anticipated that the search committee will recommend a ranked list of acceptable candidates for the position or recommend continuing the search or initiating a new search. The recommendation will be provided to the Vice President of Academic Affairs and the President. The President, in consultation with the Vice President of Academic Affairs, will approve or deny the candidate selection. If approved, the President, again in consultation with the Vice President of Academic Affairs, will determine the rank and salary to be offered to the successful candidate. Only the President is authorized to make an offer of employment. All other Tusculum College employees must avoid having any discussion with the potential candidate that could be construed as an offer of employment, until specifically directed to make such offer by the President. Doing otherwise may subject the Tusculum College employee to discipline.

Notification of the approval will be forwarded to the Department of Human Resources for preparation of employment-related paperwork. Documentation of the selection process will be retained in the Department of Human Resources.

*See search and hiring procedures located on the Human Resources' website for detailed procedures and required documentation of the search and hiring of new faculty.

[Return to the Table of Contents](#)

Filling Temporary Faculty Positions			
Policy Number 4.03	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Adjunct Faculty Members

Whenever the teaching responsibilities for any program cannot be handled by the full-time faculty resources of the College, the department chair or program coordinator may request additional teaching assistance in the form of an adjunct faculty position.

The request for an Adjunct Faculty position is sent to the school dean who may or may not approve and communicate the request to the Associate Vice President of Academic Affairs. The request will be forwarded to the Vice President of Academic Affairs for approval. If the request is approved, the department chair, with the assistance of the school dean and the Faculty Services Manager, arranges to find and secure the services of an adjunct faculty member. Detailed notes should be kept of the applicant review process, including results of reference checks, interviews, search related discussions, etc. All notes should be provided to the Department of Human Resources prior to any final determination to ensure consistency with employment laws and College practices.

Visiting Faculty Members

The President appoints visiting faculty members at any rank for a one year appointment. A visiting faculty member may be reappointed for additional one-year appointments upon recommendation to the President by the Vice President of Academic Affairs. Visiting Faculty Members are not eligible for promotion or multi-year appointments. Detailed notes should be kept of the applicant review process, including results of reference checks, interviews, search related discussions, etc. All notes should be provided to the Department of Human Resources prior to any final determination to ensure consistency with employment laws and College practices.

[Return to the Table of Contents](#)

Fixed Term Appointment System			
Policy Number 4.04	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

Tusculum College employs faculty members on a fixed term appointment system. The intent of the system is to promote the growth and development of the faculty member; provide adequate remuneration and recognition for services rendered and demonstrated commitment by the faculty member; and offer appropriate and regular opportunity for review and assessment of the faculty member and the needs of the College.

Appointment Schedule

A Faculty Member's employment at Tusculum College will generally follow the schedule of one-year appointments for each of the first three years of employment, then eligibility to apply for a three-year appointment for the next three years of employment, followed by eligibility to apply for five-year appointments for subsequent employment. *The College, as a result of the comprehensive evaluation process, reserves the right to deviate from this general schedule when circumstances require.

** In the past, the College maintained a tenure system. While that system has been eliminated in favor of the Fixed Term Appointment System, there may be faculty members who obtained tenure during that time. These faculty members are treated as a faculty member under continuing five-year appointments for purposes of application of College policies and procedures.*

Decision to Renew Appointments

As a general rule, the decision of whether to renew a faculty member's appointment will be based on the following general criteria:

- Effective fulfillment of teaching duties.
- Scholarship and professional development.
- Service to the College.
- Adherence to the various responsibilities, policies, rules and regulations of the College as set forth in the faculty and employee handbooks.

The President makes all final determinations regarding renewal or non-renewal of faculty member appointments. Except for faculty being considered for less than a three year appointment (i.e. adjunct, temporary, or on a one year appointment being considered for another one year appointment), the President's decision is based, in large part, on a comprehensive evaluation of the faculty member by the Faculty Affairs Committee and its resulting recommendation. The decision is also based on input from the Vice President of Academic Affairs, the faculty member's

adherence to College policies and rules as demonstrated through his or her personnel file, academic file, and any other relevant documentation or information.

Terms of Appointment

At the beginning of each appointment period, the faculty member will receive an appointment letter. The appointment letter shall set forth the terms and conditions of the faculty member's appointment, including duration of appointment, position or rank, and salary.

Every attempt will be made to provide the appointment letter to the faculty member on or before March 31, prior to the beginning of his or her new appointment period.

[*Return to the Table of Contents*](#)

Evaluation – General Criteria			
Policy Number 5.01	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

Along with evidence of active support of the Tusculum College Mission, as well as adherence to the various responsibilities, policies, rules and regulations set forth in the employee and faculty handbooks, progress through the stages of the College's Fixed Term Appointment system depends upon the presentation of the following:

1. Evidence of effective teaching as demonstrated by the establishment of assignments and the evaluation thereof with the degree of rigor appropriate to the courses taught, as well as demonstration of appropriate levels of student achievement of the stated objectives of those courses.
2. Evidence of ongoing scholarship and professional development as an academic professional, with particular emphasis on the primary discipline taught.
3. Evidence of both willingness to be of service to the College and effectiveness in such roles when they are made available.
4. Evidence of possession of, or satisfactory progress toward, a terminal degree in the faculty member's primary field of teaching, if attainment of such degree is the profession's recognized method of signifying a sufficient level of qualification for instructing at the collegiate level. Such requirement will be contained in the faculty member's appointment letter if applicable.

Faculty members are evaluated on a regular and continuous basis, and by several different mechanisms, as discussed in more detail in this section of the *Faculty Handbook*. A summary table of Faculty Evaluation Components follows. ([Summary Table of Faculty Evaluation Components](#))

[Return to the Table of Contents](#)

Summary Table of Faculty Evaluation Components

Evaluation Component	Produced By	Delivered To	Date Due(s)	Relevant/Related Process(s)
Student Evaluations (5.02)	Students at the end of courses	Institutional Research Office	Upon conclusion of course section	Annual Self Evaluation (5.04) Annual school dean Review (5.05) Comprehensive Evaluation (5.06)
Evaluative Observation Visit (5.03)	Department chair or designee	School dean, and the VP of Academic Affairs	First year appointments within first semester; for others at least once during the appointment period	Annual school dean Review (5.05) Comprehensive Evaluation (5.06)
Formative Observation Visit (5.03)	Faculty colleague of the faculty member's choice	The faculty member only	At least once during the appointment period for all faculty on three and five year contracts	Comprehensive Evaluation (5.06)
Annual Self Evaluation (5.04)	Full time faculty members not scheduled for comprehensive evaluation	School dean	First day of second semester of traditional academic year	Annual school dean Review (5.05) Comprehensive Evaluation (5.06) Non-Reappointment (6.02)
Annual school dean Review (5.05)	School dean for full time faculty members not scheduled for comprehensive evaluation	Faculty member and to Vice President of Academic Affairs (VPAA)	By March 1 to VPAA	Fixed Term Appointment System (4.04) Comprehensive Evaluation (5.06) Non-Reappointment (6.02)
Comprehensive Evaluation (5.06)	Full time faculty members	Faculty Affairs Chair (FAC)	Portfolio on/before first Monday in December; FAC to VPAA by January 20; VPAA to President by January 27; result to faculty by February 14	Fixed Term Appointment System (4.04) Non-Reappointment (6.02)

[Return to policy on Evaluation – General Criteria](#)

[Return to the Table of Contents](#)

Student Evaluations			
Policy Number 5.02	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Faculty members on one year appointments and staff members with faculty rank teaching credit bearing academic courses, must administer student evaluation forms to each of their students during the last week of each course, for any course having an enrollment of at least three students.

Faculty members on three and five year appointments will administer student evaluations to at least 50% of their courses each year. Department chairs and faculty will collaborate to determine which courses will receive evaluation, ensuring that faculty members receive student feedback on a variety of courses in regard to both content and level of course.

To allow meaningful student comments, at least fifteen (15) minutes of class time must be allocated for completing the forms. Faculty members and staff members with faculty rank are to leave the room during this time. Online class students will be provided a link to the Student Evaluation form with appropriate instructions

The faculty member will distribute the forms to the students and designate a class member to collect the completed forms, seal them in an envelope and deliver them to the office of the Institutional Research for analysis and filing.

The results of the anonymous student evaluations will be provided to the faculty member. In addition, copies will be provided to the school deans and Vice President of Academic Affairs for inclusion in the faculty member's academic file.

The anonymity of the student evaluation process is designed to foster an honest and accurate evaluation of the faculty member so that the faculty member may continually improve his or her teaching skills. Faculty members are prohibited from retaliating against, or otherwise interfering in any way with, students based on their evaluation of the faculty member. Any faculty member found to have done so will be subject to discipline, including the possibility of dismissal.

