

Chapter Three:

Faculty of Cumberland University

- Academic Freedom
- Faculty Duties and Responsibilities
- Faculty Appointment Policy
- Termination of Appointment
- Procedure for Dismissal of Faculty
- Faculty Rank and Promotion
- Faculty Development
- Curriculum Development Guidelines
- Teaching Policies
- Student Relations
- Student Services
- Miscellaneous

Members of the faculty or professional staff of Cumberland University shall have full academic freedom in teaching and research. They shall be free to speak, write, or act as citizens without institutional censorship or discipline with the understanding, however, that as persons of learning and educational officers of the University, they should remember that the public may judge their professions and the institution by their utterances; hence, they should at all times be accurate, they should show respect for the opinions of others, they should exercise appropriate restraint, and they should make every effort to indicate that they do not speak for the University.

FULL-TIME FACULTY DUTIES AND RESPONSIBILITIES

1. To report and to be responsible to the appropriate Division Chairperson or Program Director.
2. To teach the normal undergraduate teaching load of twelve (12) to fifteen (15) hours per semester according to the letter of appointment. Some faculty with administrative/additional responsibilities may teach a reduced load. With approval by the Provost, full-time faculty may teach a reduced load, but with a full-time equivalent combination of teaching, research, scholarship, or service.
3. To teach classes assigned by the Division Chairperson/Director at the times and places designated. Classes may be assigned during the day, evening, and on or off campus.
4. To prepare and develop course syllabi and course materials which reflect sound and current scholarship in the teaching area and which are consistent with both University curriculum and policy.
5. To attend meetings of the Faculty Senate, Faculty and Division meetings, Faculty orientations, and other mandatory meetings.
6. To serve on and accept responsibilities for University committees and for various project assignments.
7. To provide consistently excellent academic advising to one's students and advisees by providing accurate academic information, by officially contacting each advisee at least twice during each semester, by learning about each student's interest and concerns, and by guiding students to appropriate services and activities.
8. To engage in professional enrichment activities such as participating in campus workshops, attending guest lectures, joining professional organizations, or conducting research.
9. To contribute to the Wilson County community through the volunteer service, civic organizations, attendance of area events, or participation in activities that encourage interaction between university personnel and the community.
10. To participate in University sponsored events, athletic events and etc., to encourage interaction and exhibit support of the students, faculty and/or staff member.
11. To participate in convocations and graduations, in student recruitment, in registration, and in special advising periods (including summer orientations as requested).
12. To submit to the Office of the Registrar copies of each course syllabus, copies of final examinations or final assessment activity, and copies of attendance and grade records for each course section.
13. To submit student absence reports, deficiencies, and grade reports at the requested times to the Academic Affairs Office.

14. To participate in all evaluation activities including the completion and revision of a Performance Expectations Plan in conference with the appropriate Division Chairperson and the submission of other evaluation materials as requested.
15. To meet each class session at the assigned place for the full period of time, beginning and ending at the scheduled times.
16. To be professional in all associations with other faculty, staff, and students, to demonstrate teaching excellence, to meet at least the minimum goals of the Faculty Performance Plan as approved by the Division Chairperson/Director, and to practice respectful, courteous behavior at all times.
17. To report all personal and professional absences on the official absence form to the Division Chairperson/Director, which is forwarded to the Office of Human Resources.
18. To post at least ten (10) office hours, (scheduled during mornings and afternoon throughout the week) on the office door and to send one copy to the Division Chairperson/Director and one copy to the Dean/Office of Academic Affairs.
19. To exhibit a positive attitude regarding the university and one's position, to comply with administrative decisions, and to express concerns or criticism in a professional manner to the appropriate administrator, avoiding inappropriate expression in the presence or hearing of students.
20. To perform other tasks as assigned by the Division Chairperson/Program Director, Dean, and/or Provost/Vice President for Academic Affairs.

PART-TIME OR ADJUNCT FACULTY DUTIES AND RESPONSIBILITIES

1. To report and to be responsible to the appropriate Division Chairperson or Program Director.
2. To reach classes assigned by the Division Chairperson/Director at the times and places designated. Classes may be assigned during the day, evening, and on or off campus.
3. To prepare and develop course syllabi and course materials which reflect sound and current scholarship in the teaching area and which are consistent with both University curriculum and policy.
4. To submit to the Office of the Registrar copies of each course syllabus, copies of final examinations or final assessment activity, and copies of attendance and grade records for each course section.
5. To submit student absence reports, deficiencies and grade reports at the requested times to the Academic Affairs Office.
6. To participate in any required evaluation activities including but not limited to student course evaluations.
7. To meet each class session at the assigned place for the full period time, beginning and ending at the scheduled times.
8. To attend faculty orientations and other meetings as required.
9. To be professional in all associations with other faculty, staff, and students, to demonstrate teaching excellence, and to practice respectful, courteous behavior at all times.
10. To be accessible to students through phone conversations and appointments before and after class when possible.
11. To exhibit a positive attitude regarding the University and one's position, to comply with administrative decisions, and to express concerns or criticism in a professional

- manner to the appropriate administrator, avoiding inappropriate expression in the presence or hearing of students.
12. To perform other tasks as assigned by the Division Chairperson, Program Director, Dean and/or Provost/Vice President for Academic Affairs.

FAILURE TO COMPLY WITH FACULTY DUTIES AND/OR UNIVERSITY POLICIES

Failure to comply with the duties, responsibilities, and/or policies of this handbook or failure to comply with other university policies or administrative decisions may result in revision of responsibilities, denial of promotion, exclusion from salary increases, salary reduction, non-renewal of appointment, immediate dismissal, or other disciplinary action by the President of the University.

