

FISK
UNIVERSITY

FACULTY HANDBOOK

Approved by the
Faculty Assembly

(Effective Fall 2008 by vote of the Faculty Assembly September 4, 2008)

PREFACE

This handbook is designed to provide faculty members with basic information regarding their employment at Fisk University. This handbook addresses policies affecting faculty which have been instituted by the University's faculty, administration, and Board of Trustees and the practices and procedures required to carry out those policies. This handbook will be revised periodically to reflect changes in those policies, procedures, and practices.

This manual is not meant to be the only source of relevant information on University life. Several other documents should be referred to in order to gain a fuller understanding of the total operations of the University; three of the most important of these are the current *Fisk University Bulletin*, *The Governance and Management of Fisk University*, and *The Policies and Procedures for Financial and Business Services*.

As noted in the Fisk University Employee Handbook under "Employee Practices, Policies, and Procedures- Faculty: Policies affecting faculty are outlined in the faculty employee agreement and in a separate faculty handbook." Except for matters addressed in the Fisk University Employee Handbook not addressed herein, the Fisk University Faculty Handbook governs all matters regarding faculty or any individual agreements between the University and a faculty member.

I. GENERAL PRINCIPLES

To effectively carry out its mission, Fisk supports the concepts of academic freedom, tenure, and academic responsibility. The University has a continuing commitment to the principles embodied in the American Association of University Professors 1940 Statement on Academic Freedom and Tenure. This commitment was reaffirmed when the 1940 Statement and 1970 Interpretive Comments of the AAUP were incorporated in the manual *The Governance and Management of Fisk University*, approved by the Board of Trustees on October 7, 1978. The 1940 Statement and 1970 Interpretive Comments of the AAUP may be found in the AAUP Redbook.

The University recognizes that all citizens of the United States have constitutional rights of free speech, of assembly, of petition, as well as the rights of equal protection before the law and due process. The academic freedom that is granted by the University is an institutional extension of these individual rights to further enable faculty members to pursue their interests as scholars without undue interference.

II. APPOINTMENT TO THE FACULTY

A. MEMBERSHIP IN THE FISK UNIVERSITY FACULTY

The faculty shall consist of all full-time instructional staff, as well as the President of the University and the Provost, researchers given faculty rank, and professional librarians who hold appointments of faculty by virtue of their functions as participants in the process of teaching and research. All persons who teach Fisk University students for academic credit shall hold a corporation appointment to the faculty of Fisk University (Board of Trustees resolution, May 1979).

A faculty member's status as faculty is determined by the nature of his or her primary appointment or assignment. Initial appointments to the Fisk faculty, as well as any subsequent consideration for promotion and tenure, will be made on the basis of institutional need and the faculty member's professional competence in teaching, scholarship, and service to the institution, the profession and wider community.

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status (including appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal), and those aspects of student life that relate to the educational process.

B. MINIMUM REQUIREMENTS FOR APPOINTMENTS AND PROMOTIONS

Fisk intends that its faculty will consist primarily of persons at the ranks of *assistant professor*, *associate professor*, and *professor*, either holding tenure or eligible to be considered for tenure.

The following criteria describe the fundamental attributes sought in persons hired as members of the University faculty. In accord with the University's mission, teaching potential has the highest priority, but once hired, all faculty will be evaluated on the basis of teaching, scholarship, and service.

Assistant Professor: Candidates for appointment to the rank of *assistant professor* must hold the doctorate or terminal degree *in the discipline for which they are being considered* (or equivalent professional experience and training) in addition to meeting the requirements for appointment as an instructor (described below). For promotion to this rank, a candidate must have proven effectiveness as a classroom teacher, and must have revealed a capacity for professional scholarly or artistic growth.

Associate Professor: The candidate for appointment or promotion to the rank of *associate professor* must possess all of the qualifications of an assistant professor. In addition, the candidate must show evidence of continued professional growth over a period of years and a record of noteworthy achievement in areas of teaching, scholarship and service.

Professor: The candidate for appointment or promotion to the rank of *professor* must possess all of the qualifications of an associate professor. In addition, he or she must show evidence of continued professional growth over a period of years and a record of distinguished achievement in the areas of teaching, scholarship and service.

The University may also make *special appointments* to the faculty with the titles of *lecturer* or *instructor* or at any of the above listed professional ranks preceded by the word *adjunct*, *research*, *visiting*, or *loan* to designate non-tenurable appointments.

Lecturer: A designation for a teaching appointment not within the normal promotion sequence from assistant professor to professor. Lecturers in a full-time capacity are not tenure appointments and may be appointed for no more than one year at a time.

Instructor: A designation applied to full-time faculty members not on tenure track, whose appointment to the faculty is on an annual, renewable basis. Instructors must have demonstrated success or high promise as undergraduate teachers, whose responsibilities are principally in teaching rather than scholarly activity. Such persons should have at least the master's degree or its equivalent. Faculty members engaged in the pursuit of a terminal degree may be appointed as instructors, and may apply for reclassification to tenure track and to assistant professor rank upon completion of the degree, but eventual reassignment of instructors to professorial rank or to a tenure track status is not automatic and should not be presumed.

Adjunct: A designation limited to non-tenure track part-time faculty who normally are practitioners in a profession or whose primary work is at another institution.

