

# Faculty Handbook

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MILLSAPS COLLEGE

Revised 2023



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## Preamble

The purpose of this handbook is to aid in the orientation of new faculty members and to provide a convenient source of information concerning the organization, administration, and policies of the College. This handbook does not supersede or take the place of the Charter of the College or the Bylaws of the Board of Trustees, nor is its intention to limit in any way the authority of the Board. The information and policies which are set forth here are current policies of Millsaps College and are not intended to be endorsements in part or in whole of the policies or procedures of any other organization. Final decision on policies represented in the handbook resides with the Board of Trustees.

Additions and revisions to the Faculty Handbook by action of the Board of Trustees or the faculty since 1982 were compiled by the Vice President and Dean of the College and entered into the edition distributed to faculty on August 25, 1989. Further revisions reflecting subsequent actions by the Board of Trustees and the faculty were made in the summer of 1993 by the Vice President in consultation with the Faculty Council and distributed to the faculty on August 20, 1993. Revisions were also proposed by the Faculty Council and were approved by the faculty and Board of Trustees in the spring of 2002, 2003 and 2012. Additional revisions were made in the summer of 1997, in the spring of 2001, in the summer of 2007, in the summer of 2013, and in 2022-2023 by the Provost and Dean of the College in consultation with the President of the Faculty Council to ensure that the handbook accurately described the organizational structure and policies of the College.

## Revision Procedure

This handbook has been developed jointly by representatives of the faculty, administration and Board of Trustees. It is understood that this is a document which will be constantly reviewed and considered for revision. Its format shall provide for this continuous revision.

Policy revisions may be proposed by the faculty or administration or directed by the Board of Trustees. The Faculty Council is charged with the handbook review and revisions on behalf of the faculty, and the Council will bring all such proposed revisions before the faculty for its advice and action before forwarding them to the President. Should differences of opinion exist, the faculty will be given further opportunity for consideration and response before final recommendations are forwarded by the President to the Board of Trustees, with whom final authority for this handbook and the policies reflected in it rest. The faculty will be notified of all changes to the handbook as they are made.

## ORGANIZATION AND GOVERNANCE

Millsaps College was incorporated under the same name by a charter enacted by the Legislature of the State of Mississippi on February 21, 1890. The charter was amended, upon the request of the Board of Trustees and with the approval of the Mississippi and North Mississippi Annual Conferences of the United Methodist Church, by the Secretary of State on October 31, 1969, and on August 30, 1985, and on June 14, 1989. The College is owned by the United Methodist Church through the aforementioned annual conferences, now merged to form a single annual conference.

### BOARD OF TRUSTEES

The Board of Trustees is the final authority for all matters relating to the governance of the College, subject only to the visitorial powers of the Mississippi Annual Conference of the United Methodist Church as provided for in the Charter of Incorporation.

The Board of Trustees is composed of not less than sixteen nor more than forty regular, voting members, at least eight of whom are ordained ministers and eight of whom are laity of the Mississippi Conference of the United Methodist Church. The Resident Bishop of the Mississippi Conference of the United Methodist Church is a member of the Board of Trustees.

A regular, voting Trustee may be elected to a four-year term, or to fill the unexpired portion of another Trustee's term. A regular, voting Trustee may be reelected; provided at the conclusion of the term during which eight years of service as a regular, voting Trustee occurs, a Trustee may not be re-nominated or reelected as a regular, voting Trustee for a period of at least one year. Notwithstanding, the Chair of the Board of Trustees may serve up to two consecutive four-year terms from the date of his or her election as Chair. The limitations of this section shall not apply to the first group of trustees elected under this amendment.

The faculty representatives to the Board are the President of the Faculty Council, a representative from the Millsaps AAUP chapter, and the faculty elected to serve on the Board committees. One faculty representative is elected to each of the following committees: Academic Affairs, Campus Facilities and Environment, Enrollment and Communications, Investment, and Student Life. Faculty representatives have voting privileges during the open sessions of their respective committee meetings, but will not attend executive sessions, which might involve a conflict of interest or discussion of information inappropriate to be disclosed. Faculty representatives serve an initial 3-year term. Subsequent terms are for two years. The President of the Faculty Council is elected by the faculty for a two-year term and may have the privilege of the floor but may not vote during the full Board meeting. The role of the faculty representatives is to relate faculty concerns to the Board and to report to the faculty on Board actions and policies.

Additionally, the President of the Faculty Council and the faculty representative to the Academic Affairs Committee serve on the selection committee to determine candidates for honorary

degrees. This subcommittee includes all members of the Academic Affairs Committee and a third member of the faculty appointed by the Provost and Dean of the College. All three faculty representatives serving on the honorary degree selection committee are given voting rights. The names of the candidates for honorary degrees are then presented for ratification by the faculty at large in the December faculty meeting.

The staff representative to the Board is the President of the Staff Council, who is elected by the staff for a two-year term and may have the privilege of the floor but may not vote. The role of the staff representative is to relate staff concerns to the Board and to report to the staff on Board actions and policies.

The student representative to the Board is the President of the Millsaps Student Body Association and is also a non-voting representative. The role of the student representative is to relate student concerns to the Board and to report to the Student Body Association on Board actions and policies.

The alumni representative to the Board is the President of the Alumni Association, who is also a non-voting representative.

The officers of the Board of Trustees include a Chair, a Vice Chair, a Secretary, and a Treasurer. These officers are elected for four-year terms. Vacancies in any office may be filled for the unexpired term by the Board of Trustees. The standing committees of the Board are as follows:

- 1) Executive Committee
- 2) Academic Affairs Committee
- 3) Audit Committee
- 4) Campus Life Committee
- 5) Enrollment Committee
- 6) Finance and Facilities Committee
- 7) Governance Committee
- 8) Institutional Advancement Committee
- 9) Investment Committee

The Board of Trustees meets three times each year: early spring, late spring, and the fall. The Executive Committee meets at an appropriate time in the winter to consider and approve the budget of the College for the following academic year. Special meetings may be called by the Chair or upon written request of a majority of the members of the Board addressed to the Secretary and stating the purpose of the meeting.

The Board of Trustees generally concerns itself with major matters of policy and objectives, including but not limited to college finances and fund raising; academic and non-academic programs; physical facilities; election of the officers of administration; ratification of appointments to the faculty, faculty promotion, and the granting of tenure; and the awarding of degrees upon the recommendation of the faculty.



## ADMINISTRATION

The operation of the College is organized under four major administrative areas: 1) Academic Affairs, 2) Student Services, 3) Administration and 4) Institutional Advancement. Under the leadership of the President, the administration is responsible for the day to day operation of the College, the formulation of general policy, personnel matters and student discipline. The following administrative officers constitute the President's Cabinet.

*Note: An asterisk after a position title below indicates membership on the Executive Staff. Persons in those positions report directly to the President of the College.*

### President

The President is the chief educational and administrative officer of the college and presides at all academic functions. Elected by the Board of Trustees, the President is an ex officio member of all standing committees of the Board and recommends to the Board persons to be officers and faculty of the college. The President implements policies adopted by the Board; is responsible for supervision, management and governance of the college; represents the college before the public; and serves as liaison officer among the Board of Trustees, faculty, staff and students.

### Provost and Dean of the College\*

The Provost and Dean of the College is the chief academic officer of the college and is responsible for all aspects of the academic program, including all three academic divisions: Arts and Humanities, Sciences and the Else School of Management. This position is responsible for hiring and evaluating all faculty members; generating and overseeing the budget for the academic affairs division; appointing and directing faculty committees; and providing strategic vision, leadership and planning for the academic program. The Provost and Dean of the College serves as liaison to the Board of Trustees Academic Affairs Committee.

### The Vice President of Finance and Administration\*

The Vice President of Finance and Administration is the chief financial officer of the college. This position is responsible for overseeing the business and financial areas of the college, including: budget development and management, investment management, accounting, payroll, accounts receivable, accounts payable, audits, financial modeling and insurance management. The Vice President of Finance and Administration serves as liaison to the Board of Trustees Audit, Finance and Facilities, and Investment Committees.

### The Vice President of Institutional Advancement\*

The Vice President of Institutional Advancement leads all college fundraising and alumni and parent relations programs. This position is responsible for leading the overall fundraising strategy as set forth by the college's strategic plan, managing a portfolio of major gift prospects and engaging with donors. The Vice President of Institutional Advancement serves as liaison to the Board of Trustees Institutional Advancement Committee.

### Vice President of Student Life and Dean of Students\*

The Vice President of Student Life and Dean of Students is the chief student life officer of the college. This position is responsible for many of the student programs and services on campus including the first-year college experience, new student orientation, counseling, health center, career center, intercultural affairs, international student services, student disability services, housing and residence life, summer conferences, campus recreation, student conduct, fraternity/sorority life, student leadership, student government and student programming, student publications, security, campus emergency response, plus shared supervision of student retention programs and summer Admissions-yield programs. The Vice President of Student Life and Dean of Students serves as a liaison to the Board of Trustees Campus Life Committee.

### Director of Athletics\*

The Director of Athletics is responsible for all aspects of the intercollegiate athletics program including selection and supervision of coaches and administration of the athletics budget. This position is responsible for assuring that the athletic program adheres fully to the NCAA guidelines and the college's statement of philosophy on student athletics. The Director of Athletics serves as a liaison to the Board of Trustees Campus Life Committee.

### Vice President of Enrollment\*

The Vice President of Enrollment serves as chief enrollment strategist and advises the President on all enrollment issues. This position is responsible for cultivating collaborative relationships with colleagues and external constituencies to ensure consistent strategic enrollment management success. In addition to contributing to the overall enrollment effort of the College, planning and implementing procedures and programs for attracting, matriculating and retaining students, this position also includes oversight of the Office of Financial Aid. The Vice President of Enrollment serves as a liaison to the Board of Trustees Enrollment Committee.

### Executive Assistant to the President

The Executive Assistant to the President provides confidential administrative support that requires a thorough knowledge of college policies, procedures and operations and an understanding of the college's role within the community. The Executive Assistant to the President is responsible for managing the president's schedule and the office's daily activities, ensuring effective, efficient and professional service. This position serves as the primary point of contact for internal and external constituencies on all matters pertaining to the Office of the President and serves as a liaison to the senior leadership team and Board of Trustees.

### Associate Dean of Arts and Humanities

The Associate Dean of Arts and Humanities is the administrative head of the division and reports to the Provost and Dean of the College. The Associate Dean has oversight responsibilities for budget, curriculum planning, scheduling, program review and fundraising. The Associate Dean of Arts & Humanities makes personnel recommendations for the division and serves on the Academic Council.

### Associate Dean of Sciences

The Associate Dean of Sciences is the administrative head of the division and reports to the Provost and Dean of the College. The Associate Dean has oversight responsibilities for budget, curriculum planning, scheduling, program review and fundraising. The Associate Dean of Sciences makes personnel recommendations for the division and serves on the Academic Council.

### Associate Vice President of Advancement Operations

The Associate Vice President of Advancement Operations serves as the chief operating officer in Institutional Advancement and reports to the Vice President for Institutional Advancement. The Associate Vice President of Advancement Operations is responsible for strategic planning, program implementation and outcomes assessment in the following areas: Millsaps Annual Fund; Stewardship and Donor Relations; Gift Recording, Reporting and Acknowledgement; Alumni/Development Information Systems; Prospect Research; Foundations/Corporate Relations; Major Donor Moves Management Process and Tracking; and Advancement Communications.

### Controller

The Controller is responsible for the planning and coordination of financial activities for the College. The work involves the independent and regular exercise of discretion and judgment regarding all areas of the College's finances, including such areas as accounting practices, fiscal recordkeeping, financial reporting and budgetary controls. The Controller reports to the Vice President of Finance and Administration.

### Dean of the Chapel/Director of Church Relations and Center for Ministry

The Dean of the Chapel and Director of Church Relations and Center for Ministry oversees the spiritual well-being of the campus community. The Dean of the Chapel and Director of Church Relations and Center for Ministry facilitates diverse student religious life; provides pastoral support to students, faculty and staff; cultivates and sustains relationships with The United Methodist Church and other communities of faith; and encourages continuing strategic commitment to the College's heritage of social justice and critical reflection on questions of meaning.

### Dean of the Else School of Management

The Dean of the Else School of Management is the academic and administrative head of the Else School and reports to the Provost and Dean of the College. The dean is expected to work closely with the Director of Graduate Admissions in the implementation of admissions policies for graduate programs in management and accounting. The Dean of the Else School of Management also makes personnel recommendations for the Else School.

### Director of Academic Advising and Student Support

The Director of Academic Advising and Student Support is responsible for overseeing the academic advising program, academic support and accessibility services and retention efforts. This individual will provide strategic vision and leadership to coordinate the student-success efforts of professionals from the faculty, student life, athletics, admissions, financial aid, the records office and the business office. The Director of Academic Advising and Student Support reports to the Vice President of Student Life and Dean of Students.

### Director of Communications and Community Engagement

The Director of Communications and Community Engagement is responsible for the planning and implementation of a communications and marketing program with emphasis placed on student recruitment, support of development efforts to fund the College's needs and priorities and visibility that puts the college in a strategic position to fulfill its mission and meet its goals. The Director of Communications and Community Engagement leads the College in integrated marketing communication to establish and maintain a comprehensive, coordinated institution-wide effort to communicate mission-critical values and messages to college constituencies.

### Director of Data and Records

The Director of Data and Records serves a dual role in providing leadership within the Office of Records and Institutional Research. As the leader of the Office of Records, the administrator serves as Registrar and is responsible for overseeing the academic standards, policies, and regulations of the College. As leader of Institutional Research, the administrator is responsible for overseeing internal and external reporting and data requests, research projects to foster institutional improvement, and oversight of campus survey efforts. The Director of Data and Records reports to the Provost and Dean of the College and serves as the College's Chief Data Officer.

### Director of Experiential Learning and Strategic Initiatives

The Director of Experiential Learning and Strategic Initiatives is responsible for centralizing and implementing institutional priorities related to experiential learning and reports to the Provost and Dean of the College. The director is responsible for ensuring alignment of strategic priorities with demonstrable innovations and outcomes within the academic program; the Director of Experiential Learning and Strategic Initiatives also serves on the Academic Council.

### Director of Human Resources

The Director of Human Resources is responsible for overseeing all aspects of the human resources division, including compensation and benefits administration, position control and budgeting, recruitment and employment services, training and development and employee engagement and relations. The Director of Human Resources reports to the Vice President of Finance and Administration.

### Director of Information Technology

The Director of Information Technology is the chief information technology (IT) officer of the college, providing leadership, strategic direction and management of the ITS department. The Director of Information Technology is responsible for all aspects of information technology management and control, including supervision of IT employees, budget oversight, technical acquisitions and IT security as well as the development and implementation of IT guidelines, standards and procedures. The Director of Information Technology reports to the Vice President of Marketing and Communications.

### Director of International Education

The Director of International Education is responsible for overseeing education abroad programs, including supporting faculty/staff-led, study/research/service programs; promoting education abroad activities; developing strategies and resources to promote access diversity and inclusion for education abroad activities and producing annual enrollment and expense analysis reports. The Director of International Education reports to the Provost and Dean of the College and serves as the College's Chief Data Officer.

## FACULTY

The principle upon which governance of the College should be based is that of collegiality. The relationship of the faculty to officers of the administration is that of colleagues that are fundamentally equal members of the College. The employer of both faculty and administrative officers is the Board of Trustees which has delegated to the President as chief educational and administrative officer of the College responsibility for the supervision, management and governance of the College. The President, in turn, delegates to the faculty and other administrative officers specific responsibilities as outlined in this document. It is acknowledged that these responsibilities can be discharged only with the support and counsel of all. Historically, the Board of Trustees has sought and welcomed the advice of the faculty on all matters of importance to the College.

In addition to teaching responsibilities the faculty has significant responsibilities at both the undergraduate and graduate levels in the areas of curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the academic program. On these matters the power of review or final decision lodged in the governing board or delegated by it to the President should be exercised adversely only after careful consideration and for reasons communicated to the faculty.

The faculty's role in matters of College governance (such as appointment and retention of faculty, promotion of faculty and award of tenure, assessment of faculty performance, adjudication of grievances, selection of college officers, and determination of college priorities) is understood to be one of vital importance to ultimate decisions. In the interest of collegiality and consistent with the specific procedures for response provided in this handbook, the administration, when it does not concur in a faculty recommendation for compelling reasons

which are perceived to be in the best interest of the College, will appropriately communicate its reasons to the individual, the committee, or the faculty at large in an effort to seek consensus or to promote understanding.

Within the framework of policy established by the Board of Trustees and accreditation requirements where appropriate, the faculty sets the requirements for the undergraduate and Graduate degrees offered by the College, determines when the requirements have been met, and recommends to the President for his or her recommendation to the Board the granting of degrees thus achieved.

### Divisions

The academic program of the College is organized into two divisions and one school. The divisions encompass the academic departments of the College. They are as follows:

Arts and Humanities: Art, Classical Studies, English, History, Modern Languages, Music, Philosophy, Religious Studies, Theatre

Sciences: Biology, Chemistry, Education, Geology, Government and Politics, Mathematics, Physics, Psychology and Neuroscience, Sociology and Anthropology

Each division has as its administrative head an associate dean who reports to the Provost and Dean of the College. Associate deans of the divisions are appointed on a four (4) year rotating basis by the Provost and Dean of the College in consultation with members of the division and subject to their ratification (where a majority must find the appointment unacceptable in order for it to be withdrawn). The associate deans have oversight over the budget, curriculum planning, scheduling, program review and fund raising. They also make personnel recommendations for their divisions.

The Else School of Management, which for most purposes functions in a manner similar to a division, does not include departments but does encompass several disciplines, notably accounting, business administration (which includes finance, marketing, management, quantitative management and policy), and economics. The Else School sets requirements for both its undergraduate majors and graduate programs in accordance with college policies and procedures described in this Handbook. The School also sets general course content and description. The Else School may not set requirements that exceed or conflict with general college requirements. The Dean of the Else School of Management is the academic and administrative head of the School of Management and reports to the Provost and Dean of the College. The Dean also makes personnel recommendations for the School.

The Provost and Dean of the College chairs the Academic Council which consists of the Associate Dean of Arts and Humanities, the Associate Dean of Sciences, the Dean of the Else School of Management, the Associate Dean of Academic Affairs, the Director of Experiential Learning and Strategic Initiatives, Registrar, the College Librarian, and the President of the Faculty Council. The Academic Council is the principal policy and planning group for the academic area.

## Departments

Most of the academic programs of the College have their locus within departments. Curricular requirements for majors are set within the departments in accordance with program parameters previously established. General course content and description are also a matter of departmental prerogative. Departments may not set requirements that exceed or conflict with general college requirements.

Department chairs are appointed by the Provost and Dean of the College in consultation with the associate dean of the division and members of the department. The term of appointment is one year and is automatically renewed unless otherwise decided by the Provost and Dean of the College. The responsibilities and duties of department chair include:

supervision of the academic program in the department, administration of the departmental budget, supervision of student workers in the department, coordination of major advising within the department, preparation of recommended schedule of departmental courses, administration of comprehensive examinations for senior majors, assistance in the evaluation of personnel within the department, and advice in the selection of new personnel.

Department chairs are expected to work with the associate dean or dean of their division and the Provost and Dean of the College in all matters pertaining to administration of the department.

## Faculty Committees

The committee system is an important means by which faculty members participate in the governance of the College. Committee assignments are for three-year staggered terms, unless otherwise noted. Their functions and membership are defined below in the respective sections on elected and appointed committees. A standing committee of the faculty normally functions within the time period beginning one week after spring commencement and continues until the corresponding day one week after the next spring commencement.

Ad hoc faculty committees may be formed, when so desired, by the president, any of the vice-presidents, the Academic Council, or the Faculty Council. After two years of existence, an ad hoc committee will normally either be disbanded or will be proposed for inclusion among the standing committees listed in this handbook. A proposal to have such a committee listed in the handbook will be vetted through the normal processes by which changes are made to the Faculty Handbook.

Proposals for deletion of a standing committee may be brought to the Faculty Council or to the Academic Council for consideration in the processes described in this Handbook for changes to the Faculty Handbook.