[Return to the Table of Contents](#)

Peer Teaching Observation Visits			
Policy Number 5.03	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

Tusculum College faculty members are required to undergo Peer Observation Visits throughout their employment at the College on the following schedule:

1. For faculty members, including those on visiting appointments, on one year appointments, the Peer Observation Visit will be conducted during the first semester by the appropriate school dean, department chair, or designee.
2. For full time faculty on three- and five-year appointments, two observations will be conducted once per contract period. One of these will be conducted by the faculty member's department chair (or designee) and will be recorded using the standardized form generated and distributed by Faculty Affairs and the school deans. This form will be included in the faculty member's comprehensive evaluation binder to show competence and growth in teaching. Department chairs will be evaluated by another chair and by the school dean.
3. An additional visit will be conducted by a colleague of the faculty member's choice and will serve as a formative evaluation, the purpose of which is to encourage reflective teaching by engaging both faculty members in a dialogue about areas of teaching strength and weakness. This dialogue need not be recorded formally. Instead, a brief summation of the visit, including dates and class outline, will serve as a record of this visit in the comprehensive evaluation binder. Important note: The purpose of this second visit is formative, not evaluative. As a result, no evaluative statements about the faculty member's teaching need be made, and no such statements will be used in the final assessment of faculty members submitting for comprehensive evaluation.
4. For staff with faculty rank who teach credit bearing courses and for adjunct faculty members, the Peer Observation Visit will be conducted during the first course taught, by the department chair or coordinator or his or her appointed faculty mentor, and then once every two years thereafter.

In addition, such a visit may be requested by the Faculty Affairs Committee or appropriate school dean at any time for all full time and adjunct faculty members as well as for staff with faculty rank.

To conduct any of the above described Peer Observation Visits, the faculty member must do the following:

1. Establish a time for the observer to attend a session of class, to review a videotape of the faculty member conducting class, or to review a selected module of an online class,
2. Meet with the observer prior to the class session to discuss the overall instructional plan for the course session; and
3. Review the observer's written report or summary and meet with the observer to discuss the review.

A copy of the department chair's (or designee's) written report will be sent to the school dean and the Vice President of Academic Affairs, to be filed in the faculty member's academic file. This report will also be included in the faculty member's comprehensive evaluation binder, alongside the formative summary report written by the faculty member's chosen colleague.

[Return to the Table of Contents](#)

Annual Self-Evaluation			
Policy Number 5.04	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Unless scheduled for a Comprehensive Evaluation that year, all full time faculty members must conduct a self-evaluation on an annual basis at the end of the first semester of the academic year. This includes staff members with faculty rank, who regularly teach credit bearing academic courses. All other staff members with faculty rank shall be evaluated by his or her supervisor through the annual performance appraisal process.

The self-evaluation must evaluate the faculty member's performance during the current academic year.

Self-evaluations should include the following information and the appropriate form can be obtained from the Office of Academic Affairs:

1. Overall goals, including teaching goals, for the course(s) taught.
2. How effectively the goals, including student learning outcomes, were met.
3. Suggestions for any necessary improvement.
4. Reflection on student evaluations.
5. Reflection on grade distributions.
6. Progress made in the area of advising.
7. Progress made in the area of committee work.
8. Progress made in the area of professional development.

Staff members with faculty rank should complete the sections of the self-evaluation that pertain to their academic duties.

The self-evaluation must be submitted to the faculty member's school dean **by the first day of the second semester** of each academic year.

[Return to the Table of Contents](#)

Annual Review by School Dean			
Policy Number 5.05	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

Each full time faculty member, unless scheduled for a comprehensive evaluation, will be reviewed by his or her school dean early in the second semester of each academic year.

In October of each year, the Faculty Affairs Committee will remind faculty members to submit their self-evaluations to their school dean. The school dean will consider the following factors in conducting the annual review:

1. Results of student evaluations.
2. Results of the annual self-evaluation.
3. Peer observation participation, including evidence of a peer observations visit once every appointment period.
4. Evidence of adherence to policies, rules and regulations, including verbal and written disciplinary action.
5. Reviews of committee and subcommittee attendance.
6. Demonstrated progress in implementing an improvement plan, if applicable.
7. Demonstrated success in meeting all obligations to students, colleagues, the College, and the profession, as set forth in the "Faculty Responsibilities" policy in this *Faculty Handbook*.
8. Demonstrated effectiveness of teaching, ongoing scholarship and professional development, and service to the College as described in this "Evaluation" section of the *Faculty Handbook*.
9. Demonstrated completion of other requirements, such as completion of graduate course work or degree completion, set forth in prior appointment letters.
10. Any other information or documentation pertaining to the performance.

At the request of either the school dean or the faculty member, the two will meet to discuss the results of the annual review that have been provided by the school dean. Both parties will document via signature the meeting occurrence and retain a copy of the signed and dated annual review.

The school dean must submit the results of the annual review to the Vice President of Academic Affairs **by March 1** of each year, unless exigent circumstances exist which delay submission. If a more thorough evaluation is recommended, the school dean will include evidence to support this recommendation.

If the school dean's recommendation is for non-reappointment, and/or if the Vice President of Academic Affairs deems that non-reappointment may be justified, the recommendation will be forwarded to the President for final determination. Otherwise, the Vice President of Academic Affairs may work with the school dean to implement any other disciplinary action and/or performance improvement plan as deemed necessary.

The annual review will be placed in the faculty member's academic file.

[*Return to the Table of Contents*](#)

Comprehensive Evaluation			
Policy Number 5.06	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 6

Evaluation Schedule

In addition to the self-evaluation and annual review by school dean, all full time faculty members will undergo a more comprehensive evaluation process conducted by the Faculty Affairs Committee. The comprehensive evaluation will occur on the following schedule:

1. Prior to receiving any promotion;
2. Every five years for those with a five-year appointment (or tenured appointment if applicable);
3. Every three years for those with a one- or three-year appointment until a five-year appointment is granted; and/or
4. Prior to the issuance of any three-year or five-year appointment.

In addition, comprehensive evaluation may occur at the request of the Faculty Affairs Committee or the Vice President of Academic Affairs.

Evaluation Criteria

The general criteria on which faculty members are evaluated are set forth in the "Evaluation - General Criteria" policy in the *Faculty Handbook*. Descriptions of the requirements for the various positions and/or ranks at Tusculum College are set forth in the "Faculty Positions & Rank" policy in the *Faculty Handbook*.

Though the criteria for three-year and five-year appointments and promotions to Assistant Professor, Associate Professor and Professor are the same, different levels of achievement are expected. Higher levels of achievement are expected for a five-year appointment than a three-year appointment; promotion to Associate Professor has higher expectations than the five-year appointment, and the highest expectations are for promotion to Professor. For example, *attendance* at conferences might meet the criterion for professional development for a three-year appointment, *presenting* at a conference might be expected for a five-year appointment or promotion to Associate Professor, and *publication* might meet this criterion for promotion to Professor.

Evaluation Procedure

On or before **October 10**, the Faculty Affairs Committee (FAC) will announce, typically electronically, the faculty members eligible for a Comprehensive Evaluation in the subsequent spring semester (i.e. those eligible for three- or five-year appointments, those up for a promotion, or for any other reason). The FAC will request comments from the other faculty members.

On or before **October 15**, a faculty member seeking promotion who is not otherwise scheduled for a comprehensive evaluation must submit a request for comprehensive evaluation to the FAC and the Faculty Secretary.

On or before **November 15**, Faculty members must submit their comments (if any) via written, signed statement, to the FAC.

On or before **November 15**, school deans must submit their signed, dated written assessment of the faculty member's overall performance during the period under review to the faculty member, unless exigent circumstances exist which delay the submission. The overall assessment must include a recommendation for action, if necessary.

On or before the **first Monday in December**, faculty members eligible for comprehensive evaluation must provide a portfolio to the FAC Chair. The portfolio should contain the following documents:

1. Annual self-evaluations for each year pertaining to the review period;
2. Peer observation visit reports, at least one per appointment period, by other faculty members or the school dean or designee;
3. Student evaluations;
4. Annual reviews by the faculty member's school dean for each year pertaining to the review period;
5. The signed, dated school dean written assessment of the faculty member's overall performance during the period under review; and
6. A copy of the latest appointment letter (where applicable).
7. Signed indication of authorship.