Visiting: A designation for a faculty member normally based at another institution of higher education who is temporarily teaching at Fisk.

Loan: A designation for a faculty member who is normally employed outside academe and who is temporarily released to teach at Fisk full-time for a limited period.

Research positions at the instructor, assistant, associate, and professor rank may be appointed for fixed terms, the length of which will ordinarily coincide with the duration of the research grant or contract held by the University pursuant to which such appointments are made. Research appointments are not tenure track appointments.

C. REGULATIONS REGARDING APPOINTMENT AND RANK

Faculty appointments to the University are of two kinds: tenure track appointments and non-tenure track appointments.

1. Tenure track appointments are those full-time faculty positions that may lead to tenured appointment to the University's faculty. No faculty member should be hired to a tenure track position if there will be no tenure slot open because of the numerical tenure quota when the faculty member's probationary period has ended. Tenure track appointments may be made at the instructional ranks of assistant professor, associate professor, or professor. Tenure appointments will be made only at the assistant professor, associate professor, or professor level. Faculty members may apply for promotion to a higher rank simultaneously with consideration for tenure.

2. Non-tenure track appointments are special appointments that are often limited to a brief association with the institution. These special appointments may be full-time or part-time and carry a title such as instructor, lecturer, or designation such as "visiting," "loan," "adjunct," or "research." Non-tenure track appointments are made for a period of one year or less. Special appointees are not on tenure track, and transference to the tenure track is not implied in either the initial or subsequent appointment. However, eligible persons holding special appointments may, on the basis of their teaching and scholarship, be placed upon tenure track at the option of the University. When this occurs, previous service at Fisk in a full-time teaching appointment may be considered as part of the subsequent probationary period; persons in this status will be expected to serve a probationary period of not less than four years.

D. PROCEDURE FOR SELECTION AND APPOINTMENT OF NEW FACULTY

1. Prior to a search, the departmental chair should consult with the Division Director, Provost, the Chair of the Core Coordinating Committee (when relevant), and the department faculty to discuss the justification, description, budget and necessary qualifications for the position. The Divisional Search Committee begins a formal search only after the Division Director receives written authorization from the Provost that a particular faculty position is to be filled. The University's *Faculty Search and Selection Guidelines* shall be followed.

2. During the search, the departmental faculty (and core colleagues when advisable) will meet as often as necessary to discuss matters pertaining to the search, including the initial screening and evaluation of applicants. When the department has evaluated the applicants, it will submit to the Division Search Committee the names of up to three acceptable candidates listed in order of preference for final selection.

3. The five-person Divisional Search Committee shall be composed of the Director of the Division as chairperson, two faculty of senior rank (professor or associate professor), a faculty member of junior rank, and a student of junior or senior standing who is a major in the division and is appointed by the Division Director and Division Council (composed of all department chairs within the division). The faculty members on this committee are elected by the division faculty to one-year terms; the student member is appointed as a junior to serve for two years. A division that lacks sufficient eligible senior or junior faculty should apply to the Provost of the University who will appoint sufficient senior faculty members from the division, or other divisions if necessary, to fill the open slots.

During a search, the Divisional Search Committee shall:
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- a. consult frequently with the Provost and the searching department;
- b. consider the University's strategic plan relative to the proposed search;
- c. investigate and document the competency of all candidates in terms of prior experience and future promise as a teacher, scholar, and member of the University community, including soliciting assistance from faculty members who teach in the core curriculum, if the candidate will be expected to teach core courses so as to review and screen candidates;
- d. coordinate recruiting visits of candidates to campus; and
- e. make documented recommendations to the Provost on select and appointment.

E. TENURE APPOINTMENTS

1. It is understood that academic tenure is an arrangement under which faculty appointments in an institution of higher education are continued until retirement; the only exceptions would be dismissal for cause (see IV, B), termination due to loss of the instructional program in which a faculty member teacher, or financial exigency (i.e., an imminent financial crisis which threatens the survival of the institution as a whole and which cannot be alleviated by less drastic means). A tenure appointment is normally associated with the department of a faculty member's primary appointment.

2. No faculty member shall be appointed beyond the stated probationary period at Fisk unless a formal recommendation for the award of tenure, in accordance with institutional policies, procedures, and needs shall have been submitted and approved by the Board of Trustees. The following guidelines shall be employed at the University to ensure the appropriate balance of tenured faculty is maintained:

- a. An upper limit on the percentage of the full-time teaching faculty holding tenure should be in place.
- b. The said upper limit shall be sixty to seventy percent.
- c. No area which offers a major should be denied at least one faculty member with tenure or on track for tenure even if there is a temporary excess of tenured faculty.
- d. The possible academic stagnation, which can flow from allowing a relatively large faculty in any specific area to become 100% tenured, is countered by a firm and serious commitment of University resources to faculty development.
- e. Areas which contain sufficient sub-areas should spread the distribution of tenure so that there is at least one tenured or on track for tenure faculty member in each significant sub-area.

3. Notification of tenured appointments will be made in writing by the President; thereafter such persons will receive an annual notice of change in rank, salary, and/or other conditions of employment, as appropriate, from the President. Achievement of a tenured appointment does not necessarily imply advancement to a higher rank, nor does a probationary appointment preclude advancement to a higher rank.