FACULTY APPOINTMENT POLICY

AUTHORITY

The President of the University, authorized by the Board, may appoint his/her Senior Administrative Team (administrative officers, executive line) as necessary within the context of fiscal limitations without faculty committee input. All appointments of administrators and faculty are subject to approval by the University Board of Trust upon recommendation of the President of the University.

FULL-TIME FACULTY SEARCHES

Before a formal search can begin to fill a faculty position, authorization must be obtained from the Provost/Vice President for Academic Affairs and the President of the University. The responsibility for initiation of formal search procedures rests with the Division Chairperson and the Dean. The position to be filled will be appropriately advertised. The Dean and the Division Chairperson will appoint a Search Committee. The Human Resources Director will receive applications, send acknowledgments, and provide the Search Committee access to the resumes. Qualified candidates will be invited for interviews with the Search Committee, which will recommend to the Provost/Vice President for Academic Affairs the candidate preferred for the position. The President of the University, after consultation with the Provost/Vice President for Academic Affairs, will extend an offer of employment to the selected candidate subject to approval by the Board of Trust, or request an continued search.

RENEWAL OF APPOINTMENT

If a faculty member's appointment is to be renewed, on or before April 15 of each subsequent year a letter shall be sent to each faculty member specifying the position, faculty rank, the salary, and period of service for the upcoming university fiscal year.

DEFINITIONS

1. Twelve-Month Appointment – A twelve-month or one-year appointment shall be for twelve (12) months or one(1) year and may be renewed annually.
2. Nine-Month Appointment – A nine-month appointment shall be for nine (9) months and may be renewed annually.
3. Probationary Appointment – A probationary appointment is a one-year appointment. Subsequent appointment may be to a nine or twelve-month appointment. Any faculty member, may, if necessary, be given a probationary appointment at any point in their employment.
4. Restricted Appointment – A restricted appointment is (1) an appointment to a position that is funded in whole or in part by revenues accepted under special conditions or which are identifiable as non-continuing in nature, and/or (2) an appointment for less than nine months.
5. Year of Service – For purposes of eligibility for promotion, a year of full-time employment for both nine-month and twelve-month faculty personnel is full-time employment for first (Fall) and second (Spring) semesters, the salary for which is

chargeable to a single fiscal year's budget. Employment of less than this period shall not constitute a year of full-time employment.

CONDITIONS OF EMPLOYMENT

The Director of Human Resources will prepare a letter of appointment under the direction of the President. The letter of appointment shall be offered by the President and shall include the beginning and ending dates. The faculty member shall accept his/her appointment by signing the letter of appointment. Acceptance of the appointment by the faculty member includes acceptance of the general conditions of employment set for in the Cumberland University Faculty and Staff Handbook and policies of Cumberland University.

REVIEWS OF NINE OR TWELVE-MONTH APPOINTMENTS

Each faculty member with a nine or twelve-month appointment shall be reviewed each year by the Division Chairperson or Program Director, Dean, Provost/Vice President for Academic Affairs, and the President of the University. The Division Chairperson/Program Director shall forward a review to the Dean, who may then forward a review to the Provost/Vice President for Academic Affairs. The review process may include self evaluation, peer evaluations by faculty members within and without the University, student evaluations, and administrative evaluations. The review process should cover the total range of professional service including teaching ability, participation in the governance of the university, student academic advising, participation in extra-curricular advising activities, professional growth as exhibited by degrees or certificates earned, graduate hours taken beyond the present degree, performances, publications, exhibitions, service on evaluation teams, service with professional organizations, community service, collegiality, compliance with university policies, and other job-related information. The Provost will then forward the review and his/her recommendation for renewal to the President of the University. Based upon this review process, the appointment may be renewed annually. If a faculty member terminates his or her appointment before the ending date, this information will be come a part of the faculty member's personnel file.

LIBRARIANS

Cumberland University librarians are voting members of the faculty. They receive annual letters of appointment, hold faculty rank, participate in the activities of the faculty, including the retirement and other benefit programs. Librarians are twelve-month employees. They accrue annual vacation leave and sick leave as do other twelve-month employees. Their work assignment is basically forty hours per week modified proportionately for teaching assignments. Librarians may take leave as it is accrued with approval of their supervisor. They are not automatically eligible for "time off" when classes are not in session.

The Director of Library Services and/or the Provost assigns Work assignments for librarians. The annual evaluation for librarians is based on their performance of their work assignments.

PROCEDURE FOR EMPLOYMENT OF PART-TIME OR ADJUNCT TEACHING FACULTY

DEFINITION

Adjunct Faculty – Individuals who teach fewer than twelve (12) semester hours per term on an irregular basis, who hold an appointment for one academic term, and who do not qualify for full-time benefits.

Part-time Faculty – Individuals who hold a nine-month appointment and teach on a regular basis but who do not qualify for full-time benefits.

PROCEDURE

Adjunct or part-time instructional personnel must possess the qualifications required for the academic discipline and degree program in which they will teach. All resumes should be forwarded to the Director of Human Resources, who will maintain a pool of prospective adjunct and/or part-time faculty. In the event that a position becomes available, the Division Chair and/or Program Director will inform the Director of Human Resources either by written documentation or e-mail. The Director of Human Resources will then forward any resumes that possess qualifications in the academic discipline and degree program to the Vice President for Academic Affairs for review. The Vice President for Academic Affairs and the Division Chair and/or Program Director will work together to select the best-qualified candidate. Employment of all adjunct and part-time faculty must be approved and authorized by the Vice President for Academic Affairs. After the candidate is selected, all documentation and the signed Adjunct Appointment will be forwarded to the Director of Human Resources to be retained in the Personnel File. Adjunct and part-time faculty personnel files will be retained with and in the same manner as, full-time faculty files.