In addition, each of the general evaluation criteria previously mentioned should be specifically addressed in this portfolio. Examples of the kind of evidence to be contained in the portfolio (through the various types of documentation) are as follows:

1. Active Support of the Mission of Tusculum College. The faculty member's statement should include demonstration of continued institutional service in both the faculty member's primary program area and the College's governance. This criterion also includes demonstration of quality student advising as applicable and involvement in the work of the College. Additional evidence of campus or community service would also indicate support of the College's emphasis on the civic arts.
2. Demonstrated Competence in Teaching. The personal statement should discuss teaching philosophy in general. It should also delineate the goals the faculty member has striven to achieve in particular courses, the methodology selected to achieve these goals and a self-assessment of the extent to which they have been achieved. In support of this criterion, faculty members should include the following documentation:

- a. All student end of course teaching evaluations with reflections.
 - b. Course grade distributions with reflections.
 - c. Syllabi for the courses which he or she regularly teaches.
 - d. Testimonials from colleagues who have direct firsthand knowledge of his or her teaching. (not mandatory)
 - e. Examples of handouts, worksheets, tests, paper assignments, lab assignments, etc. (not mandatory).
 - f. Examples of student work (not mandatory).
 - g. Testimonials from former students (not mandatory).
 - h. Examples of uses of technology (not mandatory).
3. Continuing Scholarship and Involvement in Professional Activities. Again, a personal statement should elucidate, for the benefit of those not in the faculty member's field, the significance of work that demonstrates satisfaction of these criteria. Evidence may include:
- a. Copies of papers presented at professional conferences and seminars.
 - b. Examples of publications or the equivalent in one's discipline.
 - c. Copies of grant proposals submitted.
 - d. Descriptions of professional practice or consulting activities that contribute to one's professional development and the enrichment of the discipline.
 - e. Programs and articles relating to artistic creations, performances, or presentations in one's discipline.
 - f. Descriptions of research or other scholarly activity in process.
 - g. Descriptions of participation at professional meetings.
 - h. A list of active memberships in professional associations.
 - i. Descriptions of the significance of offices held in professional organizations.
 - j. Documentation of maintaining job-related professional licensure and attending continuing-education programs necessary for recertification.
 - k. Updated curriculum vitae.
 - l. Description of institutional service.
 - m. Description of community service.

Those faculty members eligible for comprehensive evaluation who choose not to submit a portfolio to undergo the comprehensive evaluation will not receive the requested promotion and/or increased level of appointment. Further, the appointment of such faculty members will not be renewed beyond their current period of appointment. If circumstances warrant, the Vice President of Academic Affairs may recommend to the President extending the appointment for up to one year. The President will determine if the request is valid and consider the extension of an appointment.

Review by the Faculty Affairs Committee (FAC)

As part of its review of the evidence for comprehensive evaluation, the FAC will review the following documentation:

1. All evidence submitted by the faculty member in his or her portfolio including the comprehensive evaluation assessment letter from the school dean.
2. Records of committee/subcommittee meetings to assess attendance.
3. At its own discretion, solicit written information from the faculty member under evaluation, or other parties with relevant information pertinent to the established evaluation criteria, for information not included in the submitted portfolio. In the case of negative evidence that is presented by other parties, the FAC must provide the faculty member with the opportunity for written rebuttal, for the sole purpose of clarifying matters of fact, prior to submitting the final recommendation to the Vice President of Academic Affairs.

Recommendation by the FAC

Following consideration of all the evidence, the FAC will issue a written recommendation, with rationale, to the Vice President of Academic Affairs. The recommendation must be issued by **January 20**. A copy must be provided to the appropriate school dean.

The FAC's written recommendation must recommend that either:

1. The faculty member receive the promotion and/or appointment as requested;
2. The faculty member receive the appointment as requested, but contingent upon development, implementation and completion of a performance improvement plan;
3. The faculty member receive a reduced appointment, contingent upon development, implementation and completion of a performance improvement plan;
4. The faculty member be given notice of non-reappointment as prescribed by the "Non-Reappointment" policy in the *Faculty Handbook*, Policy 6.02; or
5. For those undergoing comprehensive evaluation for promotion only, the Faculty Member receive or not receive the promotion.

The written recommendation must also contain rationale for the FAC's decision with reference to specific information and documentation. Further, the FAC may make notation of those areas of job performance particularly worthy of commendation, as well as areas where improvement may be warranted.

Improvement Plan

At Tusculum College, demonstrated competence in teaching, service and scholarship are essential criteria for continued employment as a faculty member and in consideration for promotion. During the comprehensive evaluation process for a multi-year appointment, or promotion, if the Faculty Affairs Committee determines that there is a concern relating to one or more of these areas, it may recommend to the Vice President of Academic Affairs that a faculty member create a Teaching Improvement Plan. This Plan is designed to encourage the faculty member to enhance his or her level of competence which will further Tusculum College's mission of providing academic excellence for all students. Faculty members asked to provide an improvement plan should work with their immediate supervisor or designee. In most cases, this would be the department chair. In turn, department chairs required to submit a plan would collaborate with school deans, and school deans would collaborate with the Vice President of Academic Affairs.

In case of developmental concerns, the Faculty Affairs Committee may recommend a full appointment; however, it will recommend to the Vice President of Academic Affairs that the appointment be contingent on creating and implementing a Teaching Improvement Plan. In case of critical concerns, the Faculty Affairs Committee may recommend a reduced appointment, which would again be contingent on creating and implementing a Teaching Improvement Plan. In either case, failure to create and/or properly implement the Teaching Improvement Plan may result in termination of the contingent appointment.

The Teaching Improvement Plan should be provided to the Vice President of Academic Affairs' office before the commencement of the fall semester. At that time, the Vice President of Academic Affairs will share this plan with the Faculty Affairs Committee and school dean, to the extent doing so would not violate any confidentiality provisions of Tusculum College. The plan should also be included in the next comprehensive evaluation portfolio along with reflective statements about the efficacy of the plan in addressing concerns.

The Teaching Improvement Plan should include a documentable (student evaluations, peer evaluations, comments from the Faculty Affairs Committee, director's reports, etc.) outline of faculty member strengths and concerns, how to capitalize on his or her strengths, and a plan to alleviate concerns. The plan to alleviate concerns should include specific objectives for each identified concern, a timeline for completion of activities, and an evaluation method for analyzing the degree to which objectives were achieved. The Faculty Affairs Committee anticipates that the improvement plan will address all areas identified as developmental concerns and include measures for improvement.

The school dean will be responsible for monitoring progress on teaching improvement plans on a regular basis and at a minimum of two times (once per block) throughout a semester. This includes reviewing the plan, reviewing the faculty member's progress, and providing feedback to the faculty member. The school dean will keep the Vice President of Academic Affairs and the FAC Chair

informed of such progress to the extent doing so would not violate any confidentiality provisions of Tusculum College.

Final Determination

The FAC must provide its recommendation to the Vice President of Academic Affairs **by January 20**.

The Vice President of Academic Affairs will consider the FAC recommendation, the faculty member's adherence to College policies and rules as demonstrated through his or her academic file, personnel file, and any other relevant documentation, and make a written recommendation, with rationale, to the President. The Vice President of Academic Affairs must provide the recommendation **by January 27**.

The President will consider the recommendations of the FAC and the Vice President of Academic Affairs, and any other relevant documentation, including the faculty member's academic and /or personnel file, in making a final employment decision. The faculty member will be informed of the final decision in writing, with rationale for the decision, **by February 14**. A copy of the final decision will be provided to the Vice President of Academic Affairs, the Chair of the FAC, the faculty member's school dean, and the Director of Personnel Services. All documentation, including the portfolio contents, will be placed in the faculty member's personnel and/or academic file.

If the final decision is non-reappointment of the faculty member (or notice of non-reappointment pursuant to the notice requirements set forth in Policy 6.02 "Non-Reappointment" in the *Faculty Handbook*), he or she has the right to appeal the decision within seven calendar days of receipt of the written decision. See the "Appeals" section of the *Faculty Handbook* for information regarding appealing a non-reappointment. If the final decision is to reappoint the faculty member, regardless of the length of the reappointment, there is no right to appeal the decision.

[Return to the Table of Contents](#)

Resignation / Retirement			
Policy Number 6.01	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

Termination of the employment relationship between a faculty member and the College can occur in any of the following ways: resignation (including retirement), non-reappointment, and dismissal.

A faculty member may voluntarily end his or her employment relationship with the College through resignation. This includes retirement by the faculty member.

Unless mutually agreed between the faculty member and the College, the resignation will become effective only at the end of the faculty member's current appointment. Failure to complete the full period of appointment will result in forfeiture of the unearned pay for the remaining appointment period.

The faculty member must provide written notice of his or her intent to resign to the Vice President of Academic Affairs as soon as practicable, but at least 30 days prior to the intended date of departure. In cases of extreme hardship or where a faculty member is actively considering positions outside the College, a reduction of this time may be requested in writing to the Vice President of Academic Affairs. Failure to provide proper notice will result in ineligibility for rehire.

The Vice President of Academic Affairs will notify the President and the Director of Personnel Services of the faculty member's resignation so that the appropriate paperwork can be completed.

All faculty members, regardless of any intent to resign, must continue to undergo the Comprehensive evaluation review process according to the designated schedule. A faculty member who has submitted a formal letter of resignation prior to the Comprehensive Evaluation process will not be required to participate in the review process.

[Return to the Table of Contents](#)

Non-Reappointment			
Policy Number 6.02	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 1

The College may decide not to renew a faculty member's appointment upon its expiration. The decision not to renew a faculty appointment will be made as part of the Annual Evaluation or Comprehensive Evaluation process and will be based on any number of factors, including performance, evaluation, needs of the College, etc. That process is set forth in section 5.06 of the *Faculty Handbook*.

The President will notify the faculty member of the non-reappointment in writing as follows:

- For faculty members under an annual appointment, notice will be provided at least three months in advance of termination of appointment.
- For faculty members under a three or five year appointment, notice will be provided at least six months in advance of termination of appointment.

The notification will contain the basis for the decision not to renew the appointment.

On a case by case basis, and at the sole discretion of the President, the College may elect to terminate the faculty member's duties prior to the end of the notice period and pay the faculty member for the time remaining in the notice period.