F. PROBATIONARY APPOINTMENTS

1. Probationary faculty members will be advised, at the time of initial appointment, of substantive standards, procedures, and deadlines employed in decisions affecting reappointment and tenure.

2. A probationary period of some specific length is required of all persons holding tenure track appointments. For persons with less than two years of prior full-time teaching experience, this probationary period shall not exceed seven years of service at Fisk.

3. Fisk does recognize full-time teaching experience at other institutions of higher education. Accordingly, someone with three or more years teaching full-time at another institution may normally expect to serve a probationary period of no less than four years at Fisk.

4. Persons with probationary appointments will be notified of their status with the University, in writing, by the President; this notification will include a statement of salary, rank, and/or other conditions of appointment, and the term for which the appointment is made.

5. The University shall be under no obligation to renew probationary appointments or special appointments, and holders of such positions should have no presumption of permanence or expectation of automatic reappointment. There is no presumption of tenure, although there is the presumption that there will be a reasonable possibility to be evaluated for tenure at the end of the probationary period.

G. PART-TIME APPOINTMENTS

The University recognizes that the limited and occasional use of part-time faculty members may enrich instruction at both the graduate and undergraduate levels. The purpose of part-time faculty appointments at Fisk is to assure that an appropriate specialist is available to teach each course the University offers. It is *not* part of the University's purpose to use part-time faculty members in lieu of full-time faculty in order to reduce instructional costs, nor is it the University's policy to retreat from the principle that the great majority of teaching in a high-quality liberal arts institution should be done by regularly appointed full-time faculty members.

Part-time faculty members at Fisk may be appointed as lecturers or as adjunct faculty members at any rank. Duties are normally limited to teaching; part-time faculty members are not ordinarily expected to serve as advisors, to conduct University-sponsored or externally funded research, or to serve in administrative roles or as members of University committees. Part-time appointments are made by the President upon the recommendation of the Provost, following a review of candidate's credentials by full-time faculty members in the appropriate academic department. Appointments are for a semester at a time, and for the purpose of providing instruction in particular courses to be specified in the part-time faculty contract.

When the University makes part-time teaching arrangements with faculty members *emeriti*, they may by mutual agreement be exempt from any aspects of the foregoing policy.

III. FACULTY EVALUATION: STANDARDS AND PROCEDURES

A. STANDARDS

The University expects effective teaching, scholarship, and service from its faculty. Each faculty member is expected to take the initiative to promote his or her own growth as a teacher, as a scholar (or, in certain disciplines, as a practitioner); offer service to the University, community and the profession; and as a colleague. In addition, the University requires a system of regular evaluation to enhance faculty performance and permit a fair assessment for reappointment, promotion, and tenure.

Evaluation of faculty members for reappointment, promotion, or tenure focuses on teaching, service, and professional and scholarly growth, with two exceptions:

Librarians who are members of the faculty will be evaluated according to service, professional and scholarly growth, and their success in developing resources, improving access to library resources, and encouraging and instructing students and faculty in the use of the library.

Researchers who hold research faculty positions will be evaluated for promotion and reappointment according to their contributions to continuing research projects and their initiative in developing new projects. Research faculty are annually appointed and ineligible for tenure.

1. **Effective teaching** is expected of all instructional faculty members and will be evaluated through a regular process using approved forms. Indicators of teaching effectiveness may include:

- a. exhibiting up-to-date professional knowledge of the topic
- b. teaching in a way that is interesting and challenging to students
- c. organizing the course and individual classroom sessions well
- d. establishing clear objectives and performance standards
- e. giving individual attention during posted office hours and by appointment
- f. treating students fairly
- g. using effective methodologies
- h. employing valid means of assessing students' learning

- i. applying technology enhancements
- j. participating in interdisciplinary programs, for example, core, honors program, etc.

Each faculty member is also expected to follow the academic regulations and employment practices of the University (see especially sections V, VI).

2. **Professional and scholarly growth and achievement** are expected of all faculty members. Indicators of professional and scholarly growth and achievement vary from discipline to discipline, but may include:

- a. the publication of refereed books, articles, chapters, or book reviews
- b. the presentation of papers at professional meetings
- c. the exhibition, performance, or publication of artistic work in fine arts disciplines
- d. regularly consulting in an area related to one's discipline
- e. actively participating in professional organizations
- f. studying for an advanced degree, or pursuing other professional development studies
- g. acquiring external funding or directing grants for research and development
- h. engaging in the development of new knowledge through research and artistic creation
- i. providing research, publications and consultations related to teaching

3. **Service** to the University is required of all faculty members. Faculty members may also engage in other services to the community and/or to the profession. Efforts may include:

- a. service as members or chairs of committees of the University, division, and department
- b. service as members and officers of the Faculty Assembly
- c. academic advising duties as assigned
- d. leadership in community organizations
- e. public or private sector consultation activities
- f. leadership roles in discipline-related professional organizations

Faculty members may also serve in other capacities, such as holding administrative positions, advising student organizations, or organizing campus programs. Faculty administrative assignments are considered as University services.