PERFORMANCE EVALUATION PROCESS

All full-time and part-time faculty must participate in the University Performance Management Process by completing the Performance Expectations Plan (PEP) and by following the steps for evaluation. The PEP form outlines the teacher's plan to meet the standard minimum criteria for faculty and to accomplish professional development goals. The PEP form focuses on three areas: Teaching Effectiveness, University Service, and Professional/Community Activities. The evaluation considerations for each area may include, but are not limited to the following:

- Teaching Effectiveness – PEP form, standard expectations, syllabi, class cancellations, faculty absences, office/contract hours, course evaluations, record (gradebooks, exams, attendance, etc.), course development, program development, classroom observations, peer mentoring;
- University Service – PEP form, standard expectations, advising, committee service, administrative duties, mandatory meetings, Faculty Senate, university projects, professional enhancement workshops, Second Cup of Coffee presentations, sponsorship of student organizations, collegiality;
- Professional/Community Activity – PEP form, standard expectations, research, publications, membership/leadership in professional organizations, conference/seminar attendance/presentations, graduate study, professional certification, awards/honors, membership/leadership in community organizations, attendance of university events/functions, attendance of community events.

Faculty must create a portfolio of documents that illustrate their performance and/or participation in these three areas during the academic year. Documentation may include syllabi, course records, course evaluation results, workshop/conference/event programs, lists of meetings with dates attended, and other job-related materials.

Faculty will submit the completed PEP form to the Division Chair early in the fall term. Faculty will schedule two (2) evaluation sessions with the Division Chair to assess performance, progress towards goals, and concerns—one session at the end of the fall term and a second session before letters of appointment are issued in the spring term. A revised PEP form and the performance portfolio must be submitted to the Division Chair to be reviewed in the second evaluation session. The Division Chair or faculty member may schedule additional sessions as needed to address any concerns. All sessions will be documented.

TERMINATION OR NON-RENEWAL OF FACULTY APPOINTMENT

TERMINATION OF APPOINTMENT BY THE FACULTY MEMBER

A faculty member may terminate his/her appointment or may decline to be considered for reappointment, effective at the end of the academic year. The University requests that he/she gives written notice at the earliest possible opportunity, and not later than May 1 to the Provost/Vice President for Academic Affairs, regarding his/her intent to terminate or to decline an appointment. A faculty member may request a waiver of this requirement of notice in case of hardship or in a situation where he/she would be denied substantial professional advancement or other opportunity.

PROCEDURE FOR NON-REAPPOINTMENT OF FACULTY

The purpose of the procedure set forth herein is to describe the policy to be followed regarding the non-reappointment of faculty personnel holding faculty rank with nine or twelve-month appointments.

DEFINITION

Non-reappointment or Non-renewal: Non-reappointment constitutes the decision not to offer another appointment proposal at the end of the current appointment period.

PROCEDURE

When the University Administration decides that the appointment of a faculty member holding a nine or twelve-month appointment is not to be renewed due to existing and/or anticipated budget or curriculum needs of the university, the faculty member's failure to comply with faculty duties and/or University policies, professional misconduct and/or gross misconduct on the part of the faculty member, the University will attempt to give written notice of the non-renewal decision to the faculty member by March 15 of the academic year in which the decision is reached.

APPEAL

Should a faculty member who has received a letter of non-renewal allege that the decision against reappointment was based significantly on considerations volatile of (1) academic freedom or (2) governing policies on making appointments without prejudice with respect to race, sex, religion, national origin, age, and/or disability, he/she should submit a written appeal to the Director of Human Resources within 30 days of receipt of non-renewal notice.

1. The Director of Human Resources will appoint an Appeals Panel, consisting of at least three (3) full time faculty members, who have no direct authority over the faculty member.
2. The Appeals Panel will investigate the written allegation that the decision against reappointment was based significantly on considerations volatile of academic freedom or governing policies on making appointments without prejudice, which will include discussion(s) with the faculty member and may include inviting witnesses who have direct knowledge of the events or circumstances alleged.
3. Because the appeal process is an internal process and not a formal legal hearing, it is not open to others outside the University community. An attorney may assist neither the faculty member nor the University at any meeting during the appeals process.

4. After the Appeal Panel has concluded the investigation, they will submit a written response, within five (5) working days, to the Provost of the University. The Provost will consider the report and act to modify or maintain the non-renewal action.
5. If the faculty member is not satisfied with the actions of the Provost of the University, he/she may file a written Appeal to the President with five (5) workdays. The Presidents has ten (10) workdays to reach a decision and present a written response. The President's decision is final.

REDUCTION IN FACULTY APPOINTMENTS

PURPOSE

To provide a procedure for reducing the size of the professional employee staff holding faculty rank as determined by the Board of Trust.

DEFINITION

Reduction in Faculty Appointments: This is the involuntary termination of a faculty member's employment due to an actual or anticipated lack of sufficient funds, a lack of sufficient student enrollment in certain programs or disciplines, a reorganization, a change in curriculum, or other circumstances requiring faculty reductions as determined by the Provost/Vice President for Academic Affairs, the President of the University, and the Board of Trust.

PROCEDURES

When the Board of Trust and the President decide it is necessary to reduce the size of the faculty, the President, after consultation with the Provost/Vice President for Academic Affairs and other appropriate persons, will notify the faculty members of their termination.

Except under exigent circumstances, as determined by the Board of Trust, termination of a faculty member under this policy shall be effective at the end of the fiscal year. When emergency action is required, the affected faculty member shall be notified as early as possible no later than thirty (30) days prior to the effective termination date.

EMPLOYEE BENEFITS

Salary payments and employee benefits will cease on the date of termination, unless otherwise required by law.

APPEAL PROCESS

There shall be no appeal.

PROCEDURE FOR DISMISSAL OF FACULTY

PURPOSE

The purpose of the procedure described herein is to provide an equitable system for faculty who has been recommended for dismissal.

DEFINITION

Dismissal: Dismissal is the involuntary termination of a faculty member's employment during the term of his/her appointment.