If a faculty member appeals the non-reappointment pursuant to Policy 6.04 "Appeal of Termination" the date of notification for purposes of fulfilling the notice requirements set forth in this policy will be the date on which the faculty member was initially notified of the decision not to reappoint, not the date on which the appeal is finally resolved. Of note, non-reappointment of a faculty member on a one year appointment, unless after a comprehensive evaluation, is not subject to appeal.

[Return to the Table of Contents](#)

Dismissal			
Policy Number 6.03	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 2

Under certain circumstances, the College may terminate the faculty member's employment prior to the expiration of his or her existing appointment. The following are circumstances under which the College may dismiss a faculty member under this section:

1. Financial Exigency

Financial exigency is defined as a condition of severe financial constraint on the part of the College evidenced by a series of net operating deficits. The Board of Trustees must officially declare that this condition exists.

Such a declaration requires the College to engage in a thorough reconsideration of all academic programs to ensure both long-term fiscal viability and maintenance of the essential mission of the College. The President will consult with the College Council and the Faculty Affairs Committee before making specific reductions pursuant to this section.

The President will notify the faculty member of a dismissal pursuant to this subsection in writing and as soon as practicable. The College will make every effort to make decisions regarding financial exigency to enable at least three months notice to the faculty member.

The College will make every attempt to assist any employee or student affected by Financial Exigency to ensure a minimal amount of disruption in the pursuit of their professional career or course of study.

2. Changes in the Educational Program

Dismissal may be based on the formal discontinuance of, material change in, or reduction of a program of the College. Before recommending any such program change to the Board of Trustees, the President will consult with the Vice President of Academic Affairs, the school dean, department chair/program director, and the Programs and Policies Committee or the Graduate Committee, as appropriate. Program changes may be based on factors such as enrollment, costs, space, and availability of other resources, but must also consider the primary goal of ensuring that the primary educational mission of the College will not be significantly jeopardized by the change(s).

The Vice President of Academic Affairs, after consultation with the Faculty Affairs Committee, will prepare a plan to present to the President

with regard to recommended dismissal pursuant to this section. The President will make the final determination regarding termination.

The President will notify the faculty member of a dismissal pursuant to this subsection in writing and as soon as practicable. The College will make every effort to make decisions regarding changes to educational programs to enable at least three months' notice to the faculty member. The College will make every attempt to assist any employee affected by the changes to ensure a minimal amount of disruption in the pursuit of their professional career or course of study.

The Vice President of Academic Affairs in consultation with the school dean and department chair/program coordinator will produce a teach-out protocol to assure that students who have not yet completed their programs will have as little disruption as possible for completing their programs. Policies and notifications for the Southern Association of Colleges and Schools Commission on Colleges will be followed.

3. For Cause

The College may dismiss a faculty member prior to the expiration of his or her appointment for "cause," defined as any conduct seriously prejudicial to the institution, its students, or employees. Examples include, but are not limited to, dishonesty; criminal, immoral, unprofessional or inappropriate conduct; violation of College policies or procedures, or any federal, state or local law; and incompetence or ineffectiveness in the performance of assigned or contractual duties or unexcused failure to perform these duties.

The President will provide the faculty member with a written notice of intent to dismiss. The notice shall contain a concise statement of the reasons for termination, and notify the faculty member of his or her right of appeal. See the "Appeal of Termination" section of the *Faculty Handbook* for information regarding appealing a dismissal for cause. If the faculty member does not appeal the decision, the termination will go into effect.

[Return to the Table of Contents](#)

Appeal of Termination			
Policy Number 6.04	Board Approval 7/2016	Effective Date 7/1/2016	Page 1 of 5

A faculty member may appeal his or her termination if it is based on either of the following:

- Non-Reappointment (or notice of non-reappointment as set forth in the “Non-Reappointment” policy in section six of the *Faculty Handbook*) following the results of a Comprehensive Evaluation by the Faculty Affairs Committee; or
- Dismissal for Cause.

Appeal of Non-Reappointment

A faculty member whose employment relationship is terminated following the results of a Comprehensive Evaluation by the Faculty Affairs Committee may request review of the dismissal pursuant to the procedure set forth below. Note that if the employment decision following the Comprehensive Evaluation is to reappoint the faculty member, there is no right of appeal, even if the appointment is not for the duration requested and/or desired by the faculty member.

Basis for Appeal. A faculty member may appeal the non-reappointment on one of two bases:

1. The procedures set forth in the *Faculty Handbook* for the Comprehensive Evaluation were not followed correctly; or
2. Evidence, existing at the time of the Comprehensive Evaluation but not considered during that process, has become available.

In either case, the Appeals Board must determine whether the procedural error and/or new evidence is sufficiently significant that it changes the evidence on which the Faculty Affairs Committee, Vice President of Academic Affairs and/or President based their finding/ recommendation to the extent that a different finding/recommendation should have been reached.

Timeline for Requesting an Appeal. The Faculty Member will be notified of the non-reappointment subject to the notice requirements set forth in the “Non-Reappointment” policy in the *Faculty Handbook*. Within seven days of receipt of the notice of non-reappointment from the President, the faculty member must provide to the Vice President of Academic Affairs a written request for a review of the non-reappointment by an Appeals Board. The request must include a written statement setting forth in detail the faculty member’s basis for appeal, and be accompanied by any documentation the faculty member wishes the Appeals Board to review. If such

request is not received within seven days, the termination will go into effect subject to the notice requirements set forth in the “Non-Reappointment” policy in the *Faculty Handbook*.

The Vice President of Academic Affairs will notify the President, the Faculty Moderator and the Director of Personnel Services of the request for appeal.

As soon as practicable upon receipt of a request for appeal, the Faculty Moderator, who will serve as chair, will convene a Faculty Evaluation Appeals Board (Appeals Board). The Appeals Board will consist of the Faculty Moderator, the Chair of the Admissions and Standards Committee and the Chair of the Policies and Procedures Committee. The Director of Personnel Services will attend the initial meeting to set the parameters of the review process.

Scope of Appeals Board Review. In considering the request for appeal, the Appeals Board is limited to two determinations: (1) whether the proper Comprehensive Evaluation procedure was followed leading up to the final decision not to reappoint the faculty member; and (2) whether new evidence existing at the time of the Comprehensive Evaluation, but not considered during that process, has become available. The Appeals Board must then determine whether the procedural error and/or new evidence is sufficiently significant that it changes the evidence on which the Faculty Affairs Committee, Vice President of Academic Affairs, and President based their finding/recommendation to the extent that a different finding/recommendation should have been reached.

The Appeals Board has no authority to substitute its own evaluation of the evidence for that of the Faculty Affairs Committee, the Vice President of Academic Affairs, or the President. If the Appeals Board goes beyond the scope of its authority (as set forth above) when making its determination, the initial decision of the President will stand.

Evidence for Review and Confidentiality. In addition to the documentation submitted with the faculty member’s request for appeal, the Appeals Board will have access to the evidence reviewed by the Faculty Affairs Committee in its Comprehensive Review process, as well as its finding/recommendation with rationale. To the extent relevant to the initial finding of non-reappointment, the Vice President of Academic Affairs will share with the Appeals Board any information from the faculty member’s personnel and/or academic files. The Appeals Board may interview witnesses necessary to determine whether proper procedure was followed or whether “new” evidence exists.

The Appeals Board and any person involved in the termination and/or appeal process must maintain strict confidentiality. All documentation gathered for purposes of the appeal will be accessible only to members of the Appeals Board, the Director of Personnel Services, the Vice President of Academic Affairs, and the President. Documentation in a faculty member’s personnel file is generally accessible only to the President, Vice President of Academic Affairs, Director of Personnel Services, and the faculty member, and on a strict need to know basis.

However, the faculty member must understand that by requesting an appeal, he or she acknowledges that the documentation in his or her personnel and/or academic files may be shared with the additional College employees listed above to the extent necessary.

Following the appeal, all documentation will be placed in the faculty members' personnel file and/or academic file, as appropriate. Any employee found to have violated the confidentiality of this process will be subject to discipline, up to and including termination.

Timeline for Appeal Determination. Unless exigent circumstances exist (which must be communicated to, and approved by, the Vice President of Academic Affairs), the Appeals Board must complete its investigation and make a recommendation within 10 business days of receiving the request for appeal.

Content of Appeals Board Recommendation. The determination of the Appeals Board must contain the name of each member. In its determination, the Appeals Board must make one of the following recommendations:

1. To uphold the non-reappointment; or
2. To reappoint the faculty member, indicating the specific recommendation regarding the period of reappointment recommended.

The Appeals Board's recommendation must be in writing and include a detailed discussion of the basis for the decision, including references to any documentation considered. Specifically, in its recommendation, the Appeals Board must respond to each of the following:

1. Were the procedures set forth in the *Faculty Handbook* for the Comprehensive Evaluation properly followed? If not, the Appeals Board must specifically set forth what procedures were not followed.
2. Did the faculty member submit new evidence that existed at the time the Comprehensive Evaluation was conducted, but was not considered during that process? If so, the Appeals Board must specifically describe the new evidence and what that evidence demonstrates.
3. If the procedures were not properly followed, or new evidence has become available, were either of those factors sufficiently significant that it changes the evidence on which the Faculty Affairs Committee, Vice President of Academic Affairs, and/or President based their finding/recommendation to the extent that a different finding/recommendation should have been reached? If so, explain how / why the improper procedure or new evidence should change the final determination.