4. **Relative Weight of standards.** Faculty members are expected to demonstrate competence in teaching, professional and scholarly growth, and service (II,A, 1,2,3). But because Fisk is primarily a teaching institution, effective teaching is a primary requirement for reappointment, promotion, and tenure of all instructional staff.

With regard to scholarship and service, relatively higher levels of achievement in either of these categories may compensate for relatively lower achievement in the other category. In no case, however, may excellence in either scholarship or service, or both, make up for lack of effective teaching.

B. ANNUAL FACULTY REPORTS AND EVALUATIONS

1. **Report of faculty activities.** Each full-time instructional faculty member, regardless of rank or tenure status, is required annually to submit to the appropriate division director an Annual Faculty Activity Report (see Appendix B for form). This report briefly details courses taught during the year, enrollments in each course, scholarly and professional activities and accomplishments, and institutional services performed (including a list of academic advisees). The report may be supplemented with additional materials at the option of the faculty member submitting it.

2. Student course evaluations. Student course evaluation questionnaires must be administered in every course during the last two weeks of each semester. The approved form (see Appendix B) is to be used in every course, unless the Provost has approved an alternative—for instance for internship or experiential courses such as field placements, or for independent studies, or for very small classes. Faculty members must observe the following procedure in administering the questionnaire:

- a. The course instructor asks students for a thoughtful, serious evaluation, emphasizing the importance of student comments and reminding students that their responses are anonymous and cannot be seen by the course instructor until after course grades have been submitted.
- b. The instructor distributes questionnaires, and requests a student volunteer to collect the forms in an envelope provided by the instructor and take them to the appropriate division office.
- c. *The instructor then leaves the room while students complete the questionnaire.*

After grades for the course have been submitted, the instructor shall be provided with a report from the office of institutional research, which shall include a summary, prepared by that office, of student responses to the course evaluation questionnaire, with a verbatim record of all students' written comments. Copies of the summary are retained on file for use in evaluating the faculty member's teaching performance. The original evaluation questionnaires shall be returned to the faculty member by the middle of the semester following that in which the questionnaires were administered. The faculty member may view the questionnaires at any time following submission of grades.

3. Syllabi. By the second week of each semester, the faculty member shall provide the appropriate division director with three copies of the syllabus for each course taught. One copy is filed with the Provost's office, one with the department chair, and the other retained in the division office for use in evaluating the faculty member's teaching performance. Colleague groups and administrators of non-departmental units offering courses for academic credit (e.g., the core curriculum, the Honors Program, the Teacher Education Program) may also require submission of syllabi for courses under their respective jurisdictions.

4. Office Hours. Each instructional faculty member shall post and observe regular office hours each semester for consultations with students—at least five such hours per week while classes are in session—and shall, by the second week of each semester, provide the appropriate division director with a copy of those hours.

6. Certification. For each full-time instructional faculty member, regardless of rank or tenure status, the division director shall annually provide the academic affairs office with certification (see Appendix B) that the required Annual Faculty Activity Report has been submitted; that student course evaluation questionnaires have been submitted for each course offered; and that office hours have been posted and reported to the division director as required. In the event of significant breaches of a faculty member's responsibility to provide these items, such breach shall be reported in writing to the academic affairs office, with a copy of the report provided for the faculty member in question. A copy of the Annual Faculty Activity Report itself shall be attached to the division director's certification when submitted to the Office of Academic Affairs.

Annual Faculty Reports and student course evaluations will serve as a basis for performance effectiveness. Progress towards tenure for faculty on probation appointments and salary adjustments for all faculty (when applicable) will be based on these reports. Peer and administrative recommendations will also be part of this process.

C. PERIODIC EVALUATIONS OF FACULTY PERFORMANCE

1. The Provost shall assure regular evaluations of faculty performance, according to the following schedule:

a. **Tenured faculty members** shall undergo a full performance evaluation in the fifth year following award of tenure, and every fifth year thereafter. Because a tenured appointment creates a strong presumption of competence and of eligibility for continued appointment, the evaluation of tenured faculty members shall not eventuate in loss of tenure except in case of dismissals for cause (as provided in IV.B. below).

b. **Probationary (tenure-track) faculty members** shall undergo performance evaluation each year. In the first and second years of probationary service, the process should begin with the divisional Search and Review Committee. During the academic year falling two years before the faculty member's agreed-upon tenure decision date, and finally at the time of the faculty member's evaluation for tenure, the review shall be conducted by the University Committee on Promotion, Tenure, and Reappointment (COPTR) according to procedures described below. In other years the evaluations shall be conducted by an ad hoc committee comprised of three faculty members, including the appropriate department chair and division director and additional faculty member(s) agreed upon by the department chair, division director, and the faculty member being evaluated. Except as otherwise approved by the Dean, all members of the ad hoc evaluation committee (other than division director) shall represent either the same department as the faculty member being evaluated or a core colleague group in which the faculty member serves. In general the ad hoc committee evaluation should follow the format and procedure described below for COPTR {00312050.3}

evaluations, but with greater focus on encouraging specific elements of the faculty member's professional development plans, and correspondingly diminished focus on making a summative assessment of the appropriateness of the faculty member's reappointment. In the event an ad hoc evaluation committee recommends against renewal of a faculty member's appointment, that recommendation shall be reviewed by COPTR prior to submission to the Provost, and COPTR shall submit its own concurring or dissenting report.