All committees of the faculty are expected to submit an annual report to the Faculty Council. The chair of each committee must submit the committee's annual report to the Provost and Dean of the College in a form approved by the Faculty Council by no later than June 30 following the

academic year under review. All faculty committee reports will be made available to the faculty at the beginning of the new academic year via the Library's electronic College archives.

Faculty members should chair all faculty committees. Note: Unless otherwise indicated below, ex-officio members of a committee have the same voting rights as the other members of the committee.

There are two types of standing committees, elected and appointed, except for the assessment committee which combines elected and appointed positions.

## Elected Committees

### *Assessment Committee*

Functions: Evaluates the MYRA (Multi-Year Review and Assessment) forms reports, asks additional questions of, requests clarification from, and provides feedback to originating departments. Forwards the MYRA report, follow up correspondence, and Committee feedback to the Academic Council, and the Provost and Dean of the College.

Membership: Six faculty members, two from each division. One member from each division will be elected by the division; one member from each division will be appointed. At least one of the two members from each division must be tenured. The committee is active in those alternating years in which academic MYRAs are due. Each committee member will serve through three reviews. The committee membership is staggered between those appointed and those elected so that there is continuity of experience. Ex officio: Provost and Dean of the College (non-voting).

### *Committee on Tenure and Promotion*

Functions: Serves as an advisory committee to the Provost and Dean of the College on matters of tenure and promotion. The primary functions of the committee are to make recommendations to the Dean on matters of tenure and promotion and to do a mid-probationary evaluation of tenure-track faculty. The committee may also conduct a review of the evaluation process.

Membership: Tenured faculty elected by the faculty as a whole from divisional nominations: two members each from the Division of Arts and Humanities and the Division of Sciences, and one from the Else School of Management. Ex-officio: Provost and Dean of the College (non-voting). Divisions in the year in which they have a vacancy to fill shall nominate two individuals from the division to be voted upon by the faculty as a whole.

### *Compass Curriculum Council*

Functions: Reviews and approves courses submitted for inclusion in the general education curriculum. Aids the Director of the Compass Curriculum in conducting annual assessments of student learning outcomes from the first-year Compass courses and periodic reviews of the core curriculum (including for the MYRA — Millsaps's Multi-Year Review Assessment Program).



Membership: One faculty member to be elected from each of the following areas: Fine Arts, Non-English Language, Social Science, Natural Science, Math, and Business. Ex officio: Compass Curriculum Director, Ventures Coordinator, Connections Coordinator, Our Human Heritage Coordinator, Director of Writing and Teaching, Provost and Dean of the College (non-voting), Registrar (non-voting).

Representatives will be elected by the Faculty at large. Nominations will come from the divisions, as described below. Additional nominations may come from the floor of a faculty meeting. All nominees must meet SACSCOC accreditation standards for instruction in the Domain.

- Arts & Humanities: Fine Arts, Non-English Language
- Sciences: Social Science, Natural Science, Math
- Else School: Business

#### *Compass Curriculum Council*

The Compass Curriculum Council should meet as a whole at least once per term, with much of its routine work to be accomplished by the subcommittees described below. Subcommittees may bring whatever business they see fit to the committee as a whole for consultation and action.

The First-year Subcommittee: charged with assessment of the SLOs in the first year, refinement of first-year courses and approval of syllabi for Ventures, Connections, Discovery and Our Human Heritage. This committee will consist of all the ex officio members.

Explorations Subcommittee: charged with approval of Explorations syllabi, refinement of Knowledge Domains descriptions and criteria. This subcommittee will contain all the elected members, the Compass Curriculum Director, the Director of Writing and Teaching, and the Registrar (non-voting).

#### *Curriculum Committee*

Functions: Serves as the locus for consideration of curriculum issues. The Committee reviews proposals for any changes in the undergraduate or graduate academic programs of the College, approves all new courses, and oversees all interdisciplinary programs. The Curriculum Committee brings any proposals that require approval of the faculty to the full faculty through a process described in Section III. H of the “By-Laws of the Millsaps College Faculty” (contained in this handbook).

Membership: Two faculty members to be elected from the Division of Arts and Humanities, two faculty members from the Division of Sciences and one faculty member from the Else School of Management. Ex officio: Provost and Dean of the College (non-voting).

### *Faculty Council*

Functions: Reviews and evaluates college policies and operating procedures relative to matters of faculty concern. The Council reviews and recommends proposed changes in the Faculty Handbook.

Membership: Three faculty members, at least one tenured, elected from the Division of Arts and Humanities and three faculty members, at least one tenured, elected from the Division of Sciences, and two faculty members, at least one tenured, elected from the Else School of Management, in addition to the president and vice president to be elected from the faculty at large. All members are elected to 2-year terms.

### *Faculty Development Committee*

Functions: Acts as an advisory committee to the Provost and Dean of the College in matters of faculty development, including the awarding of research grants. The Committee is also responsible for planning on-campus workshops and other activities related to teaching effectiveness and other aspects of professional development.

Membership: Two faculty members to be elected from the Division of Arts and Humanities, two elected from the Division of Sciences, and one elected from the Else School of Management. Ex officio: Provost and Dean of the College (non-voting).

### *Grievance Committee*

Functions: Hears grievances brought by faculty members. See “Grievance Procedure,” in this Handbook, for further details.

Membership: The panel from which a committee of three is selected shall consist of three tenured faculty members elected annually from the Division of Arts and Humanities, three tenured faculty members elected annually from the Division of Sciences, two tenured faculty members elected annually from the Else School of Management. Ex officio: Vice President of the Faculty Council.

### *Writing Council*

Functions: Charged with establishing the standards for writing in core courses and for administering the writing proficiency requirement of the College.

Membership: Three faculty members, including one from each division. Ex officio: Director of Writing and Teaching.

## Appointed Committees

### *Academic Advising Committee*

Functions: Reviews the College’s academic advising system and advises the Provost and Dean of the College on possible improvements. Plays a significant role in designing and implementing the summer registration process.

Membership: Three faculty members. Ex officio: Assistant Dean of Student Success; Registrar (non-voting); Associate Dean of Arts and Humanities; Associate Dean of

Sciences; Dean of the Else School of Management; Provost and Dean of the College (non-voting).

#### *Admissions Committee*

Functions: Serves as an advisory committee regarding admissions policy to the Vice President for Enrollment and the Director of Admission. Supports accurate and robust representation of Millsaps's academic offerings and faculty members in on- and off-campus programs for prospective students. Serves as a liaison to the faculty, communicating detailed admissions statistics and how admissions policy is set by the Office of Admission.

Membership: Four faculty members. Ex officio: Vice President of Enrollment (non-voting); Provost and Dean of the College (non-voting).

#### *Animal Subjects Review Committee*

Functions: Reviews research projects using animal subjects to ensure compliance with federal law and guidelines.

Membership: Four faculty members, including at least one faculty member with expertise in animal research and at least one faculty member from outside the Division of Sciences, plus a veterinarian appointed by the Provost and Dean of the College.

#### *European Studies Committee*

Functions: Oversees the European Studies major, including approval of courses accepted for the major and administration of comprehensive exams.

Membership: Four faculty members representing at least three departments and two divisions of the College.

#### *Ford Fellows Program Committee*

Functions: Reviews, evaluates, and scores proposals submitted by prospective Ford Teaching Fellows during spring selection process. Assists the director with development of the program.

Membership: Five faculty members. Ex officio: Director of the Ford Fellows Program; Provost and Dean of the College (non-voting).

#### *Health Sciences Pre-Professional Program Committee*

Functions: The Pre-Health committee advises students at all levels of their Millsaps experience from application to graduation. Committee members assist Admissions with recruitment (Pre-Health Day, Athletics Day, Open Doors, and off-campus recruiting) and with advising applicants with respect to the success of our Pre-Health program. Millsaps students (from any major) planning to attend medical, dental, or other health-related professions are advised and mentored by the committee members. The committee interviews students prior to graduation, writes a recommendation letter for each student on behalf of the College, and transmits these letters to the appropriate post-graduate programs. The committee keeps statistical information for entrance of students into

professional schools. The committee arranges medical mentoring placements for students into pre-health areas.

Membership: Seven faculty members, including one who serves as Statistician.  
Ex officio: Director of the Health Sciences Pre-Professional Program; Associate Dean of Sciences.

#### *Honor Council*

Functions: Hears cases involving possible violation of the student Honor Code and recommends a ruling of guilt or innocence and sanctions as appropriate to the Provost and Dean of the College.

Membership: Three faculty representing the three academic divisions and seven undergraduate students appointed by the officers of the Student Body Association. If a graduate student is accused, four graduate students will be added to the committee.

#### *Honors Program Committee*

Functions: Supervises the work of the Honors Program, including the oversight of individual thesis projects from start to defense, and organizes the annual Honors Conference.

Membership: Nine faculty members, with at least three members from the Sciences Division, at least three members from the Arts & Humanities Division and at least two members from the Else School. Ex officio: Director of the Honors Program; Provost and Dean of the College (non-voting).

#### *Human Subjects Review Committee*

Functions: Reviews research projects using human subjects to ensure compliance with federal law and guidelines.

Membership: Five faculty members, including the chair of the Department of Psychology as an ex-officio member, at least one faculty member from the Division of Arts and Humanities, and at least one faculty member from the social sciences.

#### *International Education Committee*

Functions: Advises the Director of International Education on Millsaps International programs.

Membership: Five faculty members. Ex officio: Director of International Education.

#### *Latin American Studies Committee*

Functions: Oversees the interdisciplinary Latin American Studies major, including approval of courses accepted for the major and administration of comprehensive exams. Arranges special events on campus and plays a supporting role in coordinating study abroad programs in Latin America, with a special emphasis on Mexico's Yucatán peninsula, Costa Rica, and Ecuador.

Membership: Four faculty members representing at least three departments and the three divisions of the College. Ex officio: Director of International Education.

#### *Public Events Committee*

Functions: Plans and implements, as a student-faculty-administrative committee, seminars, conferences and other events for the campus that address issues of current concern, feature outstanding speakers and provide programs utilizing other media such as the performing and visual arts. This Committee is primarily responsible for implementation of the Millsaps Forum Series and other ongoing programs specifically assigned to it.

Membership: Five faculty members (with at least one from each academic division) and three students (the Vice President of the Student Body Association, SAPS Executive Director of Programming, and a nominee from the Office of Student Life). Ex Officio: College Chaplain (non-voting), Manager of Conference Services and Marketing Operations (non-voting), Director of Communications and Community Engagement, and a representative from the Office of the President.

#### *Publications Board*

Functions: Oversees student publications (e.g. *Purple and White*, *Stylus*, and *Bobashela*) and selects editors for these publications.

Membership: Three faculty members, four students appointed by the officers of the Student Body Association, the SBA treasurer. Ex-officio: Vice President of Student Life and Dean of Students (non-voting), and the Provost and Dean of the College (non-voting).

#### *Scholarships and Fellowships Committee*

Functions: Identifies and promotes scholarship and fellowship opportunities for Millsaps students and serves as the institutional selection committee where such is required.

Membership: Faculty advisors for the major scholarships and fellowships (e.g., Rhodes, Fulbright, Goldwater) and the Coordinator of Scholarship and Fellowships.

#### *Sexual Misconduct Committee*

Functions: Provides a pool of knowledgeable and trained personnel from which a sexual misconduct investigative committee may be drawn as need arises.

Membership: Six faculty members and six staff members. Ex officio: College Counselor; Vice President of Student Life and Dean of Students; Director of Campus Security.

#### *Student Judiciary Council*

Functions: Represents the faculty at student disciplinary hearings.

Membership: Two faculty members appointed by the Provost and Dean of the College in

consultation with the President of the College. The Judicial Council also includes student representatives and a representative of the administration appointed by the President.

### Faculty Meetings

The main structure through which the faculty carries out its legislative responsibilities is the faculty meeting. The faculty meets regularly on the third Thursday of each month during the academic year and at such other times as the business of the faculty requires. These meetings are governed by procedures set forth in the Bylaws of the Faculty, contained in this Handbook. Minutes of the meeting are recorded by the secretary and circulated to all members of the faculty.

### Faculty Council

The Faculty Council is established to make recommendations to the faculty, to voice faculty concerns, to conduct studies and reviews at the direction of the faculty or on its own initiative, and to otherwise serve as directed by the faculty. The following charter was approved by the faculty in December 1988 except that section IV.C.5 was added in March 2002.

#### I. Membership and Terms

- A. The Council shall be composed of ten members. Two are general officers elected by general vote of the faculty, and eight are representatives of divisions elected by their respective divisions. At least half the total membership of the Council, including the president and vice president, must be tenured.
- B. The terms of office for all members of the Council shall be two years. Terms shall begin one week after spring commencement the year of election.

#### II. Elections

- A. The President of the Faculty Council shall take all actions necessary to see that elections are conducted according to the following provisions.
- B. After nominations are received at the January meeting, election of the two general officers of the Council shall be held by secret ballot at the regular meeting of the faculty held in February preceding the beginning of their terms of office. The terms of office shall begin in odd-numbered years.
- C. Election of divisional representatives shall be held at regular meetings of the divisions in March before the beginning of their terms of office. The terms of four of these representatives shall begin in odd-numbered years; the terms of the other four shall begin in even-numbered years. When the election of these representatives fails to yield the required number of tenured members of the Council, the current President of the Council shall determine by lot among those divisions which elected non-tenured representatives which divisions shall be required at their regular April meetings to conduct a new election of a tenured representative.

- D. A vacancy occurring in the offices of Vice President or representative shall be filled, for the remainder of the unexpired term, by election by the appropriate body.

### III. General Officers and Representatives

- A. There shall be a President of the Faculty Council, who shall:
  - 1. preside at Council meetings;
  - 2. report the Council's work at every faculty meeting;
  - 3. with the advice of the Council, make an annual "State of the College" report to faculty, administration and trustees early in every fall semester;
  - 4. consult with the Provost and Dean of the College concerning the agenda for faculty meetings;
  - 5. serve as the faculty representative to the Board of Trustees;
  - 6. serve as a member of the Academic Council; and
  - 7. undertake other responsibilities as directed by this charter or from time to time by the faculty or the Faculty Council.
- B. There shall be a Vice President of the Faculty Council who shall:
  - 1. preside at meetings of the Council in the absence of the President;
  - 2. succeed to the office of President should that office become vacant;
  - 3. chair, as needed, the Grievance Committee; select from the Grievance Panel, as needed, the members of the Grievance Committee;
  - 4. chair the Benefits Committee;
  - 5. serve as a member of the All College Council; and
  - 6. undertake other responsibilities as directed by this charter or from time to time by the faculty or the Faculty Council.
- C. Representatives shall participate in the work of the Council, shall bring concerns to the Council on request of any faculty member, and shall report the ongoing work of the Council to their respective divisions.

### IV. Duties and Responsibilities of the Faculty Council

- A. The Faculty Council shall establish and publish a schedule of regular meetings during the academic year. The third Tuesday of each month is reserved for meetings of the Faculty Council.
- B. The chief duties of the Council are to voice faculty concerns and encourage faculty discussion of issues related to the purpose and mission of the College. It may:
  - 1. review and evaluate College policies, programs, and procedures relative to matters of faculty concern;
  - 2. conduct studies on matters of faculty concern as directed by the faculty or on its own initiative;
  - 3. make recommendations for action by the faculty;
  - 4. call special meetings of the faculty; and

5. undertake other actions indicated or implied in this charter or as directed by the faculty.
- C. The Council, as a whole or through its committees as may be appropriate, shall undertake specific occasional duties. It shall:
1. review the Faculty Handbook and propose revisions when necessary or advisable;
  2. study and recommend changes in faculty and staff benefits;
  3. serve as the Committee on Committees to recommend to the Provost and Dean of the College faculty members for appointed committees;
  4. serve as an advisory committee to the President of the College; and
  5. provide for annual election of a faculty representative to the Student Body Association.
- V. Committees
- A. The Council shall maintain standing committees.
1. The Committee on Committees reports to the Provost and Dean of the College. All Council members serve on this committee.
  2. The Faculty-Staff Benefits Committee monitors, advises, and makes recommendations concerning fringe benefits for faculty and staff. The Vice President of the Faculty Council and the Vice President of the Staff Council chair this committee in alternate years.
- B. The Council may otherwise organize itself to conduct its work, on its own initiative or as directed by the faculty.

### By-Laws of the Millsaps College Faculty

#### I. Meetings and Organization

- A. Regular meetings of the faculty shall be held monthly during the academic year, at stated times to be determined by the Provost and Dean of the College, and the faculty.
- B. Special meetings of the faculty may be called by the President, the Provost and Dean of the College, the Faculty Council, or any twenty voting members of the faculty.
- C. A prepared agenda shall ordinarily be distributed prior to each meeting, but this action shall not exclude from consideration matters not on the prepared agenda.
- D. The Provost and Dean of the College shall preside at meetings of the faculty. In the absence of the Dean, the President of the College will preside. If neither of these officers is available to preside, the President of the Faculty Council or the senior member of the active faculty present will preside.



E. The faculty shall annually elect a Secretary, who shall keep minutes of meetings.

## II. Participation

A. All active and emeriti faculty, officers of administration, administrative staff, and the President of the Student Body Association or a representative designated by that officer, and invited guests, shall have the right of attendance and debate at ordinary meetings of the faculty.

B. Whenever the faculty votes to go into executive session, the right of attendance shall be limited to those persons having the right to vote.

C. All persons appointed to the ranks, whether regular or visiting, of professor, associate professor, assistant professor, instructor, or lecturer, including emeriti faculty teaching part-time and persons under special appointment as scholar or writer in residence, but excluding persons under adjunct appointment, shall have the right to vote and enter motions.

D. The current College Catalog register shall be the primary source of reference in matters of participation and the right to vote and enter motions.

## III. Procedure

A. A quorum shall consist of a majority of members eligible to vote.

B. Unless otherwise specified herein, all figures in these By-Laws are specified proportions of members of a quorum who are present and voting.

C. Any member may abstain on any vote. An abstention is not counted as a vote.

D. Passage of all motions and measures shall be by majority vote unless otherwise specified herein.

E. No proxy voting shall be permitted.

F. A two-thirds vote shall be required to move the previous question.

G. Unless otherwise specified, all elections shall be by majority vote. In elections where no nominee receives a majority, a runoff shall be held between the two persons receiving the highest number of votes. Where two or more are to be elected, a runoff shall be held among twice the number of persons to be elected.

H. Recommendation of persons to receive degrees in course shall be by two-thirds vote. [By action of the Board of Trustees amending its By-Laws on October 10, 1992, a majority vote of the faculty with the prior recommendation of the honorary degree committee of the Board, which consists of trustees, administrators and two faculty members, is sufficient for the awarding of honorary degrees, with the exception that

the awarding of an honorary degree to the Commencement speaker will be determined by the Board alone.]

- I. All measures concerning degrees to be offered, requirements for degrees, the addition or deletion of majors, rules for the administration of the curriculum, and other matters important to the continuing academic excellence of the College at the undergraduate or graduate levels, shall be introduced in writing at the meeting prior to that in which they are to be decided, and copies of such measures shall be made available to all members of the faculty.
- J. Voting by secret ballot shall be at the request of any voting member present.
- K. The minutes of each meeting shall be circulated before the next meeting, and shall be read at the request of the majority.

#### IV. Faculty Council

The charter of the Faculty Council, under separate heading, is incorporated as part of these By-Laws, subject to the same provisions for amendment, except that amendment of the charter shall be by majority vote.

#### V. Parliamentary Authority and Amendment

- A. The current edition of Robert's Rules of Order shall govern in meetings of the faculty in all cases to which they apply, and in which they are not inconsistent with these By-Laws.
- B. Amendments to these By-Laws shall be proposed in writing, and must be introduced, with copies made available to all voting members, at the meeting prior to that in which they are to be acted upon. Amendments shall be by two-thirds vote.

## FACULTY PERSONNEL POLICIES AND PROCEDURES

### DEFINITION OF FACULTY

The faculty of Millsaps College consists of all persons appointed by the College to teach one or more courses for academic credit. It also includes administrators and librarians with faculty rank. Those faculty so designated in the Faculty By-Laws are eligible to vote on faculty matters.

### ACADEMIC RANKS

For initial appointment or for promotion, a faculty member ordinarily must meet at least the qualifications listed below for the respective ranks. Meeting these qualifications, however, will not guarantee appointment, promotion or retention.