The finding/recommendation of the Appeals Board will be submitted to the Vice President of Academic Affairs, who will present the finding/recommendation to the President.

Final Determination. The President, as soon as is practicable after considering the recommendation of the Appeals Board and any other relevant documentation, and consulting with the Vice President of Academic Affairs, will make a final determination. A copy of the final determination will be provided to the Faculty Member, the Vice President of Academic Affairs, the Appeals Board, the Chair of the Faculty Affairs Committee and the Director of Personnel Services. Documentation will be placed in the faculty member's personnel file and/or academic file.

Appeal of Intent to Dismiss for Cause

A faculty member whose employment relationship is to be terminated based on Dismissal for Cause may request review of the dismissal pursuant to the following procedure.

Timeline for Requesting an Appeal. Within seven days of receipt of the notice of intent to dismiss from the President, the faculty member must provide to the Vice President of Academic Affairs a written request for a review of the dismissal by the Faculty Affairs Committee. The request must be accompanied by any documentation the faculty member wishes the Faculty Affairs Committee to review. If such request is not received within seven days, the termination will immediately go into effect.

Notification of Appeal. If the faculty member requests review, the Faculty Affairs Committee will be notified by the Vice President of Academic Affairs. The Vice President of Academic Affairs will also notify the President and Director of Personnel Services of the appeal.

If the circumstances of the case necessitate, the President may place the faculty member on paid or unpaid administrative leave pending the outcome of the review.

Evidence for Review & Confidentiality. As noted previously, the faculty member must submit all documentation he or she wishes to be considered as part of the appeal. In addition, the Vice President of Academic Affairs will provide the Faculty Affairs Committee with all relevant documentation supporting the termination. The Faculty Affairs Committee will review all submitted documentation and if deemed necessary, interview the faculty member, his or her supervisor(s) and any witnesses.

The Faculty Affairs Committee and any person involved in the termination and/or appeal process must maintain strict confidentiality. All documentation gathered for purposes of the review will be accessible only to members of the Faculty Affairs Committee, the Director of Personnel Services, the Vice President of Academic Affairs, and the President. Documentation in a faculty member's personnel and/or academic file is generally accessible only to the President, Vice President of

Academic Affairs, Director of Personnel Services, and the faculty member. However, the faculty member must understand that by requesting an appeal, he or she acknowledges that the documentation in his or her personnel and/or academic file may be shared with the additional College employees listed above to the extent necessary.

Following the review, all documentation will be placed in the faculty members' personnel and/or academic file. Any employee found to have violated the confidentiality of this process will be subject to discipline, up to and including termination.

Timeline for Appeal Process. Unless exigent circumstances exist (which must be communicated to, and approved by, the Vice President of Academic Affairs), the Faculty Affairs Committee must complete its investigation and make a recommendation within 10 business days of receiving notice of the faculty member's request for appeal.

Faculty Affairs Committee Recommendation. In its determination, the Faculty Affairs Committee must make one of the following recommendations:

1. To uphold the termination; or
2. To reinstate the faculty member.

The Faculty Affairs Committee's recommendation must be in writing and include a detailed discussion of the basis for the recommendation, including references to any facts and/or documentation considered. In addition, the recommendation must be signed by all members of the Faculty Affairs Committee.

The finding/recommendation of the Faculty Affairs Committee must be submitted to the Vice President of Academic Affairs, who will present the finding/recommendation to the President.

Final Determination. The President, as soon as is practicable after considering the recommendation of the Faculty Affairs Committee and any other relevant documentation, and after consulting with the Vice President of Academic Affairs, will make a final determination. A copy of the final determination will be provided to the faculty member, the Vice President of Academic Affairs, the Chair of the Faculty Affairs Committee and the Director of Personnel Services. Documentation will be placed in the faculty member's personnel file and/or academic file.

[Return to the Table of Contents](#)

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APPENDIX A

TUSCULUM COLLEGE FACULTY CONSTITUTION

PREAMBLE

Acknowledging the need to perpetuate the educational tradition of Tusculum College's founders and to provide a liberal arts education for civic character, we, the Faculty, remain dedicated to perfecting the skills essential for the maintenance of a democratic society, and to honoring the noblest ideals of the College's Judeo-Christian heritage. To these ends, we establish this *Faculty Constitution*. For purposes of this *Faculty Constitution*, the term "committees" shall mean faculty committees.

ARTICLE I: FUNCTIONS, RESPONSIBILITY AND AUTHORITY OF THE FACULTY

Section 1. General Charge – Shared Governance

The Board of Trustees is the governing body of Tusculum College. The Board of Trustees has delegated certain authority to the College's administration and faculty as outlined in the *Tusculum College Bylaws* in Article VIII, Powers and Duties of the President of the College and in Article IX, Powers and Duties of the Faculty. The College practices shared governance of its institution that both anticipates and requires the active participation of and communication between the faculty and administration. The various roles of the Administration and the Faculty in the governance of the College are set forth in the *Tusculum College Bylaws*, the *Faculty Constitution*, the *Faculty Bylaws*, and the faculty and the employee handbooks. The faculty's role in the shared governance of the College is important and varied.

The Faculty is charged with developing educational programs in harmony with the Mission Statement of the College. The Faculty will be organized and have authority and responsibilities as provided in the *Tusculum College Bylaws*, the *Faculty Constitution*, *Faculty Bylaws* and *Faculty Handbook*, all of which are subject to approval by the Board of Trustees upon recommendation of the President.

The Faculty's general powers and duties relate to teaching, service, and scholarship. Specifically, the Faculty has responsibility for students' curricular activities by developing and implementing standards for all degree programs offered at the College. In addition, the Faculty coordinates with the administration in developing and delivering co-curricular programming designed to promote student success. The Faculty has responsibility for assuring the competence of its members by developing and implementing Faculty assessment to promote the success of its members.

The Faculty may make recommendations to the Vice President of Academic Affairs and/or the President concerning any matters of Faculty and educational policy. These recommendations will be presented to the Academic Affairs Committee of the Board of Trustees for consideration unless otherwise indicated in the *Tusculum College Bylaws*, the *Faculty Constitution*, the *Faculty Bylaws*, the *Faculty Handbook* and/or the *Employee Handbook*.

Section 2. Responsibilities of the Faculty

In carrying out the functions and responsibilities delegated to it by the Board of Trustees, the Faculty has primary authority for the following:

1. Recommending the courses and other requirements for established academic programs of the College to the Programs and Policies Committee and/or the Graduate Committee;
2. Making recommendations to the Vice President of Academic Affairs regarding establishment or elimination of academic programs;
3. Electing the members of standing committees;
4. Ratifying or rejecting each standing committee's choice to serve as its chair;
5. Ratifying or rejecting motions brought forward for consideration from each standing committee in accordance with Article II, Section 2;
6. Acting on recommendations from the Faculty Affairs Committee (e.g. awards; emeritus status);
7. Electing the Faculty Moderator and Marshal;
8. Recommending criteria for admission, retention and graduation;
9. Approving a list of eligible candidates for degrees prior to each commencement of Tusculum College which will be presented to the Academic Affairs Committee of the Board of Trustees; and
10. Recommending amendments to the *Faculty Bylaws*, *Faculty Handbook* and/or the *Faculty Constitution* at a regular or special meeting by majority vote as presented in Article II, Sections 1 and 2.

More detail about these responsibilities is set forth in the *Faculty Bylaws* and/or the *Faculty Handbook*.

ARTICLE II. MEMBERSHIP, VOTING & ELECTIONS

Section 1. Membership

Throughout this document, the term "Faculty" shall refer to both of the following categories of personnel:

1. Full-time personnel with Faculty rank as determined by their letters of appointment; and
2. Individuals holding Faculty status*

* Faculty status provides staff members who participate in academics in one or more of the following ways--teaching, advising, demonstrated academic leadership, scholarship, or service on governance committees—the opportunity to vote in faculty meetings. Normally, applicants for faculty status also hold a graduate degree. Staff holding faculty status on or before July 1, 2012 will continue to hold faculty status while employed at Tusculum College, unless their performance has been reviewed and it is determined they are not meeting the responsibilities outlined for faculty and have been duly notified. No new candidates will be considered after July 1, 2012.

Section 2. Voting

All members of the Faculty, as defined in Article II, Section 1, shall have voting privileges. Adjunct and visiting faculty are ex officio, non-voting members. In order to conduct business, a quorum must be present. A quorum is defined as 50% plus one of the faculty as a whole.

Various committees bring action to the faculty as a whole for consideration. The faculty at its regular or called meeting either votes to accept or reject the action. Once it has been established that a quorum is present, a vote may be taken. Adoption of committee action items presented requires expressed approval of a simple majority (50% plus one) of those present and voting.