DISMISSAL

Appointment of any full-time, part-time, or adjunct faculty member may be terminated immediately without prior disciplinary action at the discretion of the President. If the University deems the continued presence of the faculty member to be a substantial threat to the welfare of the institution, the faculty member will be terminated effective immediately without any type of severance pay or benefits.

PROCEDURE

The University may choose to implement disciplinary measures rather than immediate dismissal in response to some problems.

Level One: When reason arises to question the continued employment of a faculty member whose term of appointment has not expired, the faculty member's immediate supervisor shall discuss the matter with the faculty member in conference. The supervisor shall then forward to the faculty member a memorandum outlining the nature of the items of discussion in the conference and stating that dismissal could result and, further, shall place a copy of the memorandum in the faculty member's official personnel file, located in the Office of Human Resources. The faculty member may respond in writing to this memorandum, in which case the response shall also be placed in the faculty member's personnel file, located in the Office of Human Resources.

Level Two: If adjustment does not result, the faculty member or the faculty member's immediate supervisor may request in writing a conference with the Dean to discuss the matter. Following each conference, the Dean shall forward to the faculty member a memorandum outlining the nature of the items of discussion at the conference and, further, shall place a copy of the memorandum in the faculty member's official personnel file, located in the Office of Human Resources. The faculty member may respond in writing to this memorandum, in which case the response shall also be placed in the faculty member's official personnel file, located in the Office of Human Resources.

Level Three: If adjustment does not result, the faculty member or the Dean may, within ten (10) calendar days of the receipt of the memorandum described in Level Two, submit a

written request to the Provost/Vice President for Academic Affairs that Level Three be initiated. Level Three shall consist of a review and a hearing by the Provost and President.

The hearing by the Provost and President shall commence within ten (10) calendar days. The President, at his option, may appoint an ad hoc review committee to provide advice and counsel.

During the hearing by the Provost and President, the following essential elements shall be followed:

1. The faculty member shall have the right to present and cross-examine witnesses, the right to examine all documents and demonstrative evidence used against him/her.
2. The faculty member or the University will not be allowed to have legal representation due to this being an internal affair.

FACULTY RANK AND PROMOTION POLICIES

PROMOTION PROCEDURE

The Board of Trust makes decisions regarding promotions upon recommendation of the President of the University. Eligible candidates for promotion in rank must apply for promotion by February 15 following the guidelines published and provided by the Dean of Undergraduate Studies. The application will be submitted to the appropriate Division Chairperson who will forward it together with his/her recommendation to the Dean, who will then forward it to the Provost/Vice President for Academic Affairs or his/her designees including but not limited to a Promotion Committee selected by the Provost. The Provost/Vice President for Academic Affairs will forward the application and recommendation to the President, who will review and make recommendation of Promotion to the Board of Trust at the Spring Meeting.

CRITERIA FOR PROMOTION

The criteria for promotion may include but are not limited to the following: years of service to Cumberland University, academic and service contributions to and for Cumberland University, years of previous professional service and other work experience; an evaluation of the quality of service in teaching and in governance of the university (participation in the work of committees, division and program development, academic advising and assistance in extracurricular activities); an evaluation of the effectiveness on the performance of tasks delineated in the appropriate position description, effectiveness in establishing and maintaining positive professional relationships with colleagues, supervisors, and the community and effectiveness in maintaining a current competence in the particular discipline or field or specialization; an evaluation of the professional growth as demonstrated by degrees or certificates earned, graduate hours earned beyond the present degree, performances, publications, exhibitions, service on evaluation teams and contributions to professional organizations; recommendations from the Division Chairperson or immediate supervisor; adherence to policies, procedures, and regulations of the University and Board of Trust; and other relevant factors.

QUALIFICATIONS FOR FACULTY RANKS

The standard qualifications for the several faculty ranks at the University are as follows:

Lecturer: A person employed in a continuing part-time capacity at the University may be appointed to this rank and shall have training or experience which is of special value to the University or meet a special teaching need of the institution. The individual must have an earned masters degree and a minimum of eighteen (18) graduate semester hours in the teaching field.

Instructor: Appointees must possess the masters degree in the appropriate discipline with a minimum of eighteen (18) graduate semester hours in the teaching field.

Assistant Professor: Appointees must possess the earned doctorate in the teaching field and have had at least six (6) years of full-time college teaching experience. At the option of the President, appropriate administrative or professional work experience may be substituted for part of the teaching experience and/or formal education requirements.

Criteria required to apply for promotion to the Associate Professor rank:

The candidate must either (1) possess the earned doctorate; or (2) possess the masters degree, with a minimum of eighteen (18) graduate semester hours in the teaching field, fifteen (15) graduate semester hours in the teaching field beyond the masters degree in a program leading to a terminal degree, and three (3) years of full-time teaching experience at Cumberland University. At the option of the President, appropriate administrative or professional work experience may be substituted for part of the teaching experience and/or formal education requirements.

Associate Professor: Appointees must possess the earned doctorate in the teaching field and have had a least six (6) years of full-time college teaching experience. At the option of the President, appropriate administrative or professional work experience may be substituted for part of the teaching experience and/or formal education requirements.

Criteria required to apply for promotion to the Associate Professor rank:

The candidate must either (1) possess the earned doctorate (in field) and have had at least six (6) years of full-time college teaching or administrative experience of which at least three (3) shall be at the rank of Assistant Professor at Cumberland University; or (2) possess the masters degree, have earned thirty (30) graduate semester hours beyond the masters degree (in the teaching field) in a program leading to a terminal degree, and have had ten (10) years of full-time teaching experience of which at least eight (8) shall be at Cumberland University. At the option of the President, appropriate administrative or professional work experience may be substituted for part of the teaching experience and/or formal education requirements.