c. **Annually appointed (non-tenure track) faculty members** in full-time service shall undergo a full performance evaluation each year by the divisional Search and Review Committee.

d. **Part-time faculty members** shall be evaluated by the Department Chair or, when appropriate, the Division Director on an annual or a semester-by-semester basis, prior to any renewal of appointment.

e. Any faculty member under consideration for promotion in rank, whether the faculty member is appointed on an annual, probationary, or tenured basis, shall undergo a full performance evaluation prior to promotion. Any regularly scheduled performance evaluation conducted according to the various schedules outlined in paragraphs a. through c. above may also serve as an evaluation for purposes of promotion, provided that the faculty member involved meets the criteria of eligibility for consideration for promotion. An information and application packet including guidelines for this process shall be developed and approved by faculty.

2. The periodic faculty performance evaluations shall proceed as follows:

a. At the end of each year, the Office of Academic Affairs shall provide to each affected faculty member written notice of any performance evaluation required in the next year under the terms of item 1 above. This notice shall specify the purpose of the required evaluation (reappointment, tenure, etc.) and the deadline for submission of the evaluation dossier. A copy of the notification shall at the same time be provided to the appropriate division director and department chair.

b. Also at the end of each year, members of the faculty shall be invited to apply, or to nominate any of their colleagues, for consideration for promotion in rank according to the established rules of eligibility. Persons responding to this invitation shall provide, early in the **next** academic year, written notice to the appropriate division director, and shall at the same time provide a copy of such notice to the Office of Academic Affairs and department chair.

c. When classroom visits by colleagues are required as part of a formal evaluation (see Table 1), the visitor shall be a colleague invited by the faculty member for the purpose of being evaluated. The faculty member and visitor shall agree on the class and date for the visit. The visitor will complete page one of the Classroom Visit Report form (see Appendix B), and must comment in writing on page two, submitting the report to the faculty member for including in the evaluation dossier. A completed dossier should include at least two Classroom Visit Reports, one from the current and one from the most recently completed semester. In general, the classroom visitor should be a senior-ranked colleague chosen from the department or colleague group appropriate to the course being visited, or a department chair or division director. For interdisciplinary courses, however, or when no senior-ranked colleague is available whose training is in the appropriate field, the Provost may approve the use of visits by junior-ranked faculty members or by faculty members from outside the department or colleague group.

d. Each full-time faculty member to be evaluated shall prepare a dossier consisting of the items listed below. Dossier contents will vary depending on the purpose of the evaluation being conducted (reappointment, promotion, tenure, or five-year tenured faculty evaluation). If the faculty member is to be considered for reappointment on a *probationary* basis, for promotion in rank or for tenure, the evaluation dossier shall be submitted to COPTR, in care of the Office of Academic Affairs (which records the date of receipt and passes the dossier on to COPTR for review). If the faculty member is to be considered for reappointment on an *annual* (non-tenure track) basis, the dossier shall be submitted directly to the Division Office for evaluation by the divisional Search and Review committee. The committee shall be responsible for reviewing dossiers and making recommendations to the division director and Provost. If the faculty member or is undergoing a five-year tenured faculty review, the dossier shall be submitted directly to the Office of Academic Affairs. COPTR shall be responsible for reviewing dossiers and making recommendations to the Provost for those faculty members from whom it has received dossiers. For faculty members not scheduled to undergo review, the Provost shall also obtain recommendations from appropriate division directors and department chairs, and shall then make recommendations to the President for action. COPTR review shall not be required in these instances. In the case of probationary faculty members there shall be an expectation of reappointment in any year in which no full review is conducted, except as provided in case of dismissal for cause (see IV.B.).

e. Evaluation of part-time faculty members does *not* require preparation of a full dossier, but shall include administration of Student Course Evaluation questionnaires; at least one Classroom Visit Report; and review of syllabi and sample course assignments by a department chair or other appropriate colleague. Evaluation of part-time faculty members shall focus on teaching performance with consideration of scholarly and professional development or of institutional service included only at the request of the faculty member, and in no case as a decisive factor, unless otherwise provided by special terms of the faculty member's appointment contract.

f. COPTR shall be comprised of five tenured faculty members holding the rank of professor or associate professor elected by secret ballot vote of the faculty, to serve two-year staggered terms—but associate professors shall not serve in any year {00312050.3}

while they themselves are candidates for promotion in rank. Two alternates shall also be elected by secret ballot, to serve in case of vacancies. The Faculty Assembly chair shall designate one of the elected members to serve as initial convener of the committee, who shall then, at its first meeting of the year, select one of its members to serve as committee chair for the year. The Office of Academic Affairs shall, early in each fall semester, provide COPTR with a list of all candidates to be evaluated in that academic year for reappointment, for promotion in rank, and/or for tenure. COPTR shall observe the following procedures:

FACULTY EVALUATION DOSSIER CONTENTS

DOSSIER ITEM	PURPOSE OF EVALUATION			
	Reappointment (non-tenured)	Promotion in rank	Award of tenure	Five Year tenured faculty review
Cover letter indicating the purpose(s) of the evaluation	Required	Required	Required	Required
Table of contents	Required	Required	Required	Required
Current curriculum vitae	Required	Required	Required	Required
Syllabi for all courses taught in the current and past academic year	Required*	Required	Required	Required
Sample course assignments	Required	Required	Required	Required
Summaries of student course evaluations for at least the two most recent academic years	Required*	Required	Required	Required
Classroom visit reports (at least two—one each for current and most recently completed semester)	Required	Required	Required	Required
Statement describing scholarly work completed and underway since the last Performance evaluation (or since appointment if no previous evaluation has been done)	Required	Required	Required	Required
Summaries of student advising evaluations (most recent available)	Required*	Required	Required	Required
List of current and previous year's committee memberships and of student organizations advised	Required*	Required	Required	Required
Self-evaluation and plan for further professional development	Required	Required	Required	Required
Letter(s) of assessment from division director and, where appropriate, department chair	Required	Required	Required	Required
Letters of assessment from other Fisk colleagues	Optional	Required	Required	Required
Letters of assessment from colleagues not currently associated with Fisk University	Optional	Optional or Required**	Required	Optional
Copies of publications; artistic portfolio; or copies of programs or reviews of artistic exhibitions or performances, as appropriate to the discipline	Optional	Optional or Required**	Required	Required

Additional items may be included at the option of the faculty member. Examples include

- Record of attendance at professional meetings or other professional development activities
- Samples of student work
- Letters from chairs or members of committees and colleague groups served
- Forms from independent studies overseen
- Programs of campus events planned or organized
- Programs for events where faculty member represented Fisk University
- Other evidence of scholarly, service, or professional achievements

*Indicates categories in which first-year faculty members seeking reappointment for a second year need submit only the current year's information. Advising evaluations, in most instances, will not be available for first-year faculty.

**Required of candidates for promotion to rank of professor; optional for promotion to other ranks

(1) All COPTR proceedings shall be conducted in strictest confidence; no participant may discuss proceedings with anyone outside of the duly called meetings of the committee, nor may participants report on COPTR deliberations except in the official, signed committee report described in item 3 below.

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(2) COPTR shall base its recommendations *only* on the University's established criteria for assessing faculty performance.

(3) One hundred percent of the elected membership of COPTR shall constitute a quorum for the transaction of business or for the discussion of cases. A favorable reappointment recommendation, or a favorable recommendation for promotion to any rank other than professor, shall require the affirmative votes of a simple majority of the members. A favorable recommendation for tenure or for promotion to the rank of professor shall require the affirmative votes of four members. All recommendations shall be adopted by secret ballot, with all members voting "yes" or "no." Because there is no presumption of entitlement to reappointment, promotion or tenure, COPTR abstentions from voting shall be equivalent to "no" votes. COPTR shall report its recommendations in writing to the Provost, whether the recommendation is favorable or unfavorable to the faculty member's application for reappointment, promotion, or tenure. COPTR reports shall bear the signatures of all committee members, shall specify the tally of "yes" and "no" votes on the application in question, and shall include a summary of the major considerations supporting the recommendation. In case of non-unanimous recommendations, the report shall also include a summary of the considerations supporting the minority view. The entire dossier shall accompany the COPTR report when delivered to the Office of Academic Affairs. The Office of Academic Affairs shall, within one week of receipt, provide a copy of the COPTR report to the faculty member being evaluated.

(4) Each COPTR member shall review candidate dossiers and supporting materials in advance of any meeting at which the candidate is to be considered.

(5) COPTR may, at its option, conduct interviews with candidates for reappointment, for promotion in rank, or for tenure.

(6) All information used in COPTR deliberations shall be available to the faculty member being evaluated.

g. The Provost shall review the full dossier of each faculty member under consideration for reappointment, promotion, or tenure; and, if applicable, the report from COPTR. The Provost's review shall be based only on the University's established criteria for assessing faculty performance and institutional need. No other considerations shall be taken into account. In the event that the Provost elects to submit a recommendation that fails to concur with a COPTR recommendation, s/he shall confer with COPTR before submitting a recommendation to the President, in an effort to come to agreement.

The Provost may choose to seek independent assessments or recommendations in addition to those considered by COPTR and included in the evaluation dossier, but in such cases must request and receive those assessments in writing, and must at the same time provide copies of both the requests and the assessments received to the faculty member being evaluated. In such cases the Provost shall explicitly advise the faculty member in writing of his/her right to respond in writing to the assessments received, and to do so by a deadline which shall be *prior* to any recommendation being formulated for the President.

The Provost's recommendation to the President, whether favorable or unfavorable, must in each case be in writing. When the recommendation concerns a matter previously deliberated by COPTR, a copy shall be furnished to COPTR and the affected faculty member, simultaneously with its transmittal to the President; but reappointment recommendations for annual appointed faculty shall *not* require that a copy of the recommendation be submitted to the affected faculty member, but a copy must be submitted to the divisional Search and Review Committee and COPTR.