Motions from the floor that have not been brought forward from a committee require approval of at least two-thirds of those present and voting.

Section 3. Elections

Elections for committee membership, Faculty Moderator, Faculty Marshal, and any other applicable positions that may be created, are held annually, under the timetable and procedures developed by the Faculty Affairs Committee and published in the *Faculty Bylaws*.

The Faculty must be notified of open positions and nominees for those positions one week before any elections. Faculty members must be allowed the right to make additional nominations from the floor at the time of the election.

ARTICLE III. OFFICERS

Section 1. Faculty Moderator

The Faculty Moderator must be a ranked faculty member whose primary responsibility is teaching. The Moderator is elected annually. In year one, the Faculty Moderator is elected for a one-year term. In year two, the Faculty Moderator may be elected for a two-year term.

The duties of the Moderator include the following:

1. Preside over all regular and special faculty meetings.
2. Review the minutes before their presentation for approval at subsequent meetings.
3. Maintain or cause to be kept an accurate list of the faculty as defined in Article II, Section 1, and establish and announce the number of those eligible to vote who are present at the beginning of each faculty meeting.
4. Coordinate with the Faculty Affairs Committee in preparing the faculty for elections and in the oversight of the election process as described in the Bylaws.
5. Prepare the agenda for faculty meetings and workshops in consultation with the chair of the Faculty Affairs Committee.
6. Serve as the official representative of the faculty to the Board of Trustees.
7. Represent the Faculty at public occasions, if delegated to do so by the President.
8. Serve as an ex officio, voting member of the College Council.

Section 2. Faculty Secretary

The Faculty Secretary is a staff member appointed by the Vice President of Academic Affairs and reporting to both that individual and the Faculty Moderator.

Duties of the Faculty Secretary include the following:

1. Attend all regular and special meetings of the Faculty, the College Council, and standing committees and record the minutes of those meetings. Minutes shall be taken in accordance with *Roberts Rules of Order*.
2. Distribute minutes of meetings to the appropriate constituencies.
3. Distribute agendas to the appropriate constituencies in advance of meetings.
4. Distribute such other notices as may be requested by the Faculty Moderator or committee chairs.
5. Maintain the working archives of the minutes, extending back in time an interval determined in collaboration with the College Archivist, after which time the minutes will be transferred to the College Archives.
6. Maintain an accurate list, categorized by rank or status, of the membership of the Faculty.
7. Maintain an accurate list of the members of all committees and task forces. This list must indicate the time at which each elected committee member's term expires, and the member's eligibility for re-election.

Section 3. Parliamentarian

The parliamentarian advises the Faculty Moderator and other officers, committees, and members on matters of parliamentary procedure. The parliamentarian's role during a meeting is purely an advisory and consultative one—since parliamentary law gives to the chair alone the power to rule on questions of order or to answer parliamentary inquiries. The Faculty Moderator, following consultation with the Vice President of Academic Affairs, will appoint the parliamentarian.

The parliamentarian has the same duty as the presiding officer to maintain a position of impartiality, and therefore does not make motions, participate in debate, or vote on any question except in the case of a ballot vote. The parliamentarian does not cast a deciding vote, even if such vote would affect the result, since that would interfere with the Faculty Moderator's prerogative of doing so. Unlike the Faculty Moderator, the parliamentarian cannot temporarily relinquish his or her position in order to exercise such rights on a particular motion.

Section 4. Marshal

The Marshal of the faculty is elected annually to organize and lead the Faculty on ceremonial occasions.

Section 5. Official Representation

The President represents the Faculty on official and public occasions. The Faculty Moderator represents the Faculty to the Board of Trustees as described in Article III, Section 1.

ARTICLE IV. MEETINGS

Section 1. Meetings Generally

Attendance at faculty meetings and faculty committee meetings shall be limited to members of the body meeting, members of the College Cabinet, and members of the Board of Trustees. The Moderator or Chair of the body conducting the meeting shall have the right to invite others to attend if the Moderator or Chair determines that their attendance would be beneficial in addressing the business of the meeting or in providing reports or other information. Those attending by invitation may be given the opportunity to speak as determined by the Moderator or Chair but shall not be permitted to vote.

This right of attendance and participation is not intended to preclude the right of the Faculty, its committees or task forces, to meet in executive session for reasons such as, but not limited to, confidential matters. The intent to meet in executive session must be stated to all present; but the decision to do so is at the committee's sole discretion.

Section 2. Regular Meetings

The faculty will meet a minimum of twice per semester. Agendas for regular meetings are prepared by the Faculty Moderator in collaboration with the Faculty Affairs Committee and distributed in advance to the membership.

The Faculty assembly serves as a communication and discussion forum for issues of concern to the well-being of Tusculum College. At regular meetings, the Faculty receives reports from standing committees and task forces. The Faculty may take action at meetings regarding any matters specifically enumerated or implied under Article I, Functions, Responsibility and Authority of the Faculty.

Section 3. Special Meetings

Special meetings may be called by the Moderator, upon request of the Vice President of Academic Affairs in consultation with the Moderator, or upon a signed petition from 25% of the faculty membership. The purpose for each special meeting must be designated at the time of its announcement.

Section 4. Quorum

A majority of the Faculty, as defined in Article II, Sections 1 and 2, constitutes a quorum. Voting by proxy is not permitted.

Section 5. Town Hall Meetings

From time to time, the President or the Vice President of Academic Affairs, either at his or her own initiative, or at the request of the College Council or one of the standing committees of the Faculty, may call an informal meeting open to the college community for the purpose of exploring an issue(s) and moving toward consensus. Such meetings, a tradition at Tusculum College, are referred to as town hall meetings.

By definition, no formal action may be taken at a town hall meeting. These meetings are designed to provide members of the college community a forum for open discussion. The discussion and possible consensus reached may inform future official Faculty or administrative action with regard to the issue(s) discussed.

ARTICLE V. ORGANIZATION OF TUSCULUM COLLEGE COMMITTEES

Section 1. Committee Policies

Standing committees are the major policy and decision-making bodies of the Faculty and are responsible to the Faculty. They may organize themselves into subcommittees as appropriate. A quorum of each committee must be present in order for the committee to take action. Actions of standing committees, including organizing into subcommittees, are subject to review by the Faculty in accordance

with Article I, Section 2. All actionable items from the full faculty will be brought to the Vice President of Academic Affairs who will bring all actionable items to the Cabinet.

Task forces may be formed by the standing committees or by the College Council pursuant to their governance responsibilities. When a task force is formed, the specific charge and the timetable by which the work of the task force must be accomplished should be clearly stated.

The chair of each standing committee is responsible for calling meetings, establishing the agenda, presiding at meetings, reviewing minutes prior to their distribution, and serving on the College Council.

Committee members are expected to attend meetings and to prepare themselves for participation in committee deliberations.

School deans are ineligible for election as committee chairs. Faculty who are on teaching or performance improvement plans are ineligible for election as committee chairs.

Section 2. Membership and Elections

Membership for each committee is specified in Article VI, Committees. The President of the College is an ex officio, non-voting member of all committees.

Elections for Faculty positions on standing committees are held annually, following the voting procedures and provisions for rotation and succession specified in the *Faculty Bylaws*.

No individual may serve on more than one standing committee at a time, except when serving in an ex officio capacity or when a school does not have enough qualified faculty members to serve on all faculty standing committees.

ARTICLE VI. COMMITTEES

Section 1. College Council

Membership: The purpose of the College Council is to coordinate the academic work of the College. It consists of the:

1. School deans,
2. Standing committee chairs,
3. Faculty Moderator,
4. Library Director,
6. Vice President of Academic Affairs, who serves as chair, and the
7. Associate Vice President of Academic Affairs, who serves as a non-voting member.

Meetings: The Council meets in regular session once per month during the academic year. The Council may also meet in special session at the call of the chair or of 25% of the membership.

Communication: Members will communicate issues and decisions from their respective constituencies to the Council on a need-to-know basis and will report the substance of the deliberations of the body to their constituencies. The purpose is to maintain open communication channels between members of the administration, divisions, schools, committees, the Faculty at large, and, where appropriate, the President's Cabinet.

Steering and Prioritizing: The Council shall refer issues of general concern to the appropriate committee, recommend the creation of a task force to be appointed by that committee and/or create a task force reporting directly to the Council. This prerogative of the Council is not to be exercised contrary to jurisdiction of particular standing committees as stated in this Constitution.

Faculty Positions: The College Council will work with the deans and the Vice President of Academic Affairs to ensure the conduct of effective faculty searches as specified in the *Faculty Handbook*, policy number 4.01 and 4.02.

Budget Advisory: The Council may provide input to the Vice President of Academic Affairs, the Chief Financial Officer, and the President regarding use of the College's resources, specifically the annual operating and capital budgets.

Coordination: The Council will advise the Vice President of Academic Affairs and other relevant administrators on issues relating to the College calendar. The Council will meet on an as needed basis with: the Vice President for Enrollment Management and Marketing; Dean of Student Affairs; College Chaplain; Director of TRIO Programs; Athletic Director; Director of Career Services; Director of Academic Advising; Director of Student Support Services; and the Director of the Center for Civic Advancement, Engagement, Global and Mission Studies for the purpose of communication concerning and deliberation about issues of mutual interest.