Professor: Appointees must possess the earned doctorate in the teaching field and have had a minimum total of ten (10) years of full-time college teaching experience at the rank of associate professor and/or professor. At the option of the President, appropriate administrative or professional work experience may be substituted for part of the teaching experience and/or formal education requirements.

Criteria required to apply for promotion to the Professor rank

The candidate must either (1) possess the earned doctorate (in field) and have had twelve (12) years of full-time college teaching or administrative experience of which at least four (4) years have been at the rank of associate professor at Cumberland University; or (2) must possess the masters degree and have earned thirty (30) graduate semesters hours beyond the masters degree in a program leading to a terminal degree, and have had fifteen (15) years of full-time teaching experience at Cumberland University of which at least eight (8) shall be at the rank of Associate Professor. The President, at his option, may substitute administrative or professional work experience for part of the teaching experience and/or formal education requirements.

Emeritus: Appointment to this status is by the Board of Trust upon the recommendation of the President.

All promotion decisions shall be made in accord with policy and procedure statements that are in effect at the time the candidate applies for promotion considerations. The Board of Trust may by special action, in rare instances when exemplary individuals are involved, make appointments without regard to the foregoing qualifications.

APPEAL

Faculty members who have applied for and been denied promotion may appeal the promotion decision by following the Grievance Procedure set forth in the Cumberland University Faculty and Staff Handbook.

FACULTY DEVELOPMENT

FACULTY ORIENTATION

The Vice President for Academic Affairs and the Division Chairpersons are responsible for the orientation program for faculty members.

FACULTY MEETINGS AND SENATE MEETINGS

Faculty meetings and Senate meetings are held monthly during the academic year. All full-time faculty members are expected to attend. Part-time or adjunct faculty members may have periodic meetings with the Division Chairperson and the Vice President for Academic Affairs.

COMMUNITY AND CIVIC RESPONSIBILITIES

The Lebanon community has expressed its concern for the support of Cumberland throughout its history. The members of the Faculty and Staff are expected to actively respond to and participate in community affairs.

GRANT PROPOSALS

Faculty may request funding for equipment, materials, programs, or projects by submitting a detailed proposal to the university grants director and by following the suggested guidelines for particular grants.

PROFESSIONAL ORGANIZATIONS AND CONFERENCE PARTICIPATION

Each faculty member should be a member of professional organizations, which are relevant to his/her teaching specialty. Faculty travel to professional meetings is encouraged. Requests for travel funding should be made in writing to the Vice President for Academic Affairs and the written requests should include an itemized budget. Full or partial funding may be provided, depending upon the availability of funds and judgment as to the appropriateness of the trip and the timing of any absence required. If funding is approved and provided, detailed records of expenditures should be kept and submitted on a form provided by the Business Office within ten days after the trip.

OUTSIDE EMPLOYMENT

Full-time faculty members are discouraged from committing to outside employment which will be detrimental to the fulfillment of their responsibilities to the University. Campus duties should be the faculty member's chief concern.

FACULTY LEAVE AND SABBATICALS – See Chapter Six: Cumberland University Leaves

SALARY IMPROVEMENTS, MERIT & ADJUSTMENT – See Chapter Seven:
Compensation & Payroll

CURRICULUM DEVELOPMENT GUIDELINES

The curriculum of any university should be professionally and regularly reviewed and periodically revised. This applies to course(s) and/or entire programs being added, modified, or deleted. At Cumberland University, the Academic committee serves as the curriculum committee for the institution.

Division Level: During the Fall Semester, the faculty is encouraged to submit to the Division Chairperson recommendations for courses to be added, modified or deleted. To these are added any suggestions for consideration from the Vice President for Academic Affairs or any member of the Academic Committee. These suggestions are freely discussed in divisional meetings. The Division then makes recommendations to the Academic Committee. The Academic committee may also initiate curriculum change.

Committee Level: The Academic Committee reviews recommendations coming from the Divisions in light of these criteria:

Criteria for a Proposed New Course:

1. Is the course clearly within the objectives of the University?
2. Have need and rationale for the course been adequately demonstrated?
3. Are there sufficient library resources to justify the course?
4. Is a properly trained person available or in prospect to teach the course?
5. If a textbook is needed for the course, is such a textbook available?
6. Does the course seriously overlap any course now in the Catalog or in prospect?
7. Is the course in the mainstream of offerings of a University of this type?
8. When will the course be offered? How often? Day or evening? What format will it have (lecture, discussion, laboratory, practicum, etc.)?
9. Has consideration been given to dropping a course in connection with this addition?
10. Will a proper balance within the Division or between Divisions be maintained if this course is added?
11. Are there any unusual budgetary implications involved in this new course?

Criteria for Proposed New Majors

1. What is the purpose of the major? Do they fit within the objectives of the University?
2. Has a study been made to justify the need for such majors?
3. What new courses will have to be requested for these majors?
4. Will new courses in the majors meet the course criteria?
5. Are there qualified faculty available to teach in these majors? Is there at least one full-time faculty member with appropriate credentials for these majors?
6. Are there sufficient library resources to justify these majors?
7. Do the majors call for any cooperative arrangements with other institutions and, if so, are these arrangements feasible?
8. What are the career opportunities in these majors?
9. Are there any unusual budgetary implications in these new programs?

Criteria for Proposed Deletions

1. Is there sufficient evidence that the course or major is not needed?
2. When will the deletion become effective?
3. Will present students be adversely affected?
4. Will this deletion eliminate the need for any present faculty members? If so, what are the implications by way of contracts?

In connection with the discussion of the proposals in light of the criteria, the Academic Committee seeks to evaluate the need and compares items under consideration with offerings of other universities of a similar type. The Academic Committee makes recommendations to the Vice President of Academic Affairs, who has the authority to approve, revise, or reject the recommendations. The President of the University and the Board of Trust have the authority to revise or reject any decision of the Vice President for Academic Affairs and/or the Academic Committee.