Reappointments of probationary faculty shall require submission of a copy of the recommendation *only* in the event that the recommendation is *unfavorable* to the faculty member's reappointment. (But such unfavorable recommendation shall occur only under the conditions enumerated under "Dismissals of Appointees for Cause," IV. B.).

h. The President shall decide, upon review of the Provost's recommendation—together with the recommendation of COPTR if applicable—whether reappointments are to be approved. The President may, but need not, review the full dossier considered by COPTR together with any other materials used in the Provost's deliberations. The President may, but need not, personally interview faculty members who are candidates for reappointment, promotion, or tenure. The President shall base decisions on the University's established criteria for assessing faculty performance and institutional need, and on documents and materials available to the affected faculty member.

i. Division directors and, where appropriate, department chairs are responsible for counseling faculty members both before and after formal evaluation processes, to help them with the continuing improvement of their performance records.

j. Prior to the end of each academic year, the heads of the various divisions shall conduct conferences with tenured faculty members whose five-year dossiers were completed during the course of the academic year. These conferences shall result in a written performance evaluation letter to be prepared by the division director with appropriate consultation, and furnished to the faculty member being evaluated, with a copy to be filed in the Office of Academic Affairs.

k. Specific timetables and deadlines governing the University's handling of faculty reappointments, promotions in rank, awards of tenure, and tenured faculty five-year performance reviews may be found on the Faculty/Staff page at the Fisk website. These are provided at least one year in advance of any deadlines.

D. EVALUATION OF FACULTY MEMBERS OCCUPYING ADMINISTRATIVE ROLES

1. When an instructional faculty member serves part-time in an administrative assignment carrying a reduction in teaching responsibilities (such as the directorship of a division or program), that faculty member's administrative performance shall be evaluated by the University administrative officer to whom s/he reports. Evaluation of the administrative performance of such faculty members shall, however, include solicitation of comments and assessments from any and all faculty colleagues whose work comes under the jurisdiction of the individual being evaluated; and the faculty member's performance in non-administrative duties (teaching and scholarship) shall be evaluated according to the faculty evaluation procedures outlined in Section III.C.

2. Full-time administrators and librarians holding faculty rank shall be evaluated primarily by the appropriate administrative supervisor; but, if their responsibilities include teaching or scholarly work, they shall for those purposes be evaluated also by the procedures described in Section III.C. COPTR consideration is not required in these cases except where the faculty member is under consideration for promotion or for tenure. Research faculty are considered for reappointment annually, with initial reappointment recommendations formulated by the departments and divisions in which they are appointed, in consultation with the directors of any funded research programs in which the research faculty members are involved. COPTR consideration is not required for research faculty (who are not eligible for tenure) except when these faculty members are under consideration for promotion in rank.

3. Faculty members who carry University administrative and leadership responsibilities that do not entail release from a portion of their normal teaching load shall be evaluated as faculty members, according to the procedures outlined in Section III.C, with their leadership responsibilities considered as part of the normal service obligation of a faculty member.

4. In cases of potential conflict of interest between the administrative and the teaching or scholarly responsibilities of a faculty member—as for example, when a division director's faculty work must be evaluated by processes in which the division director normally plays a significant role—it shall be the responsibility of the Provost to identify alternate faculty personnel to participate in the evaluation of the faculty member in question.

5. It is the policy of the University that courses for academic credit are taught only by persons holding faculty appointments. Accordingly, when non-faculty staff members are determined to be qualified to teach courses, their assignment to instructional duties shall be subject to normal faculty appointment standards and processes, and they shall be assigned faculty titles (lecturer, instructor, assistant professor, etc.) in addition to whatever staff titles they may hold. Their work in teaching shall be subject to annual review by normal faculty evaluation processes, to include administration of Student Course Evaluation questionnaires; at least one Classroom Visit Report; and review of syllabi and sample course assignments by a department chair or other appropriate colleague. Continued assignment of a faculty title and to teaching responsibilities shall be contingent on a satisfactory outcome of this evaluation.

6. Academic rank and tenure are assigned on the basis of credentials or responsibilities normally associated with a faculty appointment, and shall not be granted primarily on the basis of an administrative assignment.

E. MERIT PAY

The University seeks to attract and retain the best available faculty and recognizes that this objective requires a system of rewards for excellence in faculty performance—rewards including, but not limited to, upward adjustments in individual faculty salaries. Accordingly, when faculty salary increases are to be distributed pursuant to a merit determination, the following guidelines shall apply:

1. A merit pay system shall *not* be substituted for a plan of across-the-board or cost-of-living adjustments, or for salary increases associated with seniority or with promotion in rank, but shall instead supplement adjustments of these kinds.

2. Merit pay shall be distributed by the President, who shall first obtain recommendations from the Provost. The recommendations of the Provost shall be based on a full review of all available performance data from all periodic evaluations and annual reports completed up to the date of the recommendation. The Provost may also seek the advice of division directors, department chairs, and other colleagues who have worked regularly with the faculty member being considered for a merit adjustment, or who have specialized competence in the faculty member's field of expertise.

3 Diligence in meeting one's professional obligations as a faculty member shall not suffice as a basis for a recommendation for a merit adjustment. Faculty members considered for merit adjustments must have demonstrated outstanding performance in teaching, in scholarship, or in University service—i.e., performance of an exemplary nature, beyond what is {00312050.3}

typical of Fisk faculty members in general. The available records of the faculty member's performance must document this exemplary work, and the highest priority shall be assigned to merit adjustments for those faculty members whose *most recent* evaluations give evidence of exemplary performance.