Section 2. Faculty Affairs Committee

Membership: The Faculty Affairs Committee (FAC) shall consist of:

1. one faculty member from the School of Business and Technology,
2. one faculty member from the School of Education,
3. one faculty member from the School of Arts and Sciences, Division of Humanities chosen by the departments of English and Fine & Performing Arts,
4. one faculty member from the School of Arts and Sciences, Division of Mathematics and Sciences chosen by the departments of Mathematics and Natural Sciences,

5. one faculty member from the School of Arts and Sciences, Division of Social Sciences chosen by the Department of Civic Studies and the Department of History and Museum Studies,
6. one faculty member from the School of Nursing, Health Sciences and Human Services, and
7. Vice President of Academic Affairs, who will serve as a voting member, but not serve as chair.

No student representative may serve on the FAC.

Requirements: The elected members must be ranked Faculty holding at least a three-year appointment and must be faculty members in good standing as noted in the *Tusculum College Faculty Bylaws*, Article II, Section 1.8.

Meetings: The Faculty Members of the committee have the right to caucus at any time to discuss issues of Faculty welfare.

Responsibilities: The FAC shall have the following responsibilities:

1. Conduct all comprehensive Faculty reviews as described in the Comprehensive Evaluation Policy in the *Faculty Handbook*. As necessary background for the performance of this task, it shall have access to the annual evaluations of each Faculty Member conducted at the divisional or school level, as described in the *Faculty Handbook*.
2. Through the chair, coordinate with the Faculty Moderator in preparing agendas for faculty meetings and workshops.
3. In coordination with the Faculty Moderator, oversee all faculty elections and propose changes to the election procedures in the *Faculty Bylaws*, as appropriate.
4. Discuss issues of Faculty welfare.
5. Receive requests, evaluate, and offer recommendations to the Vice President of Academic Affairs, who then makes recommendations to the President for faculty promotion and teaching appointments pursuant to the comprehensive evaluation process set forth in the *Faculty Handbook*.
6. Review *Faculty Handbook* policies and make recommendations regarding changes to the Vice President of Academic Affairs. Changes under consideration will be presented to the Academic Affairs Committee of the Board of Trustees by the Vice President of Academic Affairs or the President.
7. Anyone suspecting plagiarism by a College faculty member should immediately notify the Vice President of Academic Affairs. Faculty members have an obligation to report violation of this policy. If deemed necessary by the Vice President of Academic Affairs, the allegation will be forwarded to the FAC. The FAC will investigate alleged violations of the plagiarism policy by faculty and report back to the Vice President of Academic Affairs, who will determine the appropriate course of action.

Plagiarism is a grave offense, and significant diligence should be exercised in determining the validity of the accusation.

Any violation of Tusculum College policies by any employee, whether staff, faculty or adjunct, may result in disciplinary action under section 12.01 of the *Employee Handbook* and/or termination under section 12.02 of the *Employee Handbook* for staff members or section 6 of the *Faculty Handbook* for faculty.

Section 3. Programs and Policies Committee

Membership: The Programs and Policies (P & P) Committee consists of:

Voting members:

1. one faculty member from the School of Business and Technology,
2. one faculty member from the School of Education,
3. one faculty member from the School of Arts and Sciences, Division of Humanities chosen by the departments of English and Fine & Performing Arts,
4. one faculty member from the School of Arts and Sciences, Division of Mathematics and Sciences chosen by the departments of Mathematics and Natural Sciences,
5. one faculty member from the School of Arts and Sciences, Division of Social Sciences chosen by the Department of Civic Studies and the Department of History and Museum Studies,
6. one faculty member from the School of Nursing, Health Sciences and Human Services, and
7. Vice President of Academic Affairs.

Non-voting members:

1. Associate Vice President of Academic Affairs,
2. Registrar or representative,
3. Director of Academic Advising
4. Representative from Enrollment Management, and
5. Director of Student Services or representative.

Responsibilities: The Programs and Policies Committees' general charge is to supervise the coordination and policies of the General Education Program, undergraduate academic programs and the undergraduate curriculum of the College. It will meet a minimum of eight times per academic year.

A. General Education Program

1. Periodically review the goals and adherence to the Mission of the College of the General Education Program and present the annual assessment of the General Education Program to the Faculty, and

2. Recommend program additions, deletions and major changes including revisions in descriptions of existing courses in the General Education Program to the Faculty.
- B. General Curriculum and Programs Modifications
1. Approve and recommend program additions, deletions and major changes (following a cost-benefit analysis),
 2. Approve and recommend new programs (following a cost-benefit analysis),
 3. Add to and/or delete from the listing of courses offered by the College, and
 4. Review and recommend policies that affect the general curriculum of the College.
- C. Monitor and coordinate advisory committees and taskforces as needed.
1. Determine where there is a need for subcommittees or taskforces, and
 2. Monitor and coordinate advisory committees and taskforces.

To ensure that the responsibilities of the committee are upheld, the chair of the committee must meet the following requirements:

1. The Chair of Programs and Policies will have served on the committee for at least one full academic year prior to serving as chair.
2. The Chair of Programs and Policies must be, at minimum, on a three-year faculty appointment.

Should these conditions not be met by the committee composition, Faculty Affairs and the Faculty Moderator are charged to address committee leadership.

Section 4. Admissions and Standards Committee

Membership: The Admissions and Standards Committee consists of:

Voting members:

1. one faculty member from the School of Business and Technology,
2. one faculty member from the School of Education,
3. one faculty member from the School of Arts and Sciences, Division of Humanities chosen by the departments of English and Fine & Performing Arts,
4. one faculty member from the School of Arts and Sciences, Division of Mathematics and Sciences chosen by the departments of Mathematics and Natural Sciences,
5. one faculty member from the School of Arts and Sciences, Division of Social Sciences chosen by the Departments of Civic Studies and the Department of History and Museum Studies,
6. one faculty member from the School of Nursing, Health Sciences, and Human Services,
7. Athletic Director or designee,

8. the two Directors of Admission (one for residential and one for graduate and professional studies),
9. One Faculty Member-at-large, an
10. Vice President of Academic Affairs.

Nonvoting members:

1. Vice President for Enrollment Management and Marketing,
2. Registrar,
3. Director of Academic Advising, and
4. Director of Student Support Services or his or her designee.

Meetings: The Committee will meet a minimum of eight times per academic year and through the summer months on an amended schedule.

Responsibilities: The Admissions and Standards (A & S) Committee will have the following responsibilities:

1. Recommend and monitor admissions standards for undergraduate students.
2. Within those standards, define exceptions which require committee review.
3. Recommend and monitor retention standards.
4. Consider all student appeals regarding grades, probation, and suspension.
5. Review cases involving alleged undergraduate student academic misconduct, including plagiarism, pursuant to the Faculty, Employee and Student Handbooks.

Section 5. The Graduate Committee

Membership: The Graduate Committee consists of:

1. two graduate faculty members from the School of Business and Technology,
2. two graduate faculty members from the School of Education,
3. two graduate faculty members from the School of Nursing, Health Sciences, and Human Services,
4. Vice President of Academic Affairs, and
5. Registrar who will serve as an ex officio non-voting member.

Function: The committee's general charge is to coordinate and supervise all activities concerning the graduate programs.

Responsibilities: The Graduate Committee shall have the following responsibilities:

1. General Graduate Curricular and Program Review
 - a. Recommend program additions, deletions, and major changes (following cost benefit analysis)

- b. Recommend the addition and deletion of courses from the listing of graduate courses offered by the College, including revisions in descriptions of existing courses.
- c. Participate in the hiring process of new graduate faculty in terms of recruitment, screening, etc.
2. Recommend and monitor admission standards for the graduate programs.
3. Within those standards, define exceptions which require committee review.
4. Recommend and monitor retention standards for the graduate and professional studies programs.
5. Consider all graduate student appeals regarding grades, probation, and suspension.
6. Review cases involving graduate student academic misconduct, including plagiarism, pursuant to the Faculty, Employee and Student Handbook.

Section 6. The Assessment Committee

Membership: The Assessment Committee consists of:

1. one faculty member from the School of Business and Technology,
2. one faculty member from the School of Education,
3. one faculty member from the School of Arts and Sciences, Division of Humanities chosen by the departments of English and Fine & Performing Arts,
4. one faculty member from the School of Arts and Sciences, Division of Mathematics and Sciences chosen by the departments of Mathematics and Natural Sciences,
5. one faculty member from the School of Arts and Sciences, Division of Social Sciences chosen by the Department of Civic Studies and the Department of History and Museum Studies,
6. one faculty member from the School of Nursing, Health Sciences and Human Services,
7. Information Literacy Librarian, and
8. Assistant to the President for Planning and Institutional Effectiveness. In the absence of the Assistant to the President for Planning and Institutional Effectiveness, his/her designee will have voting authority.