TEACHING RESPONSIBILITIES AND CLASS POLICIES

TEACHING LOAD

The teaching load at Cumberland is typically the equivalent of twenty-four (24) to thirty (30) hours per academic year; faculty may teach reduced loads due to additional responsibilities. A faculty member may be assigned evening classes, off-campus courses, and Directed Study courses as part of his/her regular teaching load. In assigning faculty work loads, attention is given to both instructional and non-instructional factors.

Instructional factors to be included in determining faculty work load are considerations such as number of preparations; class size; student advising; off-campus teaching; teaching experience; and development of new courses, programs, and methods of instruction. Non-instructional factors to be considered are matters such as administrative responsibility; committee assignments; recruitment; research; community service; and other extra-curricular activities.

Faculty work loads are evaluated and approved on an individual basis by the Division Chairperson and the Vice President for Academic Affairs. Adjustments are made in the teaching load for Division Chairpersons, faculty with additional administrative responsibilities, and faculty teaching clinical/laboratory classes. Three students enrolled in Student Teaching or internship courses shall count as a one credit hour.

The Vice President for Academic Affairs must approve changes of teachers, classrooms, or class meeting times.

OVERLOAD TEACHING

In the event that courses must be scheduled that are beyond the full-time instructional capacity of the faculty, the following priorities shall be followed in finding an instructor to teach the overload: (a) the qualified full-time Cumberland teaching faculty and administrative staff; (b) other applications.

No full-time employee shall teach more than four (4) contact hours in excess of his/her full-time work load in any one semester in the graduate and/or undergraduate programs without the written permission of the Division Chairperson and the Vice President for Academic Affairs.

SUMMER SESSION

Final approval of courses to be offered during the May Semester and the Summer Sessions are made by the Vice President for Academic Affairs. Teaching assignments during these sessions are contingent upon enrollment. No faculty will be required to teach in the summer unless the university needs to offer a course for which no qualified teacher has volunteered.

COURSE OUTLINE OR SYLLABI

Each faculty member is responsible for designing and sharing with students in each course at the first class meeting a clear, concise, and carefully defined plan for learning. Each syllabus must meet the requirements of the guidelines provided by the Vice President for Academic Affairs. An effective plan contains a clear and measurable statement of learning objectives for the students in the course; a rationale for learning the content of the course and achieving the course objectives; and a statement of the means and procedures used to measure the student's progress toward the objectives of the course.

An acceptable plan also includes assignment and exam schedules, the attendance policy, professor's policies, grading system, schedule of office hours, project assignments and instructions, and helpful suggestions for more effective learning.

Each syllabus should be revised periodically and kept current. One copy should be distributed to each member of the class at the first class meeting, and copy should be filed with the Division Chairperson and the Vice President for Academic Affairs.

CLASS SCHEDULES

The Vice President for Academic Affairs and Division Chairpersons, on the basis of projected student enrollment for the semester, determine the course offerings, the number of classes under each course offering, and the number of classes to be assigned to the instructor. The Vice President for Academic Affairs then publishes the course offerings schedule and distributes it to students, faculty and administrative officers. No changes may be made without approval of the Vice President for Academic Affairs.

FACULTY ABSENCES AND TARDINESS

Faculty are expected to attend all class meetings and to begin and end classes at the scheduled times. If a professor is fifteen (15) minutes late for class for any reason, then the students are officially dismissed and will not be held responsible or penalized for the work that would have been completed in that class period. At the next class meeting, the teacher is responsible for clarifying what assignments are due and what additional work must be completed to make up for the class time missed.

If a professor knows in advance that he/she must miss a class due to a family emergency, illness, inclement weather, or a professional commitment, then the professor should attempt to notify the students in as many of these ways as possible: announce the absence in the class prior to the absence, post a sign at the classroom, leave a message about the absence on voice mail, and inform the division secretary or Academic Affairs Office.

Instead of canceling a class due to the professor's absence, the professor should make every effort to provide a relevant and valuable class experience in one of these ways: ask a colleague to cover the material; invite a guest lecturer to make a presentation; show an appropriate video; send the class to the library for a library assignment; assign group work to be completed during the class period.

Faculty may not ask a secretary or other non-faculty staff member to cover a class.

Faculty must report any absence and submit an official Faculty Absence Form to the Division Chairperson. The form will then be submitted to Office for Human Resources and placed in the teacher's file.

STUDENT ATTENDANCE REGULATIONS

A student is expected to attend all scheduled meetings, lectures, discussions, and laboratory periods which constitute the courses in which he/she is enrolled, as the University believes that attendance is essential for academic success. Absences are counted from the first meeting of the class and not from the date on which a student registers for a class. Students who miss more than three (3) hours of instruction are considered to be in academic difficulty and should be notified by the professor through the Excessive Absence Form; one copy should be given or mailed to the student in a timely manner and one copy should be sent to the Registrar.

Because the nature and content of courses differ, the faculty member has latitude in determining the number of absences beyond which a student's final grade may be negatively affected; any penalties must be specifically explained in the attendance policy and grade system sections of the syllabus. The faculty member will clearly define and enumerate the specific attendance policy for his/her class in a syllabus presented at the first of each semester. The failure of a student to attend class does not constitute withdrawal, and the University reserves the right to dismiss a student from a class or from the University for non-attendance. The dates for withdrawal from the University or from a specific class with a "WP" (withdrawal passing) are published, each semester, in the official TIMETABLE OF CLASSES document.

For a variety of reasons, including illness or participation in a University sponsored activity, an individual may need to be absent from an assigned course activity. When absent, a student is expected to make-up any missed assignment. Absence does not lessen any course expectation. A student is encouraged to notify and discuss the reason for his/her absence with each instructor. The University Telecommunication Voice Mail and/or Computer e-mail Systems may be used to facilitate this process. Additionally, the student is encouraged to use the posted office hours of an individual faculty member to receive assistance in completing these make-up activities.