#### Continually Appointed Positions not on Tenure Track

##### *Instructor*

Master's or doctorate degree from a graduate institution of recognized standing or its equivalent (e.g. professional recognition in the creative arts or professional or business experience, significant in duration and level of responsibility, related to the primary instruction field in business).

##### *Lecturer*

Master's or doctorate or an appropriate professional degree from a graduate institution of recognized standing, acceptable professional certification, or accomplishments that are considered equivalent (e.g., outstanding performance in the creative arts or in the business community). Further qualifications include:

- A minimum of seven years of full-time teaching in a regionally accredited college or university or a minimum of four years of full-time teaching at the rank of Instructor.
  - Evidence of sustained, noteworthy teaching ability.
  - Evidence of either:
    - Serious attention to the duties and responsibilities of a faculty member.
- OR
- Developed scholarship in the individual's subject area, or noteworthy performance in the creative arts.

For initial appointment as Lecturer, the faculty member must have served previously at the same or similar rank at a regionally accredited institution of higher education and must show promise of continued exceptional performance at that level.

### *Senior Lecturer*

Master's or doctorate from a graduate institution of recognized standing or accomplishments that are considered equivalent (e.g., outstanding performance in the creative arts or in the business community). Further qualifications include:

- A minimum of ten years of full-time teaching at an accredited college or university or a minimum of six years of full-time teaching at the rank of Lecturer.
  - Evidence of outstanding teaching.
  - Evidence of either:
    - Distinguished faculty leadership and of devoted service to the students, the faculty, and the College.
- OR
- Mature scholarship in the individual's subject area, or of widely acclaimed accomplishments in the creative arts.

For initial appointment as Senior Lecturer, the faculty member must have served previously at the same or similar rank at a regionally accredited institution of higher education and must show promise of continued exceptional performance at that level.

### Tenure Track

#### *Assistant Professor*

Earned doctorate or an appropriate professional degree from a graduate institution of recognized standing, acceptable professional certification, or accomplishments that are considered equivalent (e.g. outstanding performance in the creative arts or in the business community), or evidence of substantial progress toward the doctorate (e.g. completion of all requirements except the dissertation) together with a minimum of two years full-time teaching in a regionally accredited college or university.

#### *Associate Professor*

Earned doctorate or an appropriate professional degree from a graduate institution of recognized standing, acceptable professional certification, or accomplishments that are considered equivalent (e.g. outstanding performance in the creative arts or in the business community). Further qualifications include:

- A minimum of seven years of full-time teaching in a regionally accredited college or university or a minimum of four years of full-time teaching at the rank of Assistant Professor.
- Evidence of sustained, noteworthy teaching ability.
- Evidence of serious attention to the duties and responsibilities of a faculty member.
- Evidence of developed scholarship in the individual's subject area, or noteworthy performance in the creative arts.

For initial appointment as Associate Professor, the faculty member must have served previously at that rank at a comparable accredited institution of higher education or must show promise of

exceptional performance at that level.

### *Professor*

Earned doctorate from a graduate institution of recognized standing or accomplishments that are considered equivalent (e.g. outstanding performance in the creative arts or in the business community). Further qualifications include:

- A minimum of ten years of full-time teaching in a regionally accredited college or university or a minimum of six years of full-time teaching at the rank of Associate Professor.
- Evidence of outstanding teaching.
- Evidence of distinguished faculty leadership and of devoted service to the students, the faculty, and the College.

And either:

- Evidence of mature scholarship in the individual's subject area, or of widely acclaimed accomplishments in the creative arts
- OR
- Continued scholarly or creative productivity coupled with sustained and substantial mentoring of undergraduate research

For initial appointment as Professor, the faculty member must have served previously at that rank at a comparable accredited institution of higher education or must show promise of exceptional performance at that level.

### *Emeritus Professor*

This rank may be assigned to faculty who have limited or terminated their responsibilities as a faculty member for valid reason (e.g. retirement, illness) after ten or more years of distinguished service to the College. An Emeritus Professor is so designated and appointed by the President upon the recommendation of the Provost and Dean of the College and the Committee on Tenure and Promotion.

### Visiting Faculty

Visiting faculty are full-time faculty with a well-defined end to the term of employment. Visiting faculty members are notified of the terms of appointment in a letter of appointment.

Appointment rank is determined by the Provost and Dean of the College and consistent with the tenure-track rank criteria listed above. Visiting faculty members are required to participate in the regular evaluation process of the College and attend faculty meetings as voting participants. They may also use College facilities, such as the Millsaps-Wilson Library and Maurice H. Hall Activities Center, and will take part in formal academic occasions such as Baccalaureate and Commencement.

## Adjunct Faculty

A limited number of part-time faculty members may be appointed on a term by term basis depending upon the needs of the College and are not eligible for tenure. Adjunct faculty appointments are recommended by the relevant department chair, associate dean or dean and appointed by the Provost and Dean of the College. Adjunct faculty members are notified of the terms of appointment in a letter of appointment. The same guarantees of academic freedom and due process which apply to full-time faculty apply to adjunct faculty. Adjunct faculty members are required to participate in the regular evaluation process of the College and are free to attend faculty meetings as non-voting participants. They may also use College facilities, such as the Millsaps-Wilson Library and Maurice H. Hall Activities Center, and take part in formal academic occasions such as Baccalaureate and Commencement.

## Faculty Selection and Appointment

Appointments to the faculty of Millsaps College are made by the Board of Trustees upon the recommendation of the President. The College seeks persons for the faculty who are strongly committed to teaching, who will maintain high academic standards, and who are willing to work closely with students in and out of class. In addition, persons hired to the faculty are expected to give evidence of scholarly accomplishment and show promise of continued professional growth.

When an existing position becomes vacant for whatever reason or a need is perceived for an additional position, request shall be made in writing by the department chair, associate dean, or dean to the Provost and Dean of the College, who will then consult with the Academic Council and the President before authorizing a search.

In conducting the search, the following steps will ordinarily be followed:

1. Appointment of a search committee, including the department chair and at least one other tenured faculty member.
2. National advertisement of the position.
3. Screening of applicants by the search committee and selection of the most promising candidates to visit the campus.
4. Campus visits, including meetings with faculty from the department and the division, students from the candidate's subject area, the Provost and Dean of the College, and the President.
5. Recommendation of acceptable candidates by the search committee following consultation with those who have met with the candidates.
6. Negotiation of a prospective offer to the candidate by the President, the Provost and Dean of the College, or, with approval, the Dean of the Else School of Management.

Only the President, or the Provost and Dean of the College with the approval of the President,

has the authority to make an official offer of appointment.

Before any appointment is finally confirmed, the prospective faculty member must submit official graduate transcripts, evidence of professional certification if applicable, and other requested documentation which will validate his or her credentials. Employment is subject to a background check.

## QUALIFICATIONS FOR FACULTY TEACHING IN GRADUATE PROGRAMS

Faculty teaching in a graduate program must have sufficient academic or professional qualifications to accomplish the program's objectives and the mission of the College, and to meet accreditation requirements, where appropriate. Currently the College has two graduate degree programs (Master of Business Administration and Master of Accountancy) located in the Else School of Management. The Else School bases requirements for faculty participation in graduate programs on the standards specified by AACSB International - The Association to Advance Collegiate Schools of Business. They are as follows:

### Academically Qualified Faculty

Academic qualification requires a combination of original academic preparation (degree completion) augmented by subsequent activities that maintain or establish preparation for current teaching responsibilities. The following descriptions are indicative of the meaning of academic qualification.

1. A doctoral degree in the area in which the individual teaches.
2. A doctoral degree in a business field, but primary teaching responsibility in a business field that is not the area of academic preparation. Persons meeting this condition will be considered to be academically qualified, if they maintain active involvement in the areas of teaching responsibility through writing, participation in professional meetings, or related activities. The greater the disparity between the field of academic preparation and the area of teaching, the greater the need for supplemental preparation in the form of professional development.
3. A doctoral degree outside of business, but primary teaching responsibilities that incorporate the area of academic preparation. Faculty meeting this condition will be considered academically qualified, provided they maintain active involvement in areas of teaching responsibilities as outlined in number 2. The greater the disparity between the field of academic preparation and the area of teaching, the greater the need for supplemental preparation in the form of professional development.
4. A doctoral degree outside of business and primary teaching responsibilities that do not incorporate the area of academic preparation. A person meeting this condition would not be considered academically qualified without additional preparation. This person must complete additional course work or personal study sufficient to provide a base for

participation in the mix of teaching, intellectual contribution, and service sought by the school.

5. Substantial specialized course work in the field of primary teaching responsibilities, but no doctoral degree. Such a faculty member may have a specialized master's degree in a business-related field and have completed some course work in a business doctoral program, or currently may be a student in a business doctoral program.

#### Professionally Qualified Faculty

Both relevant academic preparation and relevant professional experience will be required to establish a faculty member as professionally qualified. Normally, the academic preparation should consist of a master's degree in a field related to the area of teaching assignment. Normally, the professional experience should be relevant to the faculty member's teaching assignment, significant in duration and level of responsibility, and current at the time of hiring.

#### Development to Maintain Qualifications

While entry qualifications (academic or professional) are important, the world of business changes very rapidly and faculty members must be involved in continuous development throughout their careers to stay current. Regardless of their specialty, work experience, or graduate preparation, faculty members must maintain their competence through efforts to learn about their specialty and how it is applied in practice. Likewise, faculty members must engage in constant learning activity to maintain currency with their fields' developing research and theory.

In addition, faculty teaching in the graduate programs of the Else School of Management must adhere to all policies and procedures contained in the Else School Faculty Handbook and the Else School Graduate Catalog.

### TENURE POLICY

With the exception of appointments specified in writing at the time of appointment as non-tenure track, all full-time appointments to the faculty shall be either probationary appointments or appointments with tenure. Tenure is only granted by specific action of the Board of Trustees.

#### Probationary Appointments

The probationary period, which ordinarily precedes the granting of the tenure, serves two purposes: it affords the individual a reasonable length of time in which to demonstrate his or her ability to meet the expectations of the College and the College adequate time in which to make an informed judgment concerning that individual's future promise as a teacher, scholar and contributing member of the academic community.

The probationary period shall normally not exceed seven years, with tenure decision coming in the sixth year. Full-time teaching at a regionally accredited college or university prior to



employment at Millsaps may be counted toward the probationary period up to a maximum of three years credit. The precise terms of any credit for previous teaching or other experience shall be stated in the initial letter of appointment and the date of final tenure review set at that time.

The probationary period will be automatically extended one year in the case of the birth or adoption of a child if the faculty member is the primary or coequal caregiver of a newborn or a newly adopted child. The faculty member may request in writing to the Provost and Dean of the College that the probationary period NOT be extended. This request must be made within two years of the birth or adoption of a child but no later than the start of the academic year during which the faculty member would undergo the tenure review. In the case of a subsequent births and/or adoptions, a faculty member will be allowed to extend the probationary period again, resulting in no more than two one-year extensions of the probationary period.

Faculty members may also request that the probationary period be extended in the case of documented medical reasons. This request must be made in writing to the Provost and Dean of the College within two years of the documented medical reason but no later than the start of the academic year during which the faculty member would undergo the tenure review. The Provost and Dean of the College will make the determination if the condition warrants a one-year extension of the probationary period.

Faculty members holding probationary appointments are evaluated for reappointment or non-reappointment on a yearly basis. In addition, there will ordinarily be a formal review of their progress by the Committee on Tenure and Promotion at approximately the mid-point of the probationary period with a written report from the Provost and Dean of the College to go into their file.

### Appointments with Tenure

Conferral of tenure means that faculty members are explicitly guaranteed the continuance of their full-time appointments until retirement unless there is adequate cause for dismissal. Causes for dismissal include projected prolonged mental or physical illness subject to the requirements of applicable law, financial exigency, or changes in educational program reducing the need for faculty positions in particular academic areas.

Tenure is not granted solely on the basis of time served in teaching. To be granted tenure at Millsaps College, an individual must give evidence of sustained, noteworthy teaching ability, serious attention to the duties and responsibilities of a faculty member, and developed scholarship in the individual's subject area or noteworthy performance in the creative arts. The individual must also show promise of remaining a productive member of the academic community. Ordinarily the doctorate (or the agreed upon terminal degree for the discipline) will be required for consideration for tenure.

It is the policy of the College not to appoint anyone initially to a tenured position. In some instances in which extraordinary accomplishments or the needs of the College mandate special consideration, tenure may be awarded with the initial appointment. Such arrangements would be discussed with or conveyed to the Committee on Tenure and Promotion.

## PROCEDURE FOR EVALUATION OF FACULTY

All full-time faculty are required to participate in an ongoing review of their performance. This review will involve an annual division-specific, short-form Summary of Professional Activities (SPA) and a Full Faculty Report (FFR) produced on a schedule to be outlined below.

The SPA (typically one to two pages in length) will be used in helping to determine the awarding of commendations and judgments of merit in terms of salary.

The FFR will allow for the faculty members to more fully articulate and reflect upon their activity and accomplishments. It also provides space to discuss ongoing projects and future plans.

The evaluation of the FFR will offer to faculty members an assessment of their professional activity and objectives as well as whether they are meeting, exceeding, or failing to meet the College's expectations of them. The independent evaluation of the FFR by the department chair, associate dean, or dean is meant to aid faculty development by providing thoughtful feedback regarding faculty members' ongoing projects and future plans.

### Summary of Professional Activity (SPA)

The procedure for the SPA will be as follows:

1. Preparation and submission to the Provost and Dean of the College, at the beginning of the academic year, of a report, using the prescribed division specific format to summarize one's professional activities and accomplishments for the academic year just concluded. This short-form will be provided by the divisional dean and should cover three areas: teaching, duties and responsibilities of a faculty member, and scholarship/creative work. A copy of the report should go to the department chair (or the Associate Dean of the division in the case of department chairs) at the same time that the original is submitted to the Provost and Dean of the College.
2. Review of the faculty member's SPA by the department chair (or Associate Dean in the case of department chairs), using a division-specific response form evaluating the individual's accomplishments in each of the three categories covered in the SPA.
3. Review of the evaluation file of each faculty member by the Associate Dean or Dean of the Else School of Management following submission of SPAs and evaluations. The evaluation file shall consist of the following: an up-to-date curriculum vitae, student evaluations for the previous academic year, a grade summary, a current listing of student advisees, the faculty member's most recent SPA, the department chair's response to that SPA, a sabbatical leave report where appropriate, and any external documentation of recent professional activities (such as articles, book chapters, book contracts, etc.) that the faculty member chooses to submit. The Associate Dean or Dean may seek the counsel of an elected division personnel committee in the evaluation of these files if it is the will of the division.

4. Assessment of the annual performance of faculty members by the Associate Dean or Dean will normally constitute the major basis for merit salary recommendations, with the Provost and Dean of the College informing the associate dean or dean of the division of the general use made of their evaluations. The actual determination of salary will be made by the President in consultation with the Provost and Dean of the College. If there is significant divergence from the merit evaluation of the Associate Dean or Dean in the setting of an individual's salary that individual will be so informed.

The SPAs and C.V. shall be the only faculty-submitted documents considered by the Provost and Dean of the College in the offering of commendations or the recommendations for annual merit salary increases. The Full Faculty Reports (FFR) described below shall be considered only after the merit decisions are made.

#### Full Faculty Reports (FFR)

Schedule for Faculty Reports: Faculty members shall submit the narrative faculty reports at the beginning of the fall semester following each of the first six years of service to the college. Afterwards, they will be provided every three years.

Exceptions: In the case of accelerated-clock tenure-track hire, the faculty member shall be on the annual cycle covering all years the faculty member is untenured. A Full Faculty Report is to be submitted the fall following the tenure decision. Afterwards, reports are submitted once every three years.

In the case of a hire made with tenure, the faculty member shall provide a report annually the first three years, and then shift to providing a report once every three years.

In the case of a non-tenure-track hire made with the possibility or intention of continuing appointments or multi-year contracts, the faculty member shall provide a report annually in the first three years and then on a three-year cycle.

The procedure for the FFRs will be as follows:

1. Preparation and submission to the Provost and Dean of the College, at the beginning of the academic year, of a report, using the prescribed format, of one's professional activities and accomplishments, ongoing projects, and future plans since the last FFR was submitted. The FFR should cover the three areas of teaching, duties and responsibilities of a faculty member, and scholarship/creative work, and it should reflect upon completed, ongoing, and future plans in each area. A copy of the FFR should go to the department chair (or the Associate Dean of the division in the case of department chairs) at the same time that the original is submitted to the Provost and Dean of the College.
2. Review of and response to the faculty member's FFR by the department chair (or Associate Dean in the case of department chairs) and submission of a report evaluating the individual's accomplishments, as well as ongoing and future plans in each of the three categories covered in the FFR.

3. Review of the evaluation file of each faculty member by the Associate Dean or Dean of the Else School of Management following submission of the FFR and evaluations. The evaluation file shall consist of the following: an up-to-date curriculum vitae, student evaluations for the years since the last report, a grade summary, a current listing of student advisees, the faculty member's most recent FFR, the department chair's response to that FFR, a sabbatical leave report where appropriate, and any external documentation of recent professional activities (such as articles, book chapters, book contracts, etc.) that the faculty member chooses to submit. The Associate Dean or Dean may seek the counsel of an elected division personnel committee in the evaluation of these files if it is the will of the division.
4. Assessment of the performance of faculty members by the Associate Dean or Dean will include specific language regarding whether the faculty member is meeting, exceeding, or failing to meet the expectations of the college. It should also normally include thoughtful responses to the future plans and goals of the faculty member. The Provost and Dean of the College will inform the Associate Dean or Dean of the division of the general use made of their evaluations.

## PROCEDURE FOR REAPPOINTMENT, PROMOTION TO LECTURER, AND PROMOTION TO SENIOR LECTURER

### Reappointment

All continually appointed faculty without a multi-year contract are subject to reappointment on a year-to-year basis. The decision to reappoint will be made by the Provost and Dean of the College based upon performance and the needs of the College. The annual evaluation of faculty will be used to assess the performance of continually appointed faculty, except for promotion review purposes when they may be required to provide additional supporting material, including a statement of professional goals.

### Appointments with Multi-Year Contracts

Conferral of multi-year contract status means that faculty members are explicitly guaranteed the continuance of their full-time appointments during the contract period unless there is adequate cause for dismissal. Causes for dismissal include projected prolonged mental or physical illness subject to applicable law, financial exigency, or changes in educational program reducing the need for faculty positions in particular academic areas.

The title of Lecturer and a multi-year contract are not granted solely on the basis of time served in teaching. To be granted Lecturer status at Millsaps College, an individual must give evidence of sustained, noteworthy teaching ability, and either serious attention to the duties and responsibilities of a faculty member, or developed scholarship in the individual's subject area or noteworthy performance in the creative arts. The individual must also show promise of remaining a productive member of the academic community.

## Promotion to Lecturer

Instructors may be considered for promotion to Lecturer in the sixth year of their service to the College. Full-time teaching at regionally accredited college or university prior to employment at Millsaps may be counted toward the probationary period up to a maximum of three years credit. The precise terms of any credit for previous teaching or other experience shall be stated in the initial letter of appointment and the final date of review set at that time. Successful candidates will exhibit sustained, noteworthy teaching ability, and either developed scholarship in the individual's subject area or noteworthy performance in the creative arts, or serious attention to the duties and responsibilities of a faculty member. The individual must also show promise of remaining a productive member of the academic community.