Responsibilities: The Assessment Committee shall have the following responsibilities:

1. Establish guidelines for the comprehensive review of academic programs, evaluate the results of the review process and provide feedback.
2. Coordinate the program review process and the program for assessing student learning.
3. Provide support for achieving the goals of academic programs and for the improving student performance.

4. Review, revise and update the process for reviewing academic programs and assessing student learning.
5. Maintain records of comprehensive program reviews and of student learning assessment.
6. Communicate progress in meeting the educational goals of the College to interested constituencies.

Section 8. The Teaching and Professional Growth Committee

Membership: The Teaching and Professional Growth Committee consists of:

1. one faculty member from the School of Business and Technology,
2. one faculty member from the School of Education,
3. one faculty member from the School of Arts and Sciences, Division of Humanities chosen by the departments of English and Fine & Performing Arts,
4. one faculty member from the School of Arts and Sciences, Division of Mathematics and Sciences chosen by the departments of Mathematics and Natural Sciences,
5. one faculty member from the School of Arts and Sciences, Division of Social Sciences chosen by the Department of Civic Studies and the Department of History and Museum Studies,
6. one faculty member from the School of Nursing Health Sciences, and Human Services,
7. Director of Civic Advancement, Career Development, and Global Studies,
8. Associate Vice President of Academic Affairs, and
9. Director of the Teaching and Learning Initiative.

Responsibilities: The Teaching and Professional Growth Committee shall have the following responsibilities:

1. Coordinate the allocation of faculty and student development and travel funds.
2. Review and provide feedback on sabbatical reports.
3. Explore new opportunities for faculty scholarships and development.
4. Establish a communication plan for matching development opportunities to interested constituencies.
5. Implement internal faculty development, including coordination of faculty workshops.
6. Review, revise, and recommend the process for allocation of faculty development funds to the Vice President of Academic Affairs on an annual basis.

ARTICLE VII. AMENDMENTS

Proposed amendments to the *Tusculum College Faculty Constitution* shall be distributed in writing to the Faculty for initial reading at a regular meeting of the Faculty and acted upon at the next regular meeting or at a special meeting called for that purpose. After establishing that a quorum is present, a simple majority vote is required to approve a proposed amendment to the *Faculty Constitution* for presentation by the Vice President of Academic Affairs or the President to the Board of Trustees.

The Board of Trustees makes all final decisions regarding amendments to the *Tusculum College Faculty Constitution*. In making such decision, the Board of Trustees can seek input from other individuals as it deems appropriate. In the alternative, the Board of Trustees can amend the *Faculty Constitution* on its own motion.

[Return to the Table of Contents](#)

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APPENDIX B

TUSCULUM COLLEGE FACULTY BYLAWS

ARTICLE I. MEETINGS

The following regulations apply to the conduct of Faculty meetings:

1. The schedule of regular Faculty meetings must be distributed no later than the fall workshop before each academic year.
2. The agenda for Faculty meetings is prepared by the Faculty Moderator in consultation with the Chair of the Faculty Affairs Committee (on behalf of that committee) and the Faculty Secretary.
3. To be included on the agenda, items of Faculty business must be presented in writing to the Faculty Moderator and the Faculty Secretary no later than three business days before the next Faculty meeting.
4. The agenda must be distributed to the Faculty during the week before a particular meeting. The agenda may be amended by majority vote at any time during a Faculty meeting.
5. No meeting may begin until a quorum is present. See *Tusculum College Faculty Constitution*, Article IV, Section 4, for the definition of quorum.
6. ***Roberts' Rules of Order, newly revised***, governs Faculty meetings except that specific requirements of the *Tusculum College Faculty Constitution*, *Tusculum College Bylaws*, *Tusculum College Faculty Bylaws*, *Tusculum College Faculty Handbook* and *Tusculum College Employee Handbook*, take precedence in the case of a conflict.

ARTICLE II. ELECTIONS

Section I. Procedures

The *Tusculum College Faculty Constitution* establishes that Faculty elections will be held annually, and that the Faculty Affairs Committee, in coordination with the Faculty Moderator, is responsible for carrying out the election procedures.

1. Faculty elections will take place each year during the last regular Faculty meeting of the academic year.
2. The Faculty Moderator, in consultation with the Faculty Affairs Committee and Faculty Secretary, will prepare and distribute rosters of the membership of all standing committees, designated terms of office for each member, and a listing of vacancies to be filled at the last regular Faculty meeting of the academic year.
3. At least two weeks before the last regular Faculty meeting of the academic year, Deans will communicate to the Faculty Secretary the nominee(s) from their respective schools for each vacancy.

4. At least one week before the last regular Faculty meeting of the academic year, the Faculty Secretary will distribute to the Faculty a listing of the nominees for each vacancy.
5. Any Faculty member may make additional nominations from the floor at the last regular Faculty meeting, with the proviso that the required school representation on committees is maintained. Candidates so nominated have the right to accept or decline the nomination. Nominations from the floor may not be made for individuals who are not present at the meeting.
6. At the last regular Faculty meeting of the academic year, following the close of nominations, time must be allowed for nominees to present their qualifications for the positions they are seeking and to receive questions from the floor.
7. New terms of office for elected positions begin at the fall workshop.
8. Faculty members placed on a teaching or performance improvement plan are ineligible to serve on the Faculty Affairs Committee, cannot chair any standing committee, or serve as Faculty Marshall or as Faculty Moderator. If a faculty member is already serving in such position, and is subsequently placed on an improvement plan, the faculty member will be removed. An open position on a committee will be filled pursuant to Article II, Section 4 below. If the vacated position is Faculty Marshall or Faculty Moderator, the position will be filled as set forth in the *Faculty Constitution*.

Section 2. Terms and Succession

The length of terms and succession limits for elected Faculty positions are listed below.

1. Faculty Marshal – 1 year, no limit on number of consecutive terms;
2. Parliamentarian – 1 year, no limit on number of consecutive terms;
3. Faculty Moderator – 1 year, may be elected for a second term of 2 years;
4. Standing Committee – 2 years, may normally serve two consecutive terms (see Section 4. Vacancies, for exceptions.)

The Chair of each committee will be elected by members of the committee at the first committee meeting of each academic year pending the opportunity of the Faculty (*Faculty Constitution*, Article I, Section 2.4) to review this election. A failure of the Faculty to nullify a committee's election of Chair by the first regular Faculty meeting following such election will constitute a confirmation of that election. Elected committee Chairs serve one-year terms as Chair, and may serve as many consecutive terms as Chair as their eligibility for service on that committee allows.

Section 3. Rotation

The Faculty Affairs Committee is responsible for establishing an orderly rotation in committee membership. Specifically, the terms of no more than half the elected committee members (or one more than half, in the case of an odd number) may

expire in any one year. Such a system of staggered terms will allow appropriate rotation in perpetuity.

In the event of the formation of a new committee, the Faculty Affairs Committee will select by lot half the elected committee members (or one more than half, in the case of an odd number) to serve an initial one-year term to inaugurate the system of rotation.

Section 4. Mid-term Vacancies

Should a vacancy occur on any standing committee during the academic year, a replacement will be elected from the same school/division in which the vacancy occurred at the next regular Faculty meeting. A Faculty member elected to serve the unexpired term of a standing committee member may be reelected twice to serve two subsequent terms if the unexpired term was one year or less. If the unexpired term was more than one year, the replacement Faculty member may be reelected to one term.

Section 5. Recall/Dismissal

In the event of non-performance of duties by a committee member, informal correction will first be attempted within the committee with the assistance of the appropriate Dean. If problems persist, a majority of the affected committee may petition the Faculty Moderator for a recall election. A two-thirds majority vote of the committee members present is required for recall.

In the event the President determines that a personnel matter necessitates removal of a faculty member from a committee, the President may do so and the vacancy will be filled pursuant to Article II, Section 4 above. In order to protect the privacy of the faculty member, the information will be kept strictly confidential.

A member, who misses three quarters of scheduled meetings within a semester, for reasons not approved by a majority of the committee, will be dismissed from the committee. A recommendation for a replacement from the appropriate Dean will be sent to the next faculty meeting for a vote.

ARTICLE III. AMENDMENTS

Proposed amendments to the *Tusculum College Faculty Bylaws* shall be distributed in writing to the Faculty for initial reading at a regular meeting of the Faculty and acted upon at the next regular meeting or at a special meeting, called for that purpose. Various committees bring action to the faculty as a whole for consideration. The faculty at its regular or called meeting either vote to accept or reject the action.

In accordance with the *Faculty Constitution*, Article II, Section 2, once it has been established that a quorum is present, a vote may be taken. Approval of

amendments for recommendation to the Board of Trustees requires expressed approval of a simple majority of those faculty members present and voting.

If approved, the proposed amendment will be presented to the Board of Trustees by the Vice President of Academic Affairs or the President.

The Board of Trustees makes all final decisions regarding amendments to the *Tusculum College Faculty Bylaws*. In making such decisions, the Board of Trustees can seek input from other individuals as it deems appropriate. In the alternative, the Board of Trustees can amend the *Faculty Bylaws* on its own motion.

[Return to the Table of Contents](#)

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