Students who represent the University in any official capacity will not be penalized for their participation, should such endeavors require an absence from class. (Examples of such activities include, but are not limited to, athletic competitions [not practices], theatrical productions [not rehearsals], conferences, field trips, etc.) The coach or faculty member responsible for the activity will provide the list of students who are representing the University to the students' teachers in advance of the activity.

A student who must miss class for co-curricular activities should be careful to minimize absences for any other reasons. Additionally, careful course selection during the advisement and registration process should assist in minimizing the necessity for such absences.

A faculty member is requested to report any student who has not officially been dropped from his/her class, but has accumulated excessive absences, defined more than three (3) hours of instruction to the Office of the Vice President for Academic Affairs. This will enable

institutional personnel to investigate to determine if the student has abandoned the educational process, and assist the University to the compliance with the federal financial aid regulations.

TESTS AND EXAMINATIONS

Each teacher should have a thorough understanding of the various types of tests and their relative value. Tests should be comprehensive, clear, and representative of the course material covered. Final examinations should not be given other than at the scheduled time. The Vice President for Academic Affairs must approve any changes in the exam schedule.

Security of examinations is important to the integrity of the educational process. Care should be taken in the preparation, typing, duplication, storage, administration, and grading of tests. No student or student worker shall have access to any test or testing materials.

A final examination or other summative assessment activity is required in every section of every course each academic term. A copy of the final assessment activity for every course section must be filed in the Office of the Division Chairperson and/or the Office of Academic Affairs.

PROCTORING TESTS/EXAMS

Faculty are expected to proctor their own course exams at the scheduled dates and times as noted in the syllabus for the course. Final exams must be administered at the official scheduled days and times unless the professor receives permission from the Vice President for Academic Affairs to make a change.

If a teacher must be absent on the day of a test/exam, the teacher may postpone the test/exam (except a final exam) with the approval of the Vice President for Academic Affairs, or the teacher may ask a colleague to proctor the test/exam. Secretaries, students, staff, or other people not employed by the university are not allowed to proctor tests/exams.

GUIDELINES FOR FIELD TRIPS

The following guidelines apply to trips conducted under the auspices of those such as class field trips, student retreats, off-campus social activities of a University student organization, and similar areas within the University has responsibility:

1. Trips must be properly approved in advance. For academic areas, this includes prior approval by the Division Chairperson and the Vice President of Academic Affairs. For non-academic areas, this includes prior approval by the sponsor of the group and the Vice President for Institutional Advancement.
2. A faculty member or faculty/administrative staff sponsor must be present.

3. When student cars are involved, it must be established that there is proper automobile insurance.
4. A list of those going on the trip must be filed in the Academic Affairs Office prior to departure.
5. Field trips that cause students to miss classes will normally be limited to one trip per course per semester. The Vice President for Academic Affairs must approve any exceptions. When a non-academic field trip will cause students to miss classes, the same limit applies and must be approved by the Vice President for Academic Affairs.

TEXTBOOKS AND DESK COPIES

Each teacher is responsible for selecting appropriate textbooks for his/her courses in consultations with the Division Chairperson. The number of books to be ordered will be based upon past enrollment, number of sections, and projections of anticipated enrollment. Faculty are expected to make thorough use of the required textbooks for class assignments. Teachers are responsible for ordering their own desk copies of the course textbooks.

LIBRARY RESOURCES

Each faculty member is expected to annually submit an appraisal of the adequacy of the Library in making resources available to support the learning objectives of the courses for which he/she is responsible. Recommendations for specific resources necessary to support course learning objectives are to be submitted in writing (campus mail or via e-mail) to the Librarian.

INSTRUCTIONAL EQUIPMENT AND SUPPLIES

In the interest of good teaching, the University seeks to provide all necessary instructional equipment and supplies. Requests for ordinary office and classroom supplies should be submitted to the Division Secretary. Any off-campus purchases should be made through prior-approved purchase orders submitted through the Division Chairperson. Faculty are encouraged to write proposals for external funding of equipment, materials, and/or supplies and to submit the proposals to the Director of Grants. All bookstore purchases charged to a university budget must be approved in advance by the appropriate Division Chairperson or Program Director.

STUDENT RELATIONS

FULL-TIME FACULTY OFFICE HOURS

A copy of office hours (ten hours per week) should be submitted to the Division Chairperson for approval, a copy should be posted on or near the teacher's office door and the hours should be listed in every course syllabus.

FACULTY ADVISORS

The close relationship between faculty and students depends to a great extent upon the commitment of teachers to the faculty advisory and mentor program. Faculty advisors and mentors must use their knowledge, experience, and concern to assist the student in the following ways:

1. Outline courses to be taken to meet curriculum and graduation requirements;
2. Outline procedures that students must follow for graduation;
3. Be available for answering questions and helping advisees during scheduled office hours;
4. Maintain a file on each advisee and each student; review and update this file periodically during the course of the academic year;
5. Serve the student as a general counsel or in dealing with any problem that affects the life of the student on the University campus. When a faculty advisor does not feel qualified to answer a question, he/she should refer the advisee to the Division Chairperson, the Vice President for Academic Affairs, or the Vice President for Institutional Advancement.
6. Refer students to university counselors regarding personal issues/concerns.

TUTORING POLICY

Although faculty are expected to assist student in their learning, no faculty or administrative staff member may tutor Cumberland University students direct for compensation by the student. Requests for tutor assistance should be referred to the Director of Academic Services. Free tutoring is available in many subjects. Students may also seek additional tutoring at the Writing Center and Math Laboratory.