The procedure for promotion review is as follows:

1. In the fall of the year in which Instructors are scheduled for review, they shall be required to submit documentation attesting to: a) their teaching ability, b) either scholarly or artistic accomplishments or their attention to the duties and responsibilities of a faculty member, c) their promise of remaining active members of the academic community, and d) any other material deemed appropriate to an evaluation of their professional competence. In addition, testimony will be sought from former students and professional colleagues. All communications received in connection with the promotion review will be treated in confidence and not become a part of the faculty member's annual evaluation file. On request, the substance of these communications (without attribution) will be provided to the faculty member concerned. A list of the types of evidence that are required and considered appears at the end of this description of the review process.
2. The Provost and Dean of the College shall appoint a peer review committee headed by the associate dean or dean of the appropriate division and consisting of the tenured members of the department and such other tenured members of the faculty as may be deemed appropriate, up to a maximum of five, to review the complete promotion file. That file shall include all service reports, annual reports, and student evaluations for the period in which the individual has taught at Millsaps, as well as any additional material submitted by the individual or specifically requested by the Provost and Dean of the College as part of the promotion review process. At the completion of its review, the committee shall submit a written report to the Provost and Dean of the College indicating strengths and weaknesses of the person under review and recommending for or against promotion.
3. The associate dean or dean of the appropriate division shall prepare and submit to the Provost and Dean of the College a separate letter either concurring with or dissenting from the judgment of the peer review committee and giving reasons when dissenting.
4. The Committee on Tenure and Promotion shall review the complete promotion file, including the report of the peer review committee and the recommendation of the associate dean or dean of the division, confer with the candidate regarding perceived strengths and weaknesses, and make a recommendation to the Provost and Dean of the College.

5. If the Provost and Dean of the College does not concur in the recommendation of the Committee on Tenure and Promotion, he or she will discuss the reasons with the Committee before making a formal recommendation to the President. The full promotion file will be submitted to the President for consideration.
6. The President shall make the final determination of who shall be recommended to the Board of Trustees for promotion. Disapproval of the recommendations of the Committee on Tenure and Promotion by the President should be for compelling reasons, which, in his or her judgment, will be in the best interest of the College. Ordinarily these reasons will be communicated in confidence to the committee, unless the individual involved objects or there is legal advice to the contrary. All awards of promotion must receive final approval from the Board of Trustees, which retains ultimate authority in these matters.
7. The Provost and Dean of the College or President will ordinarily communicate privately and orally the decision and the basis for it to the individual under consideration.

It is the responsibility of the candidate for promotion to Lecturer to assemble evidence in support of his or her case, and *to make the best, strongest case possible*.

The following guidelines include the kinds of evidence to be considered for promotion to Lecturer. The kinds of evidence that are *required* are indicated with an asterisk (\*). Some of the data is collected by the candidate and some by the Office of Academic Affairs as noted below. The candidate will receive a detailed letter describing the evaluation process and schedule during the summer before he or she is to be considered for promotion.

- ❖ Among the kinds of evidence to be considered for **sustained, noteworthy teaching ability** are:
  - a teaching portfolio, including such things as syllabi, exams, paper assignments, and other evidence of the candidate's approach to teaching;
  - a written statement of the candidate's philosophy of teaching and grading and how he or she actually practices this philosophy;
  - annual evaluations, including a candidate's annual reports, department chair's evaluations, and divisional personnel committee's reports [assembled by the Office of Academic Affairs];
  - a list of the courses, the number of students, and the GPAs for all of the courses a candidate has taught while at Millsaps College and student evaluations of all the courses taught while at Millsaps College [assembled by the Office of Academic Affairs];
  - letters of evaluation from former students (majors and non-majors), to be drawn from a list provided by the candidate as well as from a list generated by the Office of Academic Affairs.

*Note that the candidate will be required to provide addresses for those former students whom he or she recommends be contacted to submit a letter.*

- ❖ Candidates must also submit evidence in one of the two following areas:

1. Among the kinds of evidence to be considered for **developed scholarship or noteworthy performance in the creative arts** are:

- a written statement by the candidate recounting his or her scholarly or artistic accomplishments to date.

Evidence of those accomplishments may take the following forms, but is not limited to those forms:

- appropriate copies of books, scholarly articles, or their equivalent, published in refereed journals, or materials relating to artistic performances or exhibits, including juried, invited, or reviewed work;
- active participation at professional meetings, including scholarly presentation at recognized regional, national, and/or international meetings, or performance or exhibition at local, regional, national, and/or international venues;
- additional works that show intellectual engagement or creative effort, such as editorial work, information-technology innovations, book reviews published by refereed journals, or invited lectures.

OR

2. Among the kinds of evidence to be considered when assessing **serious attention to the duties and responsibilities of a faculty member** are:

- a written statement by the candidate reviewing how he or she has served the College thus far.

Service may take the following forms, but is not limited to them:

- initiation and/or participation in innovative projects that strengthen or invigorate the academic program, and cooperation on the implementation of existing academic projects or programs;
- evidence of cooperative interaction with colleagues, respect for the abilities of others, willingness to work toward a common purpose, and to contribute actively toward discerning, articulating, and furthering that purpose;
- evidence of active participation in academic governance, efficiency in committee work, academic or professional representation of the College locally, nationally, and/or internationally;
- guest lectures to the different programs, departments, or organizations, or artistic performances or exhibits, that enrich the academic life of the College;
- professional engagement in practice-oriented development activities that are material in terms of time and substance, such as faculty internships, sustained professional work, active service on a board of directors, documented continuing professional education, documented professional certifications in the field of instruction, or participation in other activities that place the faculty member in direct contact with business, nonprofit or other organizational leaders.

- ❖ Additionally, the **promise** of a candidate to remain an active member of the faculty and in the academy will be evaluated. Therefore, the candidate must submit:

- a detailed written statement of future goals (including a five-year plan), for the areas of teaching and scholarship/performance or service. This statement should establish the candidate's goals in the two areas, including how the stated goals build on completed and on-going work.
- ❖ Also required are letters from professional colleagues at Millsaps College and from elsewhere. Letters from internal referees may address the candidate's teaching ability, scholarship or creative accomplishments, and/or service both to the College and to the discipline. Such letters should place accomplishments and service within the appropriate context, whether that be local, regional, national, or international. Letters from external referees should address only the candidate's scholarship or creative accomplishments and their impact.
- The candidate must provide the Office of Academic Affairs with a list of **five to eight** names of Millsaps College colleagues and **three to six** names of external professional colleagues from whom letters will be solicited.

Once promoted, faculty members will continue to be evaluated on an annual basis for purposes of salary and promotion. If there is a reason to believe that they are not maintaining the standard of performance expected of a Lecturer they will be so notified by the Provost and Dean of the College before further action is taken.

#### Promotion to Senior Lecturer

Faculty members will be evaluated for promotion to Senior Lecturer on recommendation of their department chair, associate dean, or dean, or they may request such evaluation (without the recommendation of the department chair, associate dean or dean) after ten years of service at the rank of Lecturer. Promotion at Millsaps is not automatic nor is it based solely on academic degree and length of service, though these requirements must ordinarily be met before an individual can be considered for promotion.

Recommendations for promotion will be considered by the Committee on Tenure and Promotion. The committee will make its recommendations to the Provost and Dean of the College who will recommend to the President. Disapproval of the committee recommendations by the Dean or President should be for compelling reasons, which in their judgment, are in the best interest of the College. Ordinarily these reasons will be communicated in confidence to the committee, unless the individual involved objects or there is legal advice to the contrary. All promotions must be finally approved by the Board of Trustees, which retains ultimate authority in these matters.

It is the responsibility of the candidate for promotion to assemble evidence in support of his or her case, and *to make the best, strongest case possible*. The following guidelines include the kinds of evidence to be considered for promotion to Senior Lecturer.

Those types of evidence listed below that are *required* for consideration for promotion to Senior Lecturer are indicated with an asterisk (\*). Some of the evidence is collected by the candidate and some by the Office of Academic Affairs, as noted below. The candidate will receive a



detailed letter describing the promotion process and schedule during the summer before he or she is to be considered for promotion.

❖ Among the kinds of evidence to be considered for **outstanding teaching** are:

- a teaching portfolio, including such things as syllabi, exams, paper assignments, and other evidence of the candidate's approach to teaching;
- a written statement of why the candidate believes he or she is an outstanding teacher;
- annual evaluations, including a candidate's annual reports, department chair's evaluations, and divisional personnel committee's reports [assembled by the Office of Academic Affairs];
- a list of the courses, the number of students, and the GPAs for all of the courses a candidate has taught while at Millsaps College during the previous five years, and student evaluations of all the courses taught while at Millsaps College during the last five years [assembled by the Office of Academic Affairs];
- letters of evaluation from former students (majors and non-majors), to be drawn from a list provided by the candidate as well as from a list generated by the Office of Academic Affairs.

*Note that the candidate will be asked to provide addresses for those former students he or she recommends be contacted by the Office of Academic Affairs.*

❖ Candidates must also submit evidence in one of the two following areas:

1. Among the kinds of evidence to be considered for **mature scholarship in one's subject area or widely acclaimed accomplishments in the creative arts** are:

- a written statement by the candidate recounting his or her scholarly or artistic accomplishments to date and why he or she believes that those accomplishments constitute mature scholarship or are widely acclaimed.

Evidence of those accomplishments may come in the following forms but is not limited to them:

- appropriate copies of books, scholarly articles, or their equivalent, published in refereed journals, or materials relating to artistic performances or exhibits, including juried, invited, or reviewed work, and evidence that the candidate will continue to be productive intellectually and/or artistically;
- active participation at professional meetings, including scholarly presentation at recognized regional, national, and/or international meetings, or performance or exhibition at local, regional, national, and/or international venues;
- additional works that show intellectual engagement or creative effort, such as editorial work, information-technology innovations, book reviews published by refereed journals, or invited lectures.

OR

2. Among the kinds of evidence to be considered when assessing **distinguished faculty leadership and devoted service** are:

- a written statement by the candidate reviewing how he or she has shown distinguished leadership and devoted service to the students, the faculty, and the College.

Service can be demonstrated through activities such as (but not limited to) the following:

- initiation of and/or leadership in innovative projects that strengthen or invigorate the academic program, and leadership on the implementation of existing academic projects or programs;
- evidence of cooperative interaction with colleagues, respect for the abilities of others, willingness to work toward a common purpose, and to contribute actively toward discerning, articulating, and furthering that purpose;
- evidence of leadership in academic governance and committee work, and academic or professional representation of the College locally, nationally, and/or internationally;
- guest lectures to the different programs, departments, or organizations, or artistic performances or exhibits, that enrich the academic life of the College;
- professional engagement in practice-oriented development activities that are material in terms of time and substance, such as faculty internships, sustained professional work, active service on a board of directors, documented continuing professional education, documented professional certifications in the field of instruction, or participation in other activities that place the faculty members in direct contact with business, nonprofit or other organizational leaders.

❖ Also required are letters from professional colleagues at Millsaps College. Letters from internal referees may address the candidate's teaching ability, scholarship or creative accomplishments, and/or service both to the College and to the discipline. Such letters should place accomplishments and service within the appropriate context, whether that be local, regional, national, or international. If a CAP faculty member chooses to be evaluated in the area of scholarship or creative work, letters from external professional colleagues are also required. If a CAP faculty member chooses to be evaluated in the area of service, letters from external professional colleges may be solicited at the faculty member's discretion. Letters from external referees should address only the candidate's scholarship/creative accomplishments or community-based service accomplishments and their impact.

- The candidate must provide the Office of Academic Affairs with a list of **five to eight** names of Millsaps College colleagues and, when appropriate as described above, **three to six** names of external professional colleagues from whom letters will be solicited.

## PROCEDURE FOR REAPPOINTMENT, TENURE AND PROMOTION TO ASSOCIATE PROFESSOR, AND PROMOTION TO PROFESSOR

### Reappointment

During the probationary period, faculty members are subject to reappointment on a year to year basis. The decision to reappoint will be made by the Provost and Dean of the College based upon performance and the needs of the College. The annual evaluation of faculty will be used to assess the performance of probationary faculty, except in those years when they are subject to a more thorough review. At those times they may be expected to provide additional supporting material, including a statement of professional goals.

### Tenure and Promotion to Associate Professor

Tenure-track faculty members will ordinarily be considered for tenure and promotion to associate professor in the sixth year of their service to the College. Successful candidates will exhibit sustained, noteworthy teaching ability, developed scholarship in the individual's subject area or noteworthy performance in the creative arts, and serious attention to the duties and responsibilities of a faculty member. The individual must also show promise of remaining a productive member of the academic community.

The procedure for tenure review is as follows:

1. In the fall of the year in which faculty members are scheduled for tenure review (which includes review for promotion to Associate Professor), they shall be required to submit documentation attesting to their scholarly or artistic accomplishments, their teaching ability, their attention to the duties and responsibilities of a faculty member, and their promise of remaining active members of the academic community, and any other material deemed appropriate to an evaluation of their professional competence. In addition, testimony will be sought from former students and professional colleagues. All communications received in connection with the tenure review will be treated in confidence and not become a part of the faculty member's annual evaluation file, though on request the substance of these communications (without attribution) will be provided to the faculty member concerned. A list of the kinds of documents and other types of evidence that are required and considered appears at the end of this description of the review process.
2. The Provost and Dean of the College shall appoint a peer review committee headed by the associate dean or dean of the division and consisting of the tenured members of the department and such other tenured members of the faculty as may be deemed appropriate, up to a maximum of five, to review the complete tenure file. That file shall include all service reports, annual reports, and student evaluations for the period in which the individual has taught at Millsaps as well as any additional material submitted by the individual or specifically requested by the Dean as a part of the tenure review process. At the completion of its review, the committee shall submit a written report to the Provost

and Dean of the College indicating strengths and weaknesses of the person under review and recommending for or against tenure.

3. The associate dean or dean of the division shall prepare and submit to the Provost and Dean of the College a separate letter either concurring with or dissenting from the judgment of the peer review committee and giving reasons when dissenting.
4. The Committee on Tenure and Promotion shall review the complete tenure file, including the report of the peer review committee and the recommendation of the associate dean or dean of the division, confer with the candidate regarding perceived strengths and weaknesses, and make a recommendation to the Provost and Dean of the College.
5. If the Provost and Dean of the College does not concur in the recommendation of the Committee on Tenure and Promotion, he or she will discuss the reasons with the Committee before making a formal recommendation to the President. The full tenure file will be submitted to the President for consideration.
6. The President shall make the final determination of who shall be recommended to the Board of Trustees for tenure. Disapproval of the recommendations of the Committee on Tenure and Promotion by the President should be for compelling reasons, which, in his or her judgment, will be in the best interest of the College. Ordinarily these reasons will be communicated in confidence to the committee, unless the individual involved objects or there is legal advice to the contrary. All awards of tenure must be finally approved by the Board of Trustees, which retains ultimate authority in these matters.
7. The Provost and Dean of the College or President will ordinarily communicate privately and orally the decision and the basis for it to the individual under consideration.

It is the responsibility of the candidate for tenure and promotion to Associate Professor to assemble evidence in support of his or her case, and *to make the best, strongest case possible*. The following guidelines include the kinds of evidence to be considered for tenure and promotion to associate professor.

The kinds of evidence that are *required* are indicated with an asterisk (\*). Some of the data is collected by the candidate and some by the Office of Academic Affairs, as noted below. The candidate will receive a detailed letter describing the tenure process and schedule during the summer before he or she is to be considered for tenure.

- ❖ Among the kinds of evidence to be considered for **sustained, noteworthy teaching ability** are:
  - a teaching portfolio, including such things as syllabi, exams, paper assignments, and other evidence of the candidate's approach to teaching;
  - a written statement of the candidate's philosophy of teaching and grading and how he or she actually practices this philosophy;

- annual evaluations, including a candidate's annual reports, department chair's evaluations, and divisional personnel committee's reports [assembled by the Office of Academic Affairs];
- a list of the courses, the number of students, and the GPAs for all of the courses a candidate has taught while at Millsaps College and student evaluations of all the courses taught while at Millsaps College [assembled by the Office of Academic Affairs];
- letters of evaluation from former students (majors and non-majors), to be drawn from a list provided by the candidate as well as from a list generated by the Office of Academic Affairs.

*Note that the candidate will be required to provide addresses for those former students whom he or she recommends be contacted to submit a letter.*

❖ Among the kinds of evidence to be considered for **developed scholarship or noteworthy performance in the creative arts** are:

- a written statement by the candidate recounting his or her scholarly or artistic accomplishments to date.

Evidence of those accomplishments may take the following forms, but is not limited to those forms:

- appropriate copies of books, scholarly articles, or their equivalent, published in refereed journals, or materials relating to artistic performances or exhibits, including juried, invited, or reviewed work;
- active participation at professional meetings, including scholarly presentation at recognized regional, national, and/or international meetings, or performance or exhibition at local, regional, national, and/or international venues;
- additional works that show intellectual engagement or creative effort, such as editorial work, information-technology innovations, book reviews published by refereed journals, or invited lectures.

❖ Among the kinds of evidence to be considered when assessing **serious attention to the duties and responsibilities of a faculty member** are:

- a written statement by the candidate reviewing how he or she has served the College thus far.

Service may take the following forms, but is not limited to them:

- initiation and/or participation in innovative projects that strengthen or invigorate the academic program, and cooperation on the implementation of existing academic projects or programs;
- evidence of cooperative interaction with colleagues, respect for the abilities of others, willingness to work toward a common purpose, and to contribute actively toward discerning, articulating, and furthering that purpose;

- evidence of active participation in academic governance, efficiency in committee work, academic or professional representation of the College locally, nationally, and/or internationally;
  - guest lectures to the different programs, departments, or organizations, or artistic performances or exhibits, that enrich the academic life of the College;
- ❖ Additionally, the **promise** of a candidate to remain an active member of the faculty and in the academy will be evaluated. Therefore, the candidate must submit:
- a detailed written statement of future goals (including a five-year plan), for the areas of teaching, scholarship/performance, and service. This statement should establish the candidate's goals in the three areas, including how the stated goals build on completed and on-going work.
- ❖ Also required are letters from professional colleagues at Millsaps College and from elsewhere. Letters from internal referees may address the candidate's teaching ability, scholarship or creative accomplishments, and/or service both to the College and to the discipline. Such letters should place accomplishments and service within the appropriate context, whether that be local, regional, national, or international. Letters from external referees should address only the candidate's scholarship or creative accomplishments and their impact.
- The candidate must provide the Office of Academic Affairs with a list of **five-eight** names of Millsaps College colleagues and **three-six** names of external professional colleagues from whom letters will be solicited.

Once granted tenure, faculty members will continue to be evaluated on an annual basis for purposes of salary and promotion. If there is reason to believe that they are not maintaining the standard of performance expected of tenured faculty they will be so notified by the Provost and Dean of the College before further action is taken.

### Promotion to Professor

Faculty members will be evaluated for promotion to Professor on recommendation of their department chair, associate dean, or dean, or they may request such evaluation (without the recommendation of the department chair, associate dean or dean) after ten years of service in their present rank. Promotion at Millsaps is not automatic nor is it based solely on academic degree and length of service, though these requirements must ordinarily be met before an individual can be considered for promotion.

The procedure for promotion to Professor is as follows:

1. In the fall of the year in which faculty members will be evaluated for promotion, they shall be required to submit documentation attesting to their scholarly or artistic accomplishments, their teaching ability, their attention to the duties and responsibilities of a faculty member, and their promise of remaining active members of the academic community, and any other material deemed appropriate to an evaluation of their

professional competence. In addition, testimony will be sought from former students and professional colleagues. All communications received in connection with the promotion review will be treated in confidence and not become a part of the faculty member's annual evaluation file, though on request the substance of these communications (without attribution) will be provided to the faculty member concerned. A list of the kinds of documents and other types of evidence that are required and considered appears at the end of this description of the review process.

2. The Provost and Dean of the College shall appoint a peer review committee headed by the associate dean or dean of the division and consisting of the tenured members of the department and such other tenured members of the faculty as may be deemed appropriate, up to a maximum of five, to review the complete promotion file. That file shall include all service reports, annual reports, and student evaluations for the period in which the individual has taught at Millsaps as well as any additional material submitted by the individual or specifically requested by the Provost and Dean of the College as a part of the promotion review process. At the completion of its review, the committee shall submit a written report to the Provost and Dean of the College indicating strengths and weaknesses of the person under review and recommending for or against promotion.
3. The associate dean or dean of the division shall prepare and submit to the Provost and Dean of the College a separate letter either concurring with or dissenting from the judgment of the peer review committee and giving reasons when dissenting.
4. The Committee on Tenure and Promotion shall review the complete promotion file, including the report of the peer review committee and the recommendation of the associate dean or dean of the division, confer with the candidate regarding perceived strengths and weaknesses, and make a recommendation to the Provost and Dean of the College.
5. If the Provost and Dean of the College does not concur in the recommendation of the Committee on Tenure and Promotion, he or she will discuss the reasons with the Committee before making a formal recommendation to the President. The full promotion file will be submitted to the President for consideration.
6. The President shall make the final determination of who shall be recommended to the Board of Trustees for tenure. Disapproval of the recommendations of the Committee on Tenure and Promotion by the President should be for compelling reasons, which, in his or her judgment, will be in the best interest of the College. Ordinarily these reasons will be communicated in confidence to the committee, unless the individual involved objects or there is legal advice to the contrary. All promotions must be finally approved by the Board of Trustees, which retains ultimate authority in these matters.
7. The Provost and Dean of the College or President will ordinarily communicate privately and orally the decision and the basis for it to the individual under consideration.

It is the responsibility of the candidate for promotion to assemble evidence in support of his or her case, and *to make the best, strongest case possible*. The following guidelines include the kinds of evidence to be considered for promotion to professor.

Those types of evidence listed below that are *required* for consideration for promotion to professor are indicated with an asterisk (\*). Some of the evidence is collected by the candidate and some by the Office of Academic Affairs, as noted below. The candidate will receive a detailed letter describing the promotion process and schedule during the summer before he or she is to be considered for promotion.

❖ Among the kinds of evidence to be considered for **outstanding teaching** are:

- a teaching portfolio, including such things as syllabi, exams, paper assignments, and other evidence of the candidate's approach to teaching;
- a written statement of why the candidate believes he or she is an outstanding teacher;
- annual evaluations, including a candidate's annual reports, department chair's evaluations, and divisional personnel committee's reports [assembled by the Office of Academic Affairs];
- a list of the courses, the number of students, and the GPAs for all of the courses a candidate has taught while at Millsaps College during the previous five years, and student evaluations of all the courses taught while at Millsaps College during the last five years [assembled by the Office of Academic Affairs];
- letters of evaluation from former students (majors and non-majors), to be drawn from a list provided by the candidate as well as from a list generated by the Office of the Dean. *Note that the candidate will be asked to provide addresses for those former students he or she recommends be contacted by the Office of Academic Affairs.*

❖ Among the kinds of evidence to be considered for **mature scholarship in one's subject area or widely acclaimed accomplishments in the creative arts** are:

- a written statement by the candidate recounting his or her scholarly or artistic accomplishments to date and why he or she believes that those accomplishments constitute mature scholarship or are widely acclaimed.

Evidence of those accomplishments may come in the following forms but is not limited to them:

- appropriate copies of books, scholarly articles, or their equivalent, published in refereed journals, or materials relating to artistic performances or exhibits, including juried, invited, or reviewed work, and evidence that the candidate will continue to be productive intellectually and/or artistically;
- active participation at professional meetings, including scholarly presentation at recognized regional, national, and/or international meetings, or performance or exhibition at local, regional, national, and/or international venues;
- additional works that show intellectual engagement or creative effort, such as editorial work, information-technology innovations, book reviews published by refereed journals, or invited lectures.



OR

- ❖ Among the kinds of evidence to be considered for **continued scholarly or creative productivity coupled with sustained and substantial mentoring of undergraduate research** are:

- a written statement by the candidate recounting his or her scholarly or artistic accomplishments to date, including a section highlighting their work with students, and why he or she believes that those accomplishments constitute continued scholarly or creative productivity coupled with sustained and substantial mentoring of undergraduate research.

Evidence of those accomplishments may come in the following forms but is not limited to them:

- appropriate copies of books, scholarly articles, or their equivalent, published in refereed journals, or materials relating to artistic performances or exhibits, including juried, invited, or reviewed work, and evidence that the candidate will continue to be productive intellectually and/or artistically;
- active participation at professional meetings, including scholarly presentation at recognized regional, national, and/or international meetings, or performance or exhibition at local, regional, national, and/or international venues;
- additional works that show intellectual engagement or creative effort, such as editorial work, information-technology innovations, book reviews published by refereed journals, or invited lectures;
- faculty-student collaborative research or creative work (including Honors projects) that resulted in refereed publication, presentation, exhibition, or performance where students:
  - make original contributions to the discipline or area of study; and
  - actively contribute to the research or creative process in multiple ways, including the creation, design, execution, analysis, and/or interpretation of said research or creative work; and
  - actively contribute to the writing and editing of written components of the research or creative work.

- ❖ Among the kinds of evidence to be considered when assessing **distinguished faculty leadership and devoted service** are:

- a written statement by the candidate reviewing how he or she has shown distinguished leadership and devoted service to the students, the faculty, and the College through activities such as (but not limited to) the following:

Service can be demonstrated through activities such as (but not limited to) the following:

- initiation of and/or leadership in innovative projects that strengthen or invigorate the academic program, and leadership on the implementation of existing academic projects or programs;
- evidence of cooperative interaction with colleagues, respect for the abilities of others, willingness to work toward a common purpose, and to contribute actively toward discerning, articulating, and furthering that purpose;

- evidence of leadership in academic governance and committee work, and academic or professional representation of the College locally, nationally, and/or internationally;
  - guest lectures to the different programs, departments, or organizations, or artistic performances or exhibits, that enrich the academic life of the College.
- ❖ Also required are letters from professional colleagues at Millsaps College and from elsewhere. Letters from internal referees may address the candidate's teaching ability, scholarship or creative accomplishments, and/or service both to the College and to the discipline. Such letters should place accomplishments and service within the appropriate context, whether that be local, regional, national, or international. Letters from external referees should address only the candidate's scholarship or creative accomplishments and their impact.
- The candidate must provide the Office of Academic Affairs with a list of **five-eight** names of Millsaps College colleagues and **three-six** names of external professional colleagues from whom letters will be solicited.

## POLICIES AND PROCEDURES FOR SEVERANCE

At times it may be necessary for the College or the individual faculty member to sever their professional relationship. There are various types of severance. The following are policies and procedures appropriate to each:

### Non-reappointment

The probationary period is one of mutual assessment during which either the faculty member or the College may freely decide not to continue the relationship.

If a faculty member should decide not to accept a renewal of appointment, he or she should give notice in writing at the earliest possible opportunity, but not later than three weeks after receiving notification of the terms of appointment for the coming year.

The decision not to reappoint a faculty member rests with the President. Such decision, however, will be made only after consultation with the Provost and Dean of the College and by the Dean with the department chair, associate dean or dean.

Notice of non-reappointment must be given in writing by the following dates:

- a. prior to March 1 of the first academic year of service if the initial appointment is not to be renewed or at least three months prior to the expiration of an initial, one-year appointment, if it expires during the academic year.
- b. prior to December 15 of the second academic year of service if the appointment is not to be renewed, or at least six months prior to the expiration of the appointment, if it expires during an academic year; or

- c. at least twelve months prior to the expiration of an appointment after two or more years at the College.

Since a notice of non-reappointment is not a dismissal for cause, the College is not legally obligated to set forth its reasons for non-reappointment.

As a courtesy and in order to assist the individual the normal practice will be for the Provost and Dean of the College or President to communicate privately and orally prior to written notice the decision not to reappoint and the basis for it.

### Resignation

A faculty member may resign at the end of an academic year. Professional ethics and responsibility require, however, that he or she give notice in writing at the earliest opportunity, but not later than three weeks after receiving notification of the terms of appointment for the coming year. The faculty member may request an extension of this time period in case of hardship, in a situation where he or she would be denied substantial professional advancement or other opportunity, or in case of prolonged mental or physical illness.

### Termination

Termination is a severance action by which the College terminates the services of a tenured faculty member without prejudice as to the faculty member's performance. The following are acceptable grounds for such termination.

1. Projected long-term mental or physical illness

Termination for medical reasons will be based on medical evidence that faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate for such reasons will be made only after the faculty member has been informed in writing of the basis of the proposed action and been afforded an opportunity to respond. If the faculty member so requests, the evidence will be reviewed by the Committee on Tenure and Promotion before a final determination is made by the Board of Trustees on recommendation of the President. This decision will be made in accordance with the Americans with Disabilities Act, as amended, and other applicable laws.

2. Changes in educational program

Termination of faculty may occur as a result of formal adjustments to programs or departments of instruction. The Academic Council shall recommend to the Provost and Dean of the College adjustments to programs or departments of instruction. The Dean will consider those findings before recommending specific terminations to the President. When terminations are necessary as a result of formal adjustment to programs or departments of instruction, tenured members of the faculty in the affected program(s) or department(s) should be retained in preference to non-tenured members.

### 3. Financial exigency

Appointments may be terminated on the basis of financial exigency. The Board of Trustees will determine when a state of financial exigency exists. If it is determined that a state of financial exigency exists requiring the termination of faculty appointments, the Academic Council shall recommend to the Provost and Dean of the College priorities and programs for reduction. The Dean will consider these findings before recommending specific terminations to the President. Disapproval by the Dean or President of the Academic Council's recommendation should be for compelling reasons, which, in their judgment, will be in the best interest of the College. These reasons will be communicated to the Academic Council. When terminations are necessary as a result of a state of financial exigency, tenured members of any affected program(s) or department(s) should be retained in preference to non-tenured members.

Final authority for changes in academic program or for deletions in faculty positions rests with the Board of Trustees on recommendation of the President.

The overall mission of the College, preservation of the integrity of the academic program, enrollment in specific disciplinary areas, and the qualifications of particular faculty members to meet the needs of the College are among the criteria to be considered in determination of faculty positions affected under circumstances of financial exigency or changes in the educational program.

Due notice of termination for financial exigency or for changes in the educational program shall be given as early as possible, but not later than one year in advance of the effective termination date of any individual faculty appointment. In such cases effort will be made to assist such faculty members to readapt within the institution or to continue their work elsewhere. If a faculty member is terminated for reasons of financial exigency or adjustments in the educational program, the released faculty member's place will not be filled by a full-time replacement (or the equivalent in part-time faculty for more than one semester out of a year) within a period of two years of termination unless the released faculty member has been offered reappointment and been given thirty days in which to accept the offer and a maximum of one year in which to reassume the position.

### Dismissal

A faculty member may be dismissed for cause while on tenure or prior to the end of a period of appointment. Such dismissal must be related directly and substantially to the faculty member's professional capacity and fitness as a teacher. Dismissal requires documented evidence of such neglect, indifference, incompetence, professional or personal misconduct as to impair substantially the individual's fulfillment of his or her institutional responsibilities.

Prior to dismissal, the Provost and Dean of the College will consult with the Committee on Tenure and Promotion regarding the grounds for dismissal and will inform the faculty member involved of the reasons. Because of the nature of dismissal, no fixed time can be specified for notice; however, such action is usually not taken without prior discussions with and written warnings to the faculty member. If the faculty member chooses to contest the dismissal, he or she

may appeal following the prescribed grievance procedures set forth elsewhere in this handbook. After the Grievance Committee has acted, the President will review its recommendations. Disapproval by the President of the Grievance Committee recommendations should be for compelling reasons, which, in his or her judgment, will be in the best interest of the College. Ordinarily these reasons will be communicated to the Grievance Committee. The Board of Trustees makes the final decision in all matters of dismissal which reach it by appeal.

### Retirement

In accordance with federal law, there is no mandatory retirement. After retirement a faculty member may continue as an active member of the faculty with the specific approval of the Provost and Dean of the College. That approval will be based upon an assessment of the individual's performance and the needs of the College.

Millsaps College also offers faculty a voluntary phased retirement program details of which are found in the Appendix.

### CONTRACTS

Ordinarily faculty contracts are issued on or before May 15. Merit salary raises, if awarded, are ordinarily made in September based upon an evaluation of a faculty member's performance in the previous academic year.

## FACULTY RIGHTS AND PRIVILEGES

### ACADEMIC FREEDOM

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties, but research for pecuniary return shall be based upon an understanding with the authorities of the institution.

The teacher is entitled to freedom in the classroom in discussing the subject matter of the course, but should be careful not to introduce controversial matter which has no relation to the subject.

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When speaking or writing as a citizen, the teacher is free from institutional censorship or discipline, but this special position in the community imposes special obligations. A person of learning and an educational leader, remembering that the public may judge the profession and the institution by the words and deeds of any member, should strive at all times to be accurate, to exercise appropriate restraint, to show respect for the opinions of others, and to indicate whether the views expressed are individual or those of the institution.

### GRIEVANCE PROCEDURE

Regarding matters of salary, promotion, tenure, renewal or non-renewal of appointment, teaching assignments, teaching load, class schedule, and other matters bearing on faculty performance and professional concerns, faculty members shall have the right to a hearing of their grievances according to the following procedure. This procedure is that of Millsaps College and the Grievance Committee shall in no respect be bound by formal or informal rulings or policies issued by any outside source.

Eight tenured members of the faculty elected annually shall serve as a standing panel from which two members will be chosen by the Vice President of the Faculty Council to form, along with the Vice President, a Grievance Committee whenever a grievance procedure must be implemented. The Vice President will chair any hearing procedures, and a secretary elected by the members of the committee from among its members will keep records and maintain their confidentiality. In the absence of the Vice President, the committee will designate a temporary chair.

Prior to the institution of formal grievance procedures, a grievant must appeal to the person or official body involved in the grievance to determine if the complaint or problem may be solved without resort to formal procedures.

The formal grievance procedure shall be as follows:

1. A grievant shall file a written statement of the grievance or grievances with the Vice President of the Faculty Council with a copy to the person or office against which the

grievance is brought. The statement shall state in detail the nature of the grievance or grievances, the person or official body and the policy or action against which grievance is laid, and any factual or other data which the grievant deems pertinent, including evidence that an effort was made to settle the grievance informally. The statement should be filed within a reasonable period of time after the action or decision against which grievance is laid, but in no event shall a hearing be required where the statement is filed more than fourteen (14) days after the action or reason for the grievance occurs, unless the committee finds just cause for delayed grievance filing.

2. The Vice President of Faculty Council shall notify in writing the person or official body against which grievance is laid within three (3) days of receipt of the statement of grievance.
3. Any member of the standing panel otherwise involved in the grievance shall withdraw from the Grievance Committee. In case of allegation of such involvement brought by any party to the grievance but not consented to by the faculty member, the remaining members of the panel will decide whether the member concerned must withdraw. If a member of the Grievance Committee withdraws, he or she will be replaced by drawing lots from among the remaining eligible members of the panel.
4. The Grievance Committee, after appropriate consultation with the parties, will set dates for hearing the grievance or grievances, such to be held within 14 days unless a later date is mutually agreeable. The chair shall notify all persons concerned of dates and procedures, including persons not party to the grievance from whom information is required. The committee may request in advance any documents which it regards as pertinent. Prior to the hearing the parties may agree upon a stipulation of facts and/or issues for submission to the Committee.
5. Any party to the grievance procedure may be represented by an adviser or advocate, preferably a member of the College faculty or staff. If any party desires legal counsel, the other party or parties must be given at least one week's notice of the intention to utilize legal counsel.
6. The Grievance Committee shall not be bound by rules of legal evidence, and it may allow presentation of any evidence which it believes to be of probative value in determining the issues. It will request the appearance of persons whose appearance is thought useful by any party to the grievance, and it may request on its own initiative the appearance of other persons. It may request the aid and advice of a qualified person regarding matters of procedure.
7. The Grievance Committee will conduct all hearings, which will be carried out within a reasonable period of time and will normally be open only to the parties involved in the grievance and their advocates or counsel. The committee shall insure an orderly presentation of evidence related to all points of view. The secretary of the committee will provide for the keeping of a record by stenographic notes and/or taping.

8. A condensed report of the hearings shall be prepared at the instance of the secretary and entered in the permanent records of the Faculty Council, and copies will be sent to both parties to the grievance proceeding. All stenographic notes and/or tapes of the proceedings shall also become part of the permanent records of the Council. A full transcript of the proceedings will be made by a certified court reporter and become part of the permanent records of the Council if requested by any party to the proceeding, provided however that the cost of the original transcript will be assessed to the party making the request. Any party requesting a copy of the transcript must bear the cost of reproducing its copy.
9. The Grievance Committee shall ordinarily make a decision concerning the grievance or grievances by majority vote within fourteen (14) days following the termination of the hearing. If this decision period needs to be extended, the chair will so-notify the parties in writing. The Grievance Committee will make whatever recommendations it deems fitting to the appropriate officers or official bodies of the College. The decision and any recommendations will be in writing, and copies shall be sent to all parties to the grievance and to the officer or official body to which recommendations are made. A copy shall be entered in the record provided for in paragraph 8.
10. All parties shall be informed concerning avenues for appeal of the Grievance Committee's decision and/or recommendations, or of the response of the officer or official body to whom recommendations are made. Ordinarily, an appeal, if made, would be made to the officer or official body of the College immediately superior to the officer or official body responding to Committee's decision or recommendation.
11. Ordinarily the final resolution of those grievances pertaining to faculty status shall be made by the President of the College. Disapproval by the President of the College of recommendations of the Grievance Committee should be for compelling reasons, which, in the President's judgment, will be in the best interest of the College. Ordinarily these reasons will be communicated to the Grievance Committee. The Board of Trustees retains ultimate authority to review all grievance decisions which reach it by appeal.



## FACULTY DUTIES AND RESPONSIBILITIES

### TEACHING RESPONSIBILITIES

Academic Year: The regular academic year begins with the Faculty Fall Conference immediately preceding Freshman Orientation and ends with Commencement. Faculty members are expected to be on campus to discharge their teaching and other responsibilities throughout this time period, except for the College's scheduled vacation periods.

Teaching Load: The normal teaching load is three courses per term or the equivalent for undergraduate teaching. If an individual is teaching graduate courses, there will be a reduced teaching load. Associate deans or program directors may receive a reduction in teaching load because of their administrative responsibilities if financial considerations and needs of the College permit. In special cases other faculty members who assume a major short term administrative assignment may also receive a reduction in teaching load.

Office Hours: All faculty are expected to be available to students for consultation outside of class. Full time faculty should post regular hours and be available to students at those times and otherwise by appointment.

Summer Teaching: Faculty members are not ordinarily under obligation to teach in the Summer Session, but they will be given the opportunity to do so when courses are offered in their area of expertise. The MBA program in the Else School of Management functions on a year round basis. Therefore, there is a general expectation that, absent unusual circumstances, faculty in the Else School of Management will be available to meet summer schedule needs if called upon. The determination of courses to be taught in the Summer Session is the responsibility of the Provost and Dean of the College in consultation with the associate deans and the Dean of the Else School of Management. A normal summer teaching load does not exceed two courses per term. Faculty teaching in the summer will be compensated according to the College policy for Summer Session remuneration (see Appendix).

Class Meeting: The instructor is expected to meet class on schedule in the designated on-campus location and to notify the department chair (or, in his or her absence, the associate dean) or the Dean of the Else School of Management when unable to meet the class. If the instructor anticipates being absent, satisfactory arrangements should be made for work to continue during that absence. The Provost and Dean of the College should be notified of any anticipated prolonged absence.

Student Class Attendance: The general expectation is that students will give careful attention to classroom activities and will not be absent without just cause. Within the broad outlines of this expectation, it is the responsibility of the instructor to define and communicate his or her attendance requirements to each class at the beginning of the semester. This communication should be in writing and included in the course syllabus.

Course Syllabi: Faculty members shall provide the students in each of their classes with a course syllabus. The syllabus shall include the following:

1. A statement of objectives for the course
2. A statement of requirements for the course
3. A statement of attendance policy and expectation
4. A statement of the bases upon which the student will be graded
5. A general description and outline of the course
6. Other pertinent material, including anticipated dates for completed papers and announced tests or quizzes.

A copy of the syllabus for each course is to be filed in the Office of the Provost and Dean of the College by the end of the second full week of classes. A copy of the syllabus for a summer session class must be filed in the Office of the Provost and Dean of the College by the end of the first full week of classes.

Tests and Examinations: Students' work should be evaluated at regular intervals throughout the term but particularly prior to the last date for dropping a course with the grade of W. Final examinations are required in all courses unless an equivalent form of evaluation is clearly stipulated in the course syllabus. Final examinations must be administered at the time and in the locations designated by the College unless special arrangements are made with the approval of the Provost and Dean of the College. Under current practice seniors may elect to be exempt from final examinations in the semester in which they complete their comprehensive examinations, but only in those courses in which they have a "C" average or better.

Reporting of Grades: Mid-term grades as well as final grades are required for all students in all academic courses during the regular academic year. Grades must be turned in to the Office of Records within the designated time limit. Grades other than "I" may be changed after this date only with the approval of the Provost and Dean of the College. Ordinarily grade changes will not be made except for computational or recording error.