STUDENT DISCIPLINE

Infractions of University regulations, any behavioral disruptions, and any academic disciplinary problems with students should be reported to the Vice President for Institutional Advancement. A compilation of student regulations is available in the Office of Campus Life & Student Services.

If plagiarism or cheating on tests or examinations is suspected, the faculty member should contact the student or students involved privately as soon as possible after the discovery of plagiarism or cheating. A full written report must be given to the Vice President for Institutional Advancement immediately with a copy of the report going to the Division Chairperson. Those students who admit to cheating or plagiarism normally will receive a

failing grade either in the course or on the particular test or assignment, at the faculty member's discretion. The Disciplinary Committee will hear those who assert their innocence.

SPONSORSHIP OF CLUBS AND ACTIVITIES

Each full-time faculty member is encouraged to work with student organizations and to attend student activities.

~~RELATIONSHIPS WITH STUDENTS~~

~~Employees of Cumberland University are expected to maintain professional relationships with CU students. Employees of Cumberland University must avoid any conduct with students~~

~~that may present a conflict of interest, or that may contribute to any violation of the Student Conduct Codes (printed in the Cumberland Student Handbook). Romantic relationships with students, who may have their academic career influenced by the faculty and/or staff member, are prohibited.~~

~~Failure to exercise one's professional judgement in avoiding such relationships may result in disciplinary action, up to and including discharge.~~

~~For purposes of this policy, "employee" is defined as a full or part time faculty member, adjunct faculty member, and/or full or part time staff member.~~

RELATIONSHIPS WITH STUDENTS

Employees of Cumberland University are expected to maintain professional relationships with Cumberland University students. Employees of Cumberland University must avoid any conduct with students that may present a conflict of interest, that may contribute to any violation of the Student Conduct Codes (printed in the Cumberland Student Handbook) and/or raise concerns over ethics or professionalism. Such relationships with students, including but not limited to, romantic relationships, sharing living quarters, and/or socializing with students, who may or may not have their academic career influenced by the faculty and/or staff member, are prohibited. Employees must bear the burden for establishing the appropriateness of any relationship with students if called into question.

Failure to exercise one's professional judgement in avoiding such relationships will result in disciplinary action, up to and including immediate termination of employment.

For purposes of this policy, "employee" is defined as a full or part time faculty member, adjunct faculty member, term faculty member, and/or full, part time, term, or temporary staff member.

STUDENT SERVICES

TUTORING SERVICES

The University provides free tutoring service for students having academic difficulty. Students who need special assistance should be referred to the Director of Academic Services in the Academic Affairs Office.

WRITING CENTER

The Cumberland University Writing Center serves the needs of faculty and students. English faculty or qualified English majors are on duty during posted hours to answer questions about any aspect of writing. Students can stop by the brief conferences during these hours, or they can sign up for an English tutor through the Writing Center if more intensive help is needed.

MATH LABORATORY

The Cumberland University Math Laboratory serves the needs of faculty and students. Math faculty or qualified Math majors are on duty during posted hours to answer questions about any aspect of Mathematics. Students can stop by for brief conferences during these hours, or they can sign up for a Math tutor through the Math Laboratory if more intensive help is needed.

COUNSELING SERVICES

The University offers a wide range of counseling services through the Office of Campus Life and Student Services. Students needing professional attention should be referred to the Counseling Center. Academic advising is handled through the appropriate divisional faculty.

STUDENT HANDBOOK

Further information regarding student services is available in the Student Handbook of Cumberland University. Faculty members may obtain a copy of this publication from the Vice President for Institutional Advancement.

MISCELLANEOUS

FACULTY OFFICE SPACE AND FURNITURE

The University provides an office for each full-time faculty member (space permitting), including desk, chair, computer, bookshelves (if available), and filing cabinet (if available). Where space permits, the University may provide shared office space for regular part-time teachers. See Space Management Policy, Chapter 12.

SECRETARIAL AND STUDENT HELP

Secretarial services are not guaranteed for faculty. The division secretary provides service to the Division Chairperson, but the secretary may agree to perform some tasks for faculty if the secretary's schedule permits. Faculty requesting secretarial assistance should allow sufficient time for the task well in advance of the deadline for completion. Student assistants are available for each division as well as student lab assistants for instructors that need this type of help. All requests for student help should be submitted on forms provided by the Director of Financial Aid.

BOOKS AND SUPPLIES

Textbook orders and forms for ordering desk copies are handled through the Division Chairperson. Orders for equipment and supplies must be processed through the Division Secretary and approved by the Division Chairperson and by the Vice President for Academic Affairs.

ACADEMIC REGALIA

All members of the Faculty and the Administrative Staff will wear full academic attire for graduation exercises and other formal academic occasions. The University pays the rental expenses. Arrangements for this attire can be made through the University Bookstore. Faculty members should place on file and keep current the following information: height, weight, cap size, highest earned degree, and the institution where the highest degree was earned.

SALE OF DESK COPIES OF TEXTBOOK

The sale of desk copies of faculty members is inappropriate. If a faculty member has a desk copy of a book that he/she is not using, the desk copy should be sent to the Library to be used as a reference when appropriate or returned to the vendor.

PERSONNEL FILE

Federal and state laws require the collection and retention of detailed personnel information. The Human Resource Office houses a separate file on each employee of Cumberland University, faculty and staff, in a separate and secured file cabinet accessible only to those with a legitimate need to review the information. These files include information that (1) is employment-related; (2) relates to compensation, including benefits; (3) concerns disciplinary action; and (4) provides general personnel data. Information regarding an employee's health or request for medical leave will be maintained in a separate and secured file cabinet accessible only to those with a legitimate need to review the information.

The personnel files are the property of the University. The files may be reviewed by the employee, their immediate supervisor, the executive member in charge of area of position, and/or the President of the University with a legitimate need to have access to the information contained. The employee, upon request, may review the files by contacting the Director of Human Resources for an appointment.