## SERVICE TO THE COLLEGE

Division Meetings and Faculty Meetings: Faculty members are expected to attend all regularly scheduled meetings of their division and of the faculty as a whole and to take an active part in the work of both groups.

Committee Assignments: Committee assignments are a normal part of the duties of faculty members. Committee members may be elected out of their divisions, elected by the faculty at large, or appointed by the Provost and Dean of the College in consultation with the Faculty Council depending upon the nature of the assignment.

Academic Advising: Student academic advising is part of the responsibility of the full-time faculty. Each faculty member may be assigned advisees by the Provost and Dean of the College. New students will be assigned by the Registrar in consultation with the Dean. Assignment of

majors is the responsibility of the department chair. Faculty responsibility in connection with student academic advisement includes taking part in advisor training sessions, assisting with registration, and keeping regular posted office hours.

Formal Academic Occasions: Faculty members are expected to take part in all formal academic occasions of the College, including Fall Convocation, Baccalaureate, and Commencement. Requests to be excused from one of these events should be made to the Provost and Dean of the College, and only in cases of emergency or urgent business.

## COMMUNITY SERVICE

The College encourages faculty to take on responsibilities within the larger community. It recognizes that belonging to professional organizations, serving on boards and committees of service organizations, and contributing time and effort to schools, church groups, civic clubs and other worthwhile causes can enhance personal growth and further respect for the institution. These activities should not, however, unduly detract from the other responsibilities of a faculty member.

## PROFESSIONAL DEVELOPMENT

Professional Travel: The College considers travel to professional meetings a part of the professional development of its faculty members. Each year the College attempts to assist faculty members who wish to attend national, regional, or state meetings by paying a portion of the expenses incurred. Normally, this benefit is available only to full-time faculty members. Since it is not possible to pay all expenses of every faculty member, priority for support is ordinarily given to faculty members making presentations at such meetings or to those who are currently holding an office in a national, regional, or state organization. All faculty members are encouraged to attend professional meetings and are encouraged to apply for travel funds to help offset their expenses. A travel request form should be filed by those desiring support at the beginning of each academic year. These requests will be reviewed by the Provost and Dean of the College in consultation with associate deans of the divisions or the Dean of the Else School of Management, and allocations made early in the fall. Requests can be made later in the year, but they will be considered only if there are funds remaining in the budget. Since travel funds are limited, it may not be possible to fund the same faculty member two years consecutively.

At the completion of a meeting for which a faculty member has received support, the faculty member will be expected to submit to the Provost and Dean of the College or Dean of the Else School of Management a written report of the meeting and his or her participation in it.

Sabbatical Leaves: Sabbatical leaves are granted for the purpose of study, research, or creative activity in order to increase the professional effectiveness of faculty members and contribute to their overall value to the College.

A sabbatical leave may be granted to a faculty member who has accrued a period of six or more years of full-time service at the College. To be considered for a sabbatical leave the faculty member must submit a statement explaining and justifying the proposed course of study, research or creative activity as early as possible, ordinarily not later than the fall preceding the year in which the leave is to occur.

Inasmuch as the regular full-time staff of the department may be expected in most instances to absorb the teaching, advising and administrative load of an individual on leave, the department chair should prepare a statement of staffing plans and needs to accompany the sabbatical application.

Both statements should go to the associate dean of the division or Dean of the Else School of Management for their recommendation and then to the Provost and Dean of the College for approval. Final approval of sabbatical leaves is determined by the Board of Trustees upon recommendation of the President.

Ordinarily sabbatical pay is full regular salary for one semester or one-half of the regular pay for two semesters. In general, no faculty member while on sabbatical leave shall accept salary or remuneration in addition to that granted by the College. This regulation is intended to apply to regular teaching or work accepted primarily as a means of earning additional income. Remuneration may be permitted for activities which in the judgment of the President and the Provost and Dean of the College contribute to the essential usefulness of the faculty member to the College.

A faculty member on sabbatical leave is required to continue in the service of the College for at least one year following conclusion of the leave or else fully reimburse the College for any financial burden or expense related to the sabbatical. While on sabbatical leave, a faculty member is normally eligible for salary increment and fringe benefits.

A faculty member returning from a sabbatical leave is required to present a written report to the Provost and Dean of the College concerning the nature of his or her activities during the leave. This report should include a summary of any findings and an outline of procedures employed and localities visited during the leave.

Leaves of Absence: Leaves requested for medical purposes are governed by the College's Sick Leave and FMLA policies. However, under special circumstances, faculty members may apply for a leave of absence without pay for other reasons not addressed by the FMLA or Sick Leave policies. Normally, fringe benefits would not continue in cases such as leaves of absence, although it may be possible for the faculty member to make arrangements to keep some of them in effect by making payments through the College. Specific conditions of a leave of absence, including any possible arrangements for fringe benefits and salary increments, should be negotiated in advance of the agreement for such a leave. Leaves may ordinarily extend for a period of up to one year. In exceptional circumstances a leave may be granted for two years. Any leave beyond two years ordinarily would entail forfeiture of tenure and would relieve the College of any obligation to hold the position for the individual on leave.

Subject to the FMLA and FMLA policy, leave to an employee for child-care purposes will be determined on the same basis as leave which is granted to employees for other non-medical reasons. Such leave, as desired, shall be requested at the earliest possible date. Arrangements concerning course-load, committee assignments, advisee assignments, financial considerations, etc. should be made in consultation with the faculty member, the appropriate department chair, associate dean or dean of the division, and the Provost and Dean of the College. Such arrangements should be agreed upon as soon as possible after the request is made. Calculations for pay increases, seniority, credit toward tenure, etc., shall be the same for persons on leave for child-care related reasons as for persons on leave for other reasons. Non-FMLA leaves of absence for child-care purposes are contingent on the needs of the College and are not guaranteed to be granted. Application for these leaves shall be submitted to the Provost and Dean of the College. Final approval will be the responsibility of the President.

### OUTSIDE EMPLOYMENT

Policy: It is the policy of the College to favor all types of experience which will bring faculty and staff into contact with practical affairs. The form and extent of such activities should be governed by consideration of their relationship to the work of the individual involved. Approved outside employment of members of the faculty or administrative staff of the College for remuneration ordinarily should be of a professional nature and give promise of contributing to the competency or professional stature of the individual concerned. Within this framework, a member of the faculty or staff may engage in approved outside employment, provided it does not reflect discredit on the College; is not in direct or indirect competition with present or potential offerings or official activities of the College; does not interfere with instructional, scholarly or other services which must be rendered in the nature of college employment; and does not otherwise interfere with the employee's job for and responsibilities to the College. For approved employment which meets the criteria for acceptability, faculty may receive approval for up to the equivalent of one day per work week during the 9-month academic year.

Oversight: A full-time member of the faculty or staff who is presently engaged, or who plans to engage in employment outside of that person's broad institutional responsibilities during any period of full-time employment by the College should report annually in writing the nature and extent of such activities to the appropriate dean or higher administrative officer for approval.

If the administration disapproves participation in outside employment, the individual may appeal through the grievance procedure. If the College approves outside employment but, after experience, determines that continuation of such outside employment is not in the best interest of the College, it may request discontinuance giving reasonable notice for compliance. Such a decision is grievable and, if challenged, will not be implemented pending a final determination under official College policy and procedures.

Failure to comply with College policy on outside employment may result in dismissal for cause.

## FACULTY-STUDENT RELATIONSHIPS

Relationships between faculty and students inside and outside the classroom often involve sensitive power issues, including issues of fair treatment of persons outside the relationship. Faculty-student relationships constitute professional relationships; therefore, it is incumbent on faculty and students, but on faculty in particular, to ensure that these professional relationships remain free of power abuses or the potential for abuse of power. When a personal relationship with a clear potential for such abuse, including but not limited to all romantic or sexual relationships, exists or develops between a faculty member and a student, the parties involved shall either 1) sever the professional relationship or 2) end the personal relationship. Severing the professional relationship means that the student should not be enrolled in classes with that faculty member and the faculty member should not serve in any supervisory or evaluative capacity involving the student. Exceptions to this policy may be made for pre-established relationships, but only in consultation with the Dean. If the Provost and Dean of the College becomes aware of an instance in which a conflict between personal and professional relationships exists, the Dean's responsibility is to make sure that (1) or (2) occurs. If the conflict continues after the Dean's intervention, then the Dean can recommend an institutional action, if appropriate, to the President of the College. If matters of fact or the institutional response are subject to dispute, the case will be reviewed by the faculty Grievance Committee. The President, in consultation with the Dean, will act after that committee has reported its conclusions.

## SEXUAL HARASSMENT

Policy: Millsaps College affirms the principle that its students, faculty, and staff have a right to be free from sex discrimination in the form of sexual harassment by any member of the academic community.

Sexual harassment is defined as an attempt to coerce an unwilling person into a sexual relationship, or to subject a person to unwanted sexual attention, or to punish a refusal to comply, or to create a sexually intimidating, hostile, or offensive working or educational environment. Sexual harassment is understood to include a wide range of behaviors, from the actual coercing of sexual relations to the unwelcome emphasizing of sexual identity. This definition will be interpreted and applied consistent with accepted standards of mature behavior, academic freedom, freedom of expression, and applicable law.

Sexual harassment in any situation is reprehensible; it is particularly damaging when it exploits the educational dependence and trust between students and faculty. When the authority and power inherent in faculty relationships to students, whether overtly, implicitly, or through misinterpretation, is abused in this way, there is potentially great damage to individual students, to person complained of, and to the educational climate of the institution. While a particular interaction, among other factors, must be offensive and unconsented to be defined as harassment, faculty members and other individuals in positions of authority should be sensitive to the questions about mutuality of consent that may be raised and to the conflicts of interest that are

inherent in personal relationships where professional and educational relationships are also involved.

Individuals who believe they have been sexually harassed may obtain redress through the established informal and formal procedures of the College. Complaints about sexual harassment will be investigated and handled promptly and equitably. The right to confidentiality of all members of the academic community will be respected in both informal and formal procedures, to the extent possible. This policy explicitly prohibits retaliation against individuals for bringing complaints of sexual harassment. An individual found to be engaging in sexual harassment is subject to disciplinary action for violations of this policy, consistent with existing procedures.

Procedure: For redress of grievance against instances of sexual harassment the following procedure should be followed:

1. Any member of the College community who believes that he or she has been a victim of sexual harassment should bring the complaint to the attention of the administrator responsible for the conduct of the person alleged to have committed the offense (the Provost and Dean of the College in cases involving a faculty member, the Vice President of Student Life and Dean of Students where the complaint is against a student, or the Director of Human Resources where it is against an employee of the College other than a faculty member or student) for appropriate investigation and resolution. Alternatively, the complaint may first be brought to the College Counselor for possible informal resolution of the complaint. The Counselor will communicate with the appropriate administrator.
2. An effort will be made to keep the initial discussion between the complainant and the college official confidential to the extent possible. If, however, the complaint is to lead to official action, it must be brought to the attention of the President of the College who will notify the accused and appoint a committee to investigate the allegations. The College may elect to implement interim measures during the investigation, such as temporarily changing reporting relationships, relocation of work areas, placing employees on leave, or other such steps.
3. The committee will inform the President in writing of the results of the investigation. If it finds basis for the complaint, the President will in turn advise the alleged offender of the identity of the complainant and charges.
4. Effort will be made to effect an informal resolution of the complaint acceptable to both parties.
5. The complainant, or alleged offender, if unsatisfied by the proposed resolution or action to be taken by the administrative officer in charge, will have access to the appropriate formal grievance procedure provided in the Faculty Handbook, Staff Handbook, or Major Facts.

## EQUAL EMPLOYMENT OPPORTUNITY AND NON-DISCRIMINATION POLICY

It is the policy of the Millsaps College to provide an educational and work environment in which thought, creativity, and growth are stimulated, and in which individuals are free to realize their full potential through equal opportunity. The College should be a place of work and study for students, faculty, and staff, which is free of all forms of unlawful discrimination, including unlawful harassment and retaliation.

Millsaps College expressly prohibits any form of workplace discrimination or harassment on the basis of race, sex (including pregnancy), color, age, national origin, religion, gender, sexual orientation, gender identity or expression, genetic information, marital or parental status, disability, and military or veteran status, or any other characteristic protected under applicable law. This policy applies to all employment decisions and terms and conditions of employment, including recruiting, hiring, determination of pay, promotions, college-sponsored training programs, transfers, layoffs, returns from layoff, demotions, dismissals, terminations, use of College facilities, and benefits. This policy applies to all departments and all personnel, supervisory and non-supervisory.

Any employee who believes he or she has experienced conduct in violation of this policy must immediately notify Human Resources. Reports received under this policy will be investigated, and any remedial or other appropriate measures implemented based on the circumstances.

Millsaps College expressly prohibits retaliation for making good faith reports under this policy, and for participating in related investigations. Any employee who believes he or she has experienced retaliation because of a complaint submitted under this policy, or because of his or her participation in any investigation under this policy, must immediately notify Human Resources. Reports of retaliation will be investigated, and any remedial or other appropriate measures implemented based on the circumstances.

## REASONABLE ACCOMODATION OF QUALIFIED INDIVIDUALS WITH DISABILITIES UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

Consistent with the ADA and other applicable law, Millsaps College is committed to equal opportunity and access for qualified individuals with disabilities who may need reasonable accommodations to have equally effective opportunities and privileges in employment. The College is committed to offering reasonable accommodations for known physical and mental impairments constituting a disability of otherwise qualified individuals that would enable such individuals to perform the essential functions of their job, unless doing would pose an undue hardship or a direct threat to the health or safety of the employee or others, consistent with the ADA and other applicable law. Millsaps will evaluate reasonable accommodation requests on a case-by-case basis.



## Procedure for Requesting a Reasonable Accommodation

The Director of Human Resources will coordinate requests for reasonable accommodation, which is a measure intended, if possible and reasonable, to enable an otherwise qualified individual to perform essential job functions or to receive equal benefits, privileges, or terms and conditions of employment or the application process of employment. Any individual who believes that he or she requires a reasonable accommodation should make such a request to the Director of Human Resources in writing, and should provide the following information:

- A description of why the individual believes a reasonable accommodation is needed, including identification of any perceived disability-related limitation(s) or workplace barrier(s) that need to be accommodated.
- Identification of the nature of the accommodation desired.

Upon receipt of a reasonable accommodation request, the College will engage in an interactive process with the individual to determine whether he or she has a covered disability, and whether a reasonable accommodation is necessary, available, and feasible. The Director of Human Resources and appropriate management representatives will determine the feasibility of the requested accommodation on a case-by-case basis. Some factors to be taken into consideration include, but are not limited to: whether the requested accommodation is possible or feasible, whether the requested accommodation will enable performance of essential functions or pose a direct threat, the cost and nature of the proposed accommodation, outside funding, the College's overall financial resources and organization, the availability of tax credits and deductions, and the proposed accommodation's impact on the operation of the department, including its impact on the ability of other employees to perform their duties and on the College's ability to conduct business.

In some circumstances, the College may request relevant medical documentation and/or medical opinion concerning whether the requesting individual has an ADA-covered disability which necessitates a reasonable accommodation or any other relevant circumstances. Individuals seeking a reasonable accommodation under this policy are expected to fully cooperate with the College's efforts to obtain such medical documentation and/or opinion when requested.

The Director of Human Resources will inform the employee of the College's decision concerning the reasonable accommodation request. Any reasonable accommodation granted may be periodically reviewed by the College.

The College expressly prohibits any form of retaliation against individuals for submitting a good faith request for reasonable accommodation under this policy.

## OMBUDSMAN POLICY

The natural assumption is that each faculty and staff member and officer of the College will always act within the highest standards of honesty and integrity. There is also a recognition that,

on occasion, there may be a reasonable basis to conclude that an appearance of inappropriate financial activity or practice on the part of a member or members of the college community has occurred. If a faculty or staff member or officer of the College is aware of such circumstances, that person should report the matter at once to someone on a higher organizational level within the College. Formal complaints can be made to the Director of Human Resources or the Campus Conduct Hotline: (866) 943-5787.

Should the particular circumstances be so sensitive that the observing person, out of concern for possible reprisal or other reason, is reluctant to make such a report to another faculty or staff member or officer of the College, that person should speak to a member of the Audit Committee of the Board of Trustees. The Audit Committee receive the report, investigate the matter, recommend appropriate action to the proper authority, and assure that no retaliatory action is taken against the reporting person. Members of the Audit Committee, as well as the full Board of Trustees and its other standing committees, are named in the college catalog.

### RELIGIOUS HOLIDAY POLICY

In keeping with its character as a liberal arts college and its historic role in the mission of the United Methodist Church, Millsaps seeks to provide a learning environment that increases knowledge, deepens understanding of faith, and inspires the development of mature citizens with the intellectual capacities, ethical principles, and sense of responsibility that are needed for leadership in all sectors of society. It is the policy of Millsaps College to make every reasonable effort to allow members of the college community to observe without penalty their major religious holidays; a list of those major religious holidays recognized by the College will be compiled by the office of the Provost and Dean of the College in consultation with the College Chaplain. Absence from classes or examinations for religious reasons does not, however, relieve students from responsibility for any part of the course work required during the period of absence. Students who expect to miss classes, examinations, or other assignments as a consequence of their religious observance should provide their instructors with reasonable notice of the dates of the major religious holidays on which they will be absent, preferably at the beginning of the semester but no less than two weeks prior to the absence. Should disagreements arise over any aspect of this policy, parties involved should contact the Department Chair or the dean of the appropriate division of the College, with ultimate appeal to the Provost and Dean of the College.

## FRINGE BENEFITS

Fringe benefits available to full-time faculty members include a retirement plan, long term disability insurance, term life and accidental death insurance, medical insurance, dental and vision insurance options, tuition assistance, and sick leave. Only the general features of each benefit are described below. More detailed and additional information concerning each plan can be obtained from the Human Resources Office, and a current benefits summary may be found online at: <https://www.millsaps.edu/resources/employee-benefits/>.

### SICK LEAVE

For full-time faculty, the College will pay full salary sick leave for the first six months of an illness. Disability insurance, when in force and applicable, becomes effective the seventh month. While on sick leave, faculty members will not engage in outside employment without prior approval of the Provost and Dean of the College. Failure to comply will be grounds for dismissal for cause.

Subject to the terms of any applicable plans and applicable law, disabilities caused or contributed to by pregnancy, childbirth, or related medical conditions, for all job-related purposes, shall be treated the same as disabilities caused or contributed to by other medical conditions, under any health or disability insurance or sick leave plan available in connection with employment.

### PARENTAL LEAVE POLICY

The College is committed to supporting its faculty with parental leave for eligible employees who temporarily relinquish their duties as a result of childbirth or adoption, in a manner consistent with the educational mission and effective operation of the College. This policy is designed to provide a reasonable and fair period of paid leave to such employees.

This policy is applicable to all full-time, voting faculty of the College who have completed one year of employment, including those faculty members who are in a domestic partner relationship in accordance with the College's domestic partner policy.

Policy for primary caregivers: Eligible faculty members assuming primary caregiver responsibilities for newborn or newly adopted children and who apply for approved leave prior to childbirth or adoption will have their normal teaching load reduced by one (1) course within the 12-month period in which the birth or adoption takes place, with no reduction in salary. Ordinarily parental leave will take place immediately following the birth or adoption, beginning at the time of arrival of the child and running consecutively, except in extraordinary circumstances (such as, but not limited to, medical complications for the mother or child) where other leave is approved. In the case of adoption, with approval of the Dean, eligible faculty members may take parental leave before the actual adoption of the child, for circumstances

during which the faculty member needs to be away from his or her position for the adoption to proceed (e.g., travel to another country to complete the adoption). Since adoption of an older child often necessitates the primary caregiver's full attention for two-three (2-3) months, the College will consider proposals that allow for the two (2) remaining courses for the term in question to be taught during a condensed time period or involve co-teaching.

Eligible faculty members may elect to have a two-course release, under the above stipulations, with an annual salary of 92% of their normal salary. Faculty with a normal six (6) course annual teaching load may also elect to have a three (3) course release with a salary of 82% of their annual salary. Faculty members who wish to return to work full-time, but for whom returning to the classroom might not be feasible due to the timing of the leave and the disruption their absence and return to the classroom would produce may consult with the Dean to discuss options for assuming significant additional administrative duties.

Faculty members applying for parental leave should meet with their department chairs and divisional deans to develop a staffing plan to accommodate the leave. The plan must be approved by the Provost and Dean of the College and should be submitted no later than three (3) months prior to the leave.

Policy for non-primary caregivers: Eligible faculty members not assuming primary caregiver responsibilities for newborn or newly adopted children may apply for two (2) weeks of paid leave within the 12-month period in which the birth or adoption takes place. Ordinarily parental leave will take place immediately following the birth or adoption, beginning at the time of arrival of the child and running consecutively, except in extraordinary circumstances as noted above.

### FAMILY AND MEDICAL LEAVE ACT (FMLA)

Subject to and in accordance with the FMLA and this policy, Millsaps College will offer up to 12 weeks of leave for qualifying reasons (or up to 26 weeks of leave to care for a covered service member with a serious injury or illness, as discussed below) during a 12-month period to eligible employees. The leave may be paid, unpaid, or a combination of paid and unpaid leave, depending on the circumstances of the leave and as specified in this policy.

#### Eligibility

To be eligible to take FMLA leave under this policy, the employee must meet all of the following conditions:

- 1) The employee must have worked for the College for at least 12 months. The 12 months need not have been consecutive. Separate periods of employment will be counted, provided that the break in service does not exceed seven (7) years. Separate periods of employment will not be counted if the break in service exceeds seven years unless the break in service was due to or necessitated by USERRA-covered military service obligations. For eligibility purposes, an employee will be considered to have been employed for an entire week if the employee was on the payroll for part of the week, including any period of leave during which other benefits or compensation are provided.

- 2) The employee must have worked for the College at least 1,250 hours during the 12-month period immediately before the date when leave is requested to commence.
- 3) The employee must work in a worksite where 50 or more employees are employed by the College within 75 miles of that worksite. The distance will be calculated by using available transportation by the most direct route.

Note: You may be eligible for Leave without Pay pursuant to College policy, whether or not you meet the criteria for FMLA leave.

#### Type of Leave Covered

FMLA leave under this policy is available for the qualifying reasons listed below:

- 1) The birth of a child, and in order to care for that newborn child (within 12 months of the child's birth).
- 2) The placement of a child for adoption or foster care, and in order to care for the newly placed child (within 12 months of the child's placement).
- 3) To care for the employee's spouse, child, or parent with a serious health condition (described below).
- 4) Because of a serious health condition (described below) of the employee that makes the employee unable to perform the functions of the employee's position.
- 5) Because of a qualifying exigency arising out of the fact that the employee's spouse, child, or parent is a covered military member on covered active duty or called to covered active duty ("qualifying exigency leave").
- 6) To care for a covered injured or ill service member with a serious injury or illness, where the employee is the spouse, child, parent, or next of kin of the covered service member ("military caregiver leave").

#### Serious Health Condition

A "serious health condition" is defined as an illness, injury, impairment, or condition that: (a) requires inpatient care at a hospital, hospice, or residential medical care facility; or (b) requires continuing treatment by a health care provider.

Subject to and in accordance with the FMLA, a serious health condition involving continuing treatment by a health care provider may generally include the following:

- (1) a period of incapacity of more than three (3) consecutive days and any subsequent treatment or incapacity related to the same condition that also involves
  - (a) treatment two or more times within 30 days, absent extenuating circumstances, of the first date of incapacity by a health care provider, a nurse under direct supervision of a health

care provider, or a provider of health care services under orders of, or on referral by, a health care provider; or

(b) treatment by a health care provider on at least one occasion, which results in a regimen of continuing treatment under supervision of the health care provider.

For (a) and (b) above, the first (or only) treatment visit must take place within seven (7) days of the first date of incapacity.

(2) a period of incapacity due to pregnancy, or for prenatal care.

(3) a period of incapacity or related treatment due to a chronic serious health condition, which (a) requires periodic visits for treatment by a health care provider or nurse under direct supervision of a health care provider at least twice a year; (b) continues over an extended period of time; and (c) may cause episodic rather than a continuing period of incapacity.

(4) a period of incapacity which is permanent or long-term due to a condition for which treatment may be ineffective.

(5) a period of absence to receive multiple treatments by a health care provider, or a provider of health care services under orders of, or on referral by, a health care provider for: (a) restorative surgery after an accident or injury; or (b) a condition that would likely result in a period of incapacity lasting more than three (3) consecutive days in the absence of medical intervention.

Employees with questions about what illnesses, injuries, impairments, or conditions are covered under this FMLA policy or under the College's sick leave policy are encouraged to consult with the Director of Human Resources.

If an employee takes paid sick leave for a condition that progresses into a serious health condition and the employee requests unpaid leave as provided under this policy, the College may, subject to the FMLA and applicable law, designate all or some portion of related leave taken as leave under this policy, to the extent that the earlier leave meets the necessary qualifications.

#### Qualifying Exigency Leave

Subject to and in accordance with requirements of the FMLA, an eligible employee whose spouse, son, daughter or parent either has been notified of an impending call or order to covered active military duty, or who is already on covered active duty, may apply for leave for a qualifying exigency related to, or arising out of, such active duty service or call to service.

The qualifying exigency may include one or more of the following:

- a) short-notice deployment
- b) military events and related activities
- c) child care and school activities
- d) financial and legal arrangements
- e) counseling
- f) rest and recuperation
- g) post-deployment activities, and

- h) Additional activities that arise out of active duty, provided that the College and employee agree, including agreement on timing and duration of the leave.

Questions about entitlement to qualifying exigency leave should be directed to Human Resources.

#### Military Caregiver Leave

Subject to and in accordance with requirements of the FMLA, an eligible employee who is the son, daughter, parent, or next of kin of a covered service member with a covered serious illness or injury may apply for up to 26 weeks in a single 12-month period to care for that service member.

For purposes of military caregiver leave, a covered service member generally includes a current member of the Armed Forces, including the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, is in outpatient status, or is otherwise on the temporary disability retired list for a serious injury or illness which was incurred in or aggravated by his or her activity duty service in the Armed Forces, and which may make him or her medically unfit to perform the duties of his or her office, grade, rank, or rating. Subject to and in accordance with the FMLA, covered veterans of the Armed Forces with serious injury or illness may also be covered service members in some circumstances.

Questions about entitlement to military caregiver leave should be directed to Human Resources.

#### Amount of Leave

An eligible employee can take up to 12 weeks of FMLA leave for qualifying reasons (1) through (5) listed in the above section of this policy titled "Type of Leave Covered" during any 12-month period. For FMLA leave taken for one of these qualifying reasons, the College will measure the 12-month period as a rolling 12-month period measured backward from the date an employee uses any leave under this policy. Each time an employee takes FMLA leave, the College will compute the amount of leave the employee has taken under this policy in the last 12 months and subtract it from the 12 weeks of available leave, and the balance remaining is the amount the employee is entitled to take at that time.

An eligible employee can take up to 26 weeks of FMLA leave for qualifying reason (6) listed in the above section of this policy titled "Type of Leave Covered" (military caregiver leave) during a single 12-month period. For military caregiver leave, the College will measure the 12-month period as a rolling 12-month period measured forward from the date an employee's military caregiver leave begins. FMLA leave already taken for other FMLA circumstances will be deducted from the total of 26 weeks available.

If spouses both work for the College and each wishes to take leave for the birth of a child, adoption or placement of a child in foster care, or to care for a parent (but not a parent "in-law") with a serious health condition, the spouses may only take a combined total of 12 weeks of leave during the 12-month period. If spouses both work for the College and each wishes to take leave to care for a covered service member with a serious injury or illness, the spouses may only take a combined total of 26 weeks of leave during the 12-month period.

### Employee Status and Benefits During Leave

While an employee is on leave, the College will continue the employee's health benefits during the leave period at the same level and under the same conditions as if the employee had continued to work.

If the employee chooses not to return to work for reasons other than a continued serious health condition of the employee or the employee's family member (or serious injury or illness of the employee's family member who is a covered servicemember), or a circumstance beyond the employee's control, the College may require the employee to reimburse the College the amount it paid for the employee's health insurance premium during the leave period, subject to the FMLA and applicable law.

Under current College policy, the employee pays a portion of the health care premium. While on paid leave, the College will continue to make payroll deductions to collect the employee's share of the premium. While on unpaid leave, the employee must continue to make this payment, either in person or by mail. The payment must be received in the Human Resources office by the 10th day of each month. If the payment is more than 30 days late, the employee's health care coverage may be dropped for the duration of the leave.

The College will provide 15 days' notification prior to the employee's loss of coverage.

If the employee contributes to a life insurance or disability plan, the College will continue making payroll deductions while the employee is on paid leave. While the employee is on unpaid leave, the employee may request continuation of such benefits and pay his or her portion of the premiums, or the College may elect to maintain such benefits during the leave and pay the employee's share of the premium payments. If the employee does not continue these payments, the College may discontinue coverage during the leave. If the College maintains coverage, the College may recover the costs incurred for paying the employee's share of any premiums, whether or not the employee returns to work.

### Employee Status After Leave

Before resuming work at the conclusion of the leave period, an employee who takes FMLA leave under this policy because of his or her own serious health condition may be required to provide a fitness for duty (FFD) certification from his or her health care provider certifying that the employee is able to resume work and addressing the employee's ability to perform the essential functions of his or her position. Generally, an employee who takes FMLA leave will be permitted to return to the same position or a position with equivalent status, pay, benefits and other employment terms following such leave, subject to and in accordance with FMLA requirements. The College may choose to exempt certain key employees from this requirement and not return them to the same or similar position.

### Use of Paid and Unpaid Leave

FMLA leave is generally unpaid. However, employees taking FMLA leave will be required to use any available, accrued paid time off during and concurrently with the FMLA leave. Sick leave may be run concurrently with FMLA leave if the reason for the FMLA leave is covered by the established sick leave policy.



Subject to and in accordance with the FMLA and other applicable law, disability leave for the birth of the child and for an employee's serious health condition, including workers' compensation leave (to the extent that it qualifies), may be designated as and run concurrently with FMLA leave.

#### Intermittent Leave or a Reduced Work Schedule

FMLA leave may be taken in consecutive weeks, or in certain circumstances, may be used intermittently (taken periodically when needed over the year) or used to reduce the workweek or workday, resulting in a reduced hour schedule. In all cases, the FMLA leave may not exceed a total of 12 workweeks (or 26 workweeks for military caregiver leave) during a 12-month period.

The College may temporarily transfer an employee to an available alternative position with equivalent pay and benefits if the alternative position would better accommodate the intermittent or reduced schedule, in instances when FMLA leave is foreseeable based on planned medical treatment for the employee or employee's family member, including recovery periods, or a child's birth or placement for adoption or foster care.

For FMLA leave taken due to the birth, adoption or foster care of a child, the College and the employee must mutually agree to the schedule before the employee may take the leave intermittently or work a reduced hour schedule. Leave for birth, adoption or foster care of a child must be taken within one year of the birth or placement of the child.

If the employee is taking FMLA leave for a serious health condition or because of the serious health condition of a family member, intermittent leave may be available when medically necessary. The employee should try to reach an agreement with the College before taking intermittent leave or working a reduced hour schedule.

#### Certifications

The College will require an appropriate certification to support requests for FMLA leave, including leave requested for the employee's serious health condition, a family member's serious health condition, a qualifying exigency, and for military caregiver leave. The employee must provide the requested certification to the College within 15 days of the request, unless doing so is not practical under the circumstances despite the employee's diligent, good faith efforts. Failure to timely provide the requested certification may result in a denial of FMLA leave or continuation of leave. Certifications must be provided on the form(s) provided by the College.

In some circumstances, the College may directly contact the pertinent health care provider for authentication or clarification of a certification using a health care professional, an HR professional, leave administrator, or management official. In these circumstances, the College may request a HIPAA-compliant authorization from the employee to facilitate this authentication and/or clarification process. Before the College makes such contact with the health care provider, the employee will be given an opportunity to resolve any deficiencies in the medical certification. It is the employee's responsibility to ensure that a sufficient certification is completed and returned to the College.

The College has the right to ask for a second opinion if it has reason to doubt the validity of a medical certification. If a second opinion is requested, the College will pay for the employee to

get a certification from a second health care provider, which the College will select. If the original certification differs from the second opinion, the College may require the opinion of a third health care provider mutually selected by the employee and the College. When required, the College will pay for the third opinion, and the third opinion will be considered final. The employee will be provisionally entitled to leave and benefits under the FMLA pending receipt of any second and/or third opinion required by the College. Subject to and in accordance with FMLA requirements, the College may deny FMLA leave to an employee who refuses to cooperate in the second or third opinion process.

#### Recertification

Generally, the College may request recertification of previously certified FMLA leave for a serious health condition of the employee or employee's family member when circumstances described in the previous certification have changed significantly, or if the College receives information casting doubt on the reason given for the absence or continuing validity of the certification, or if the employee seeks an extension of his or her leave. Otherwise, the College may request recertification in the circumstances and on the timing permitted by the FMLA. In connection with the recertification process, the College may provide the employee's health care provider with the employee's attendance records and ask whether need for leave is consistent with the employee's serious health condition.

#### Procedure for Requesting FMLA Leave

All employees requesting FMLA leave must provide verbal or written notice of the need for the leave to the Director of Human Resources.

When the employee's need for FMLA leave is foreseeable, the employee must provide the College with at least 30 days' notice. When an employee becomes aware of a need for FMLA leave less than 30 days in advance or when 30 days' notice is not otherwise possible, notice must be provided as soon as practicable under the circumstances. When the need for FMLA leave is not foreseeable, the employee must comply with the College's usual and customary notice and procedural requirements for requesting leave, absent unusual circumstances.

#### Designation of FMLA Leave

The Director of Human Resources will notify the employee requesting leave about whether leave will be designated as FMLA leave, in the manner and on the timing required by the FMLA.

#### Intent to Return to Work from FMLA Leave

The College may require an employee on FMLA leave to report periodically on the employee's status and intent to return to work.

### MILITARY LEAVE/USERRA

Subject to and in accordance with the requirements of the Uniformed Services Employment and Reemployment Rights Act ("USERRA") and other applicable law, faculty members who are members of the Armed Forces, a military reserve, or National Guard unit, will be eligible to apply for leave without-pay for their regular annual period of training duty and other covered

military service, in accordance with USERRA and applicable law. The College will compensate military reserve or National Guard members called to active duty for the difference between their gross pay for military duty, and their regular pay by the College for a period, not to exceed ten (10) working days per year. For additional information, visit the Department of Labor Veterans' Employment & Training Service website, or contact the Director of Human Resources.

### JURY DUTY LEAVE

Faculty who are required to serve on a jury will receive leave of absence with pay for that purpose. The College may request written confirmation from the court that the employee is needed for jury duty. If the employee is excused from jury duty or is released early, that employee is required to report to work.

As outlined in the faculty teaching responsibilities section of this Handbook, if a jury duty-related absence falls on a day the faculty member is expected to be in class, the faculty member is expected to make appropriate arrangements for work to continue during that absence. If the class is unable to meet, the faculty member must notify the Department Chair (or, in his or her absence, the Associate Dean).

## GENERAL INFORMATION

### LIBRARY

Teaching function of the library: The Millsaps-Wilson Library maintains a wide variety of print and digital resources to support the academic program of the College. A primary goal of the library staff is to ensure that students are provided with ample instruction and assistance in the use of its resources. Library instruction services offered include: orientations, introductory first-year instruction, individualized subject instruction, class-specific presentations, and one-to-one sessions with students. Faculty are encouraged to include Library instruction in their syllabi.

Special services for faculty members: Support for faculty research is provided primarily by interlibrary loan as a supplement to the Library's holdings and databases. Requests for books, journal articles, and special materials from faculty will be processed as soon as possible and usually without charge.

Faculty may borrow books for ninety days and may renew them unless another borrower needs them. Faculty are not charged overdue fines but will be charged for damaged or lost books.

Books and many other types of material may be placed on reserve either in hard copy or on eReserves. Faculty may also post readings in Course Connect, the learning management system.

Policies and procedures: Faculty members should submit requests for books and periodicals for instructional support to their department chair or Library liaison.

Library rooms may be scheduled for classes through the Records Office or for one-time meetings through the events system (EMS). Reservations should be made in advance with the Library.

The Library has laptops, projectors, and other AV equipment for short-term loan.

Questions, suggestions and advice regarding library matters may be brought directly to the College Librarian.

### BOOKSTORE

The Millsaps Bookstore attempts to provide books and supplies for students and classroom needs. There is normally an inventory of paperback books available for purchase by students and faculty. The list of titles is usually made up from requests by faculty members. Consistent with reasonable cost efficiency, it is the policy of the bookstore to stock every requested title.

Prior to the opening of each term, the bookstore manager will request from department chairs a list of books required for the courses in their departments. It is necessary that this information be received sufficiently in advance for books to be ordered and stocked prior to the start of the term.

Information concerning special supplies for courses should also be made known well in advance.

### POST OFFICE

Station A of the Jackson Post Office, Zip Code 39210, is operated by Millsaps College on the campus. Mail boxes are provided for faculty without charge. A faculty member may obtain a box number and key at the Post Office window. Normal U.S. Post Office activities are handled through the station on the Millsaps campus.

### PAYROLL PROCEDURES

Salary payments, even when based on the academic year, are ordinarily made in twelve equal installments. Any faculty member who wishes to have checks deposited directly to a bank account should contact Human Resources; individuals who elect to use direct deposit will have a payroll voucher placed in their campus mail boxes on the last working day of each month.

State and Federal income tax will be handled on the payrolls in accordance with current regulations and information provided to Human Resources by the faculty member. Contributions to Social Security, faculty retirement and the various insurance plans are deducted monthly in accordance with the program approved by the Board of Trustees.

Some tax sheltered annuities, consistent with current law, are available through arrangements with Human Resources. Arrangements have also been made for AAUP dues, TIAA contributions, and annual fund contributions to be deducted at the request of faculty members.

### FOOD SERVICE

The College cafeteria, EcoGrounds, and Reuben's are open to faculty members, their families and guests.

### PARKING FACILITIES

Any available parking area not otherwise designated as restricted (e.g. visitor, handicapped, loading, etc.) may be used. A parking sticker, however, is required on all faculty cars. These stickers are available without charge from the Security Office. Citations will be issued to illegally parked vehicles and fines will be collected.

## TELEPHONE SERVICE

Information about telephone service is available in the front of the Campus Directory.

## LOST AND FOUND

This is located in the Office of Campus Safety and Security.

## CAMPUS SAFETY AND SECURITY

The Director of Campus Safety and Security is responsible for security on campus and may be reached, in case of an emergency, by calling (601) 974-1234.

## SCHEDULING OF EVENTS

A master calendar of all events to be held on campus is kept by Conference Services. Any faculty member wishing to schedule an event on campus for whatever purpose should make arrangements with the Conference Services team. Student-sponsored events should first be approved by the Vice President of Student Life and Dean of Students. Events having campus-wide significance should be brought to the attention of the Provost and Dean of the College so that possible conflicts can be avoided by excluding other events from being scheduled at the same time. Events involving off-campus groups, but with faculty sponsorship, should also be cleared with the Provost and Dean of the College before commitments are made.

## APPENDIX

### POLICY FOR SUMMER SESSION REMUNERATION FOR REGULAR FULL-TIME FACULTY

1. Summer Session letters of contract will be issued by and should be returned to the Provost and Dean of the College.
2. Subject to the limitations listed below, a regular full-time faculty member is paid 1/4 of the current academic year base salary for teaching a full load during the summer session. This is defined as 12 undergraduate hours or nine (9) graduate hours (and thus 1/48 per undergraduate hour or 1/36 per graduate hour.) A course unit is the equivalent of four (4) credit hours.
  - a. The instructor receives full pay for an undergraduate or graduate class of five (5) or more.
  - b. The instructor will be paid at the directed study rate for an enrollment of 4 or fewer.
  - c. The upper limit on the pay per hour taught is 85% of the top faculty salary in the faculty salary scale. The lower limit is based on the median faculty salary.
3. Directed or Independent Study. A faculty member teaching a regularly scheduled course may teach no more than two directed study courses in the summer. All directed studies must be approved by the Provost and Dean of the College. When such courses are approved, the instructor, in addition to any other salary, receives \$500 per student. A faculty member does not receive remuneration for students in internship programs.
4. Applied Music. Teachers of applied music receive remuneration on the same basis as directed study prorated according to the fraction of course taught.
5. Courses with enrollment of less than five (5) on “enrollment reporting day” are subject to cancellation. If the course enrolls five (5) by “enrollment reporting day” it is incumbent both upon the College and upon the faculty member that the course be taught. Courses enrolling fewer than five (5) students by “enrollment reporting day” may be taught subject to mutual agreement between the instructor and the Provost and Dean of the College.
6. An instructor must notify the Provost and Dean of the College **by May 1** if he or she decides not to offer a scheduled course. After May 1, an instructor is obligated to offer a scheduled course which has an enrollment of five (5) or more students.
7. “Enrollment reporting day” for determination of class size is the second day of the term for each summer session.

8. Faculty, staff and their dependents eligible for the College tuition benefit are charged at the same rate as during the regular term, except that there is no tuition benefit for faculty/staff dependents enrolled for directed study.

## STATEMENT ON INTELLECTUAL RIGHTS AND COPYRIGHT

Millsaps College respects the principle of protection for intellectual labor and creativity as a vital element in the academic enterprise. The works of authors and publishers in any format are recognized as protected intellectual property under the Copyright Law of the United States (PL 94-553) as interpreted in “Agreement on Guidelines for Classroom Copying in Not-for-profit Educational Institutions” (H. Rept. 94-1476).

It is the intention of the College to abide by the provisions of the law and to encourage all members of the College community to acknowledge the spirit of this protection. Specifically, faculty, students and administrators are advised to be aware of copyright restrictions that apply to duplicating print, sound and video recordings and computer software.

The College does not condone willful or uninformed abuse of copyrighted material, either through photocopy, digital reproduction, distribution, or public performance. Where this principle is consciously ignored or violated the responsibility and legal consequences rest with the individual so acting. Violations of authorial integrity, including unauthorized access and copyright, may be grounds for sanctions against members of the College community.

Areas of special concern:

Classroom distribution: Copying for instruction is addressed by the Copyright Law and in the guidelines shown above.

Computer software: Software available through licensing carries very specific rights and restrictions, including the right of the distributor or the licensee to audit its use on college-owned hardware.

Modern Language Lab: Use and duplication of audio tapes, video programs, and computer software for foreign language study are governed by arrangements with the producers of such material.

Library reserves: In matters relative to copyright policy, the Millsaps library will be guided by the “Model Policy Concerning College and University Photocopying for Classroom, Research and Library Reserve Use,” published by the American Library Association.

Course Management System, Course Connect: Generally, the same copyright provisions apply to material posted in an online course management system.



Music and Video File Sharing: Millsaps College complies with the Higher Education Opportunity Act of 2008 including provisions designed to reduce illegal uploading and downloading of copyrighted works through peer-to-peer file sharing.

## STATEMENT ON COPYING FOR CLASSROOM USE AND PERSONAL RESEARCH

Copyright law does not prohibit but does severely restrict the practice of photocopying books and articles for educational use. It is important that faculty and students be aware of copyright law and make a good faith effort to adhere to it and to stay within the bounds of fair use.

Fair use of copyrighted material is established in copyright law but is not clearly defined. Generally, in not-for-profit educational institutions, faculty and students may make single copies of a chapter, a journal article, an illustration, or a small part of a larger work for personal research.

Copies may also be made for distribution to an entire class but within the *Guidelines for Classroom Copying in Not-for-Profit Educational Institutions* (1976). The *Guidelines* have specific information about how much can be copied but generally limit copying to very brief portions of larger works and require that copying meet the test of spontaneity when there is no time to request permission. The copies can be for one course only with limits on the amount of copying in one semester. Faculty must not create anthologies without permission nor reproduce consumables such as workbooks.

Four factors should be considered when determining whether the use made of a work is fair use:

1. Purpose and character of the use, including whether such use is of a commercial nature or is for non-profit educational purposes.
2. The nature of the copyrighted work (e.g., published or un-published, fiction or non-fiction).
3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole.
4. The effect of the use upon the potential market for or value of the copyrighted work.

Some examples of possible copyright infringement:

1. Including a reading in a syllabus and later copying for the class is not spontaneous.
2. Sending students to a copy shop to purchase copies of readings.
3. Placing a photocopy of an article on reserve in the library for the second time without permission.
4. Posting a copyrighted article or image on a web page without permission.
5. Assembling an anthology of photocopied readings.

The Millsaps-Wilson Library will observe copyright law in its interlibrary loan, photocopy, and reserves services. The Library may limit the number of articles which can be requested from one journal on interlibrary loan. The Library's photocopiers bear the correct copyright notices. And the Library will place a copy of an article on regular or electronic reserves no more than once

without written permission from the copyright owner.

For more information see the Millsaps-Wilson Library web page on copyright:  
([http://www.millsaps.edu/library/library\\_copyright.php](http://www.millsaps.edu/library/library_copyright.php))

## VOLUNTARY PHASED RETIREMENT PROGRAM

### I. Purpose

The Millsaps College Faculty Voluntary Phased Retirement Program (the “Program”) provides an opportunity for eligible full-time tenured faculty members to make an orderly transition to retirement through reduced service for a predetermined period in return for certain compensation and continued benefits.

The Program is completely voluntary and is available when agreed to and entered into by a mutual written agreement between an Eligible Faculty Member and Millsaps College (“Millsaps” or the “College”). In addition, the primary goal of the Program is to allow Eligible Faculty Members to reduce their workload gradually while enabling the College to reallocate staffing and funds in keeping with enrollment changes, strategic initiatives and other College needs.

Eligible Faculty Members may elect to seek participation in the Program within the timeframe described below, with active participation to commence with the start of the academic year following acceptance by the College.

### II. Eligibility

The Program is available only to full-time tenured faculty members. Non-tenured and non-tenure track faculty are not eligible for the Program.

#### A. Time and Tenure

1. Except as set forth in Section III, the Program is available to all full-time tenured faculty members who, as of August 1, of the year prior to which the Program is initiated:
  - a. Have at least 10 years of full-time service with Millsaps; and
  - b. Have combined years of full-time service and age that equals or exceeds 70.
2. For purposes of determining eligibility, the definition of full-time faculty members means full-time, regular faculty who maintain a full teaching load within an academic year (e.g., no adjunct or affiliate faculty).
3. Tenured faculty members receiving course releases and/or stipends for administrative duties must relinquish those duties, stipends and course releases before becoming eligible to participate in the Program.
4. Tenured faculty occupying full-time administrative or staff positions are not eligible to participate in the Program.

#### B. Eligibility Confirmation

Individual faculty members are responsible for providing the College all information necessary for it to determine their eligibility as to age and service at Millsaps.

#### C. No Absolute Right to Participate

As set forth in Section III, Eligible Faculty Members do not have an absolute right to participate in the Program. Rather, the College may limit participation in the Program based on various conditions. However, if an Eligible Faculty Member and the College tentatively agree to an Eligible Faculty Member's participation and "work plan" as described below, the final decision whether to enter the Program rests with the Eligible Faculty Member.

### III. Limits and Conditions on Eligibility

#### A. Participation Caps

1. The College may establish departmental and/or College caps or limits on the number of Eligible Faculty Members who may participate in the Program. A cap may be an absolute number or a formula that produces a number. The cap of a department and/or the College, if and as established, must be applied consistently to all Eligible Faculty Members timely seeking to commence enrollment in the Program.

#### B. Other Participation Limits

1. The College may deny an application to participate in the Program in response to a bona fide finding that financial exigencies of the institution prohibit further enrollment in the Program. This finding must be based on quantifiable budget and other financial constraints of the College, consistent with the Faculty Manual and College Bylaws.
2. The College may also deny an application to participate in the Program upon a finding that granting the application would substantially weaken academic quality, jeopardize external accreditation, or disrupt curriculum/program sequence in the department or College.

### IV. Tenure and Reduced Service

#### A. Tenure

1. Upon entering the Program, Eligible Faculty Members will not give up tenure. However, they end full-time employment and contract for a period of teaching with a course schedule reduced from their normal teaching load.
2. During the period of phased retirement, Eligible Faculty Members:
  - a. Will retain tenured status with the rights and obligations associated with tenure, except as otherwise outlined in this Program.
  - b. May be excused from first-year advising and committee work, at the discretion of the Provost and Dean of the College and depending upon College needs.
  - c. Will be ineligible for a sabbatical.
  - d. Will remain generally eligible for faculty travel.

- e. Will remain generally eligible for faculty development grants.

## B. Reduced Service

1. Reduced teaching, research and service assignments during the period of phased retirement are individually negotiated by the Eligible Faculty Member and the Provost and Dean of the College. The details of reduced service (a “work plan”) must then be set forth in a mutually agreed-to Application and Work Plan Agreement, as described in Section VII.D.
2. Reduced teaching responsibilities may vary among departments. In addition, reduced teaching may consist of one of the following options for each applicable academic year of an Eligible Faculty Member’s work plan.
  - a. four courses
  - b. three courses
3. An Eligible Faculty Member may request a different reduced teaching option for each of the academic years of phased retirement. However, such options must be selected and agreed to in advance and outlined in a written work plan mutually agreed to with the College.
4. The number of courses taught per academic year may not increase in the successive years of the phased retirement period. In addition, when possible, the specific course titles are also to be selected in advance in consultation with the Provost and Dean of the College and the department chair, and designated in the work plan.

## V. Duration

### A. Participation Period

The duration of phased retirement under the Program shall be for a period of one, two or three academic years, as determined by an Eligible Faculty Member and the College at the outset of the faculty member entering into his or her work plan. Retirement from the College must take place at the end of such period, which shall be no more than three years after the initiation of the phased retirement period.

### B. No Extensions / Renewals

Participation in the Program may not be extended or renewed beyond completion of the agreed-to period.

### C. Early Termination

Despite any intended one, two or three-year participation period, the College and a Participating Faculty Member may terminate participation in the Program and the terms of the Participating Faculty Member’s Application and Work Plan Agreement with the College at any time by mutual agreement.

## VI. Compensation

## A. Salary

1. The Program permits Participating Faculty Members to work a reduced teaching schedule in return for reduced compensation, for a period of one, two or three academic years as outlined above.
2. Participating Faculty Members with a normal 6-course teaching load are specifically compensated at a salary equal to the following:
  - a. four courses per academic year (75% of full-time salary)
  - b. three courses per academic year (60% of full-time salary)
3. Participating Faculty Members with a normal 5-course teaching load are specifically compensated at a salary equal to the following:
  - a. four courses per academic year (88% of full-time salary)
  - b. three courses per academic year (70% of full-time salary)
4. Salary for purposes of this Program is based on a percentage of full-time salary that a Participating Faculty Member received immediately prior to phased retirement (e.g., based on his or her last nine (9) month, academic year, contractual term of full-time employment, as applicable).
5. Annual academic year compensation under the Program is paid over a 12 month period irrespective of the pattern of duties / services under an agreed-to work plan.

## B. Benefits

1. Participating Faculty Members will be eligible for participation in the College's health insurance and general benefit programs available to regular full or part-time faculty members in accordance with the terms and conditions of such plans, as such benefits may be modified, replaced or terminated from time to time at the discretion of the College. Participating Faculty Members will be eligible for continued employer contributions towards the cost of the College's health, long term disability and term life insurance at the full-time employee rate, even if the Participating Faculty Members' reduced service drops them below full-time status.
2. Participating Faculty Members will remain eligible for the following plans, regardless of teaching chosen for the Program:
  - The College's health and dental insurance.
  - The College's dependent tuition benefit.
  - The College's life insurance plan.
  - The College's WellnessPlus program.
  - The College's voluntary supplemental life plan.
  - The College's voluntary AD&D supplemental plan.
  - The College's long-term disability policy.

- The College’s voluntary employee-contributed SRA retirement plan.
3. In addition, regardless of the reduced level of teaching chosen for the Program, a Participating Faculty Member will receive prorated reduced employer contributions to his or her College 403(b) plan based on reduced earnings.

#### C. Program End

1. All salary and benefits provided to a Participating Faculty Member under the Program shall terminate upon the end of the applicable Program period, early mutual termination by the parties. At such time, a Participating Faculty Member shall then be afforded the same rights, benefits and privileges as any other similarly situated retiree of the College, except as otherwise modified in this Program.
2. Subject to availability of facilities and College resources and continuation of the programs below by the College for then applicable active College faculty members and/or retirees, opportunities for continued affiliation with the College post-retirement will include:
  - a. Continued library privileges.
  - b. Access to campus fitness facilities.
  - c. Employee pricing for campus events.
  - d. Continued use of the College email address.

### VII. Application Procedures

#### A. Faculty Communication

The Provost and Dean of the College is available to discuss the Program with any interested Faculty Member.

#### B. Application Periods and General Process

1. Interested faculty members must inform the Provost and Dean of the College of their interest in the program by submitting an Expression of Interest Form prior to the academic year in which the program is initiated. Such expression of interest is non-binding and is intended to allow the Provost and Dean of the College to initiate discussion of the Program.
2. **An application to enter the Program must then be made by January 31**, prior to the commencement of an Eligible Faculty Member’s requested participation in the Program, to begin at the start of the next academic year.
3. To begin the application process, an Eligible Faculty Member must first submit an application to enter the Program to the Provost and Dean of the College. An application is subject to final approval by the applicable Department Chair and the Provost and Dean of the College following evaluation of the conditions outlined in this Program and the development of a mutual “work plan” with the Eligible Faculty Member as outlined in Section VII.D.
4. If an Eligible Faculty Member and the College tentatively agree to the faculty member’s participation and a mutual “work plan”, the decision to enter or not

enter the Program then rests with the Eligible Faculty Member.

5. Once mutually agreed upon and made, a decision to enter the Program is binding. This is signified by the Eligible Faculty Member's signing and non-revocation of the Application and Work Plan Agreement and General Release described in Sections VII.D. and E.

#### C. Participation Limits or Cap

As described in Section III.A. above, the College may have limits or caps on the number of Program participants independent of limits based on financial exigency or academic quality. If the College receives more qualified applications for the Program than it has available spaces, it should select participants based on non-subjective criteria, such as an applicant's employment start date at the College (that is, by College seniority, with the qualified person having the most institutional seniority being selected first). The Provost and Dean of the College should advise a Program applicant as soon as practicable whether or not an established limit will prevent Program participation.

#### D. Work Plans

1. An Eligible Faculty Member who is considering applying for admission to the Program must meet with the Provost and Dean of the College and negotiate the terms for reduced service employment. A typical work plan will usually cover services to be rendered full-time for one regular semester or part-time over two regular semesters of an academic year. Participating Faculty Members must generally teach at least three courses during each applicable academic year.
2. The full range of faculty activities should be considered in work plan discussions. These activities include undergraduate teaching, research and creative activities, academic advising, grant writing, publications, committee membership for student thesis / research, presentations, participation in public service-related activities, participation in professional society activities, and departmental administrative activities. The percentage of time an Eligible Faculty Member will be involved in any of these activities will depend on the level of time commitment agreed upon between the faculty member and the Provost and Dean of the College, in consultation with the Department Chair, as they create the work plan.
3. The assigned duties during the Program should be consistent with the skills and abilities of the Eligible Faculty Member and the objective needs of the department. The Eligible Faculty Member and the Provost and Dean of the College should also discuss in detail the aspects of the assignments associated with reduced service employment, including but not limited to, office assignments, work and research space, computing facilities and travel funds. It is the Department Chair's responsibility to ensure that a faculty member who requests to participate in the Program is offered meaningful work assignments that are consistent with departmental objectives and the skills and abilities of the

faculty member. Work assignments are expected to vary from department to department and across faculty within a department.

4. Once the duties and arrangements with an Eligible Faculty Member are fully determined, the agreement to participate in the Program must be stated in writing in a formal Application and Work Plan Agreement and signed by the College's Provost and Dean of the College.
5. In cases where the College and the Eligible Faculty Member cannot agree on a work plan, the Eligible Faculty Member will not be allowed to participate in the Program.

#### E. Agreement and Release

1. Procedure if and after an Eligible Faculty Member and the Provost and Dean of the College agree upon a work plan, the faculty member will be provided a finalized version of the Application and Work Plan Agreement (the "Agreement") and a General Release (the "Release") to consider and sign.
2. Consideration Period.  
As required by the Age Discrimination in Employment Act ("ADEA"), the Eligible Faculty Member will be offered 45 calendar days to execute and return the Agreement and Release to the College. However, the Eligible Faculty Member may sign the Agreement and Release before the end of the 45 day period, if he or she so chooses.
3. Revocation Option  
Once an Eligible Faculty Member signs the Agreement and Release, he or she also has the right under the ADEA (if he or she so chooses) to revoke the Agreement and the Release at any time within seven (7) calendar days of the date both documents are fully executed by the parties.

An election to participate in the Program does not become final until after the seven (7) day revocation period has passed without the Eligible Faculty Member's revocation. Consequently, if an Eligible Faculty Member uses his or her entire 45-day consideration period, his or her Agreement may not be binding until almost two (2) months after he or she receives the Agreement and the Release to sign.

#### VIII. Continued Affiliation with the College Post-Retirement

Participation in this Program will not preclude a Participating Faculty Member from potential, future continued employment with the College on a part-time basis following his or her retirement. Possible future opportunities at the College may include adjunct teaching and other instructional and research activities. However, a Participating Faculty Member may not be employed in any position or capacity with the College following his or her retirement that requires the College to contribute to the faculty member's retirement plan.

In addition, because of various IRS guidelines:



- A retiree who later returns to work at the College in a part-time position post-retirement must have a break in service of at least 180 days. During this 180-day period, no work can be performed in *any* capacity with the College.
- There shall be no preexisting work arrangement or guarantee to a Participating Faculty Member regarding any future potential post-retirement opportunities at the College. In addition, the College hereby advises all Eligible Faculty Members that any statements or commitments to the contrary are void and should be disregarded.

## IX. Changes or Renegotiation of a Work Plan

A Participating Faculty Member may later seek to renegotiate his or her work plan duties with the Provost and Dean of the College. Any changes resulting from the renegotiations must be in writing and signed by the Program participant and the Provost and Dean of the College with an effective date. A Program participant who seeks to renegotiate his or her work plan is encouraged to do so at least one term in advance of the effective date of the desired change(s).

During Program participation, the Provost and Dean of the College retains the right to make reasonable changes in assignments under a Participating Faculty Member's work plan to address the needs of the department that are consistent with departmental and/or College needs and the participant's abilities.

## X. General Provisions

### A. General Rights and Expectations

1. Nothing in the Program precludes a Participating Faculty Member from terminating his or her phased retirement at any time with the mutual agreement of the College.
2. Eligible Faculty Members participating in the Program continue to enjoy the benefits of tenure, except as otherwise noted above. Thus, such participants have the same academic freedoms and responsibilities as other faculty members and have access to all grievance and appeal procedures available to tenured members of the faculty who are not participating in the Program. Likewise, Participating Faculty Members are expected to maintain continued high levels of professional commitment to the College.

### B. Continued Policy Application and Compliance

1. Participating Faculty Members will remain subject to the Faculty Handbook, Bylaws and other applicable Policies of Millsaps.
2. Without expressly or constructively terminating any Agreement, the College may place a Participating Faculty Member on temporary leave with pay and/or reassign a Participating Faculty Member's duties during or as a result of any investigation or disciplinary action involving the Participating Faculty Member. Such authority shall be invoked only in exceptional circumstances when the

Provost and Dean of the College determines that such action is in the best interests of the College.

3. Nothing in the Program or these guidelines shall in any way be interpreted to provide a Participating Faculty Member with greater rights, claims or privileges against the College regarding continued employment than otherwise provided in the Faculty Handbook, Bylaws and other applicable Millsaps Policies.

#### C. Future Programs

1. The College reserves the right to offer like programs in the future, but no voluntary phased retirement program for faculty members will be offered in the five calendar year period following September 1, 2013 that provides a higher salary percentage for the reduced schedule options outlined above members and/or retirees, opportunities for continued affiliation with the College post-retirement will include:
  - a. Continued library privileges
  - b. Access to campus fitness facilities
  - c. Employee pricing for campus events
  - d. Continued use of the College email address