IV. PROCEDURES FOR DISCIPLINARY AND GRIEVANCE MATTERS AND TERMINATIONS

Faculty are committed to the highest ethical principles in assuring the academic freedom of all individuals within the academy. In the endeavor to disseminate knowledge and discover new understanding, faculty are committed to insuring that the rights and responsibilities of all learners are protected throughout the academic process. Faculty respect the worth of each individual and use their expertise to uplift others in the academy. The role of a faculty member is to ensure that each student is given a fair opportunity to demonstrate academic competence through the educational process. Faculty adhere to the ethical principles as outlined in the AAUP Statement of Professional Ethics 1987 (refer to Appendix).

A. DISCIPLINARY SANCTIONS SHORT OF DISMISSAL

Traditionally in higher education, faculty personnel policies have been developed on the theory that dismissal is the only sanction for which explicit provision need be made. However, in certain circumstances, lesser sanctions than dismissal need to be considered, especially so when the offense of the faculty person is not so grave as to require the consideration of dismissal. Among the sanctions suggested by the AAUP that may be used as lesser sanctions in cases of demonstrated irresponsibility or professional misconduct are oral and written reprimands.

B. DISMISSALS OF APPOINTEES FOR CAUSE

A dismissal is defined as the termination for cause of a tenured faculty appointment or of a probationary (or term) appointment prior to the end of the specified term. A dismissal is not to be confused with non-reappointment or non-renewal of a faculty member's employment. No faculty member may be finally dismissed for cause prior to an opportunity for a due process hearing and, following that, exhaustion by the faculty member of the right to appeal an adverse decision under procedures established by this section.

Among the reasons considered adequate cause in faculty dismissal proceedings are the following:

- Demonstrated incompetence or dishonesty in teaching or scholarly activity.
- Misrepresentation of scholarly expertise or credentials.
- Substantial and manifest neglect of duty.
- Gross insubordination, which is defined as a willful disregard of reasonable directives or a defiant attitude of noncompliance toward regulations specifically applicable to the faculty member. Dismissal on grounds of insubordination would be warranted for willful failure to follow directives that are reasonable and rationally related to the university's educational objectives. To justify dismissal, disobeying a directive must be shown to adversely impact the pursuit of educational goals or mission of the university.
- Personal misconduct which substantially impairs the faculty member's fulfillment of institutional responsibilities.
- Physical disability which substantially impairs the faculty member's fulfillment of institutional responsibilities and which cannot be reasonably accommodated without undue hardship to the University.
- Mental disability which substantially impairs the faculty member's fulfillment of institutional responsibilities and which cannot be reasonably accommodated without undue hardship to the University.
- Curricular and/or program changes, formally approved by the Board of Trustees, which discontinue the faculty member's discipline or instructional program.
- Actionable harassment (refer to the AAUP definition of harassment in the Appendix).
- Gross violation of applicable laws, rules or regulations in the performance of duties as a member of the University faculty including, but not limited to, the University Charter, Bylaws, the Faculty Handbook and the Employee Handbook.

The burden of proof to establish cause for dismissal rests upon the institution. A faculty member against whom dismissal proceedings have been initiated has the right to a prompt hearing consistent with the University's grievance policies and procedures.

The decision to terminate a tenured, non-tenured, or special appointment faculty member will be reached only after appropriate consultation in which the faculty member or his representative has been informed of the basis of the proposed action, and has been afforded an opportunity to present his or her position and to respond to the evidence supporting termination. If the faculty member so requests, the evidence will be reviewed by COPTR (which serves as a Grievance Committee in cases of dismissal for cause) before a final decision is made by the President.

If a decision to terminate an appointed faculty with continuous tenure, or a non-tenured faculty appointment before the end of the specified term, is based upon a Board finding of financial exigency (see II, F, 1), or results from the discontinuance of a program or department of instruction, the institution will make every effort to place affected faculty member in another suitable position. If an appointment is terminated because of financial exigency, or the discontinuance of a program of instruction, the released faculty member's position will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it. (Board of Trustees, 5/81).

If an appointment is terminated for cause, the faculty member will receive notice or pay in lieu of notice in accordance with the following schedule:

- at least three months, if the final decision is reached by March 1 (or three months prior to expiration) of the first year of probationary service;
- at least six months, if the decision is reached by December 15 of the second year (or after nine months but prior to eighteen months) of probationary service; and
- at least one year, if the decision is reached after eighteen months of probationary service or if the faculty member has tenure.

This provision for terminal notice or salary may not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude. On the recommendation of the faculty hearing committee or the President, the governing board, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

C. PROCEDURAL STANDARDS IN FACULTY DISMISSAL HEARINGS

- Preliminary Proceedings Concerning the Fitness of a Faculty Member. When questions arise regarding the fitness of a tenured faculty member or one whose term appointment has not expired, the Provost should ordinarily discuss the matter with the faculty member in personal conference. The process may be resolved by mutual consent at this point. If the matter is not resolved satisfactorily, a statement with reasonable particularity regarding the grounds proposed for the dismissal should then be formulated by the Provost.
- Commencement of Formal Proceedings. The formal proceedings should be commenced with a communication to the faculty member from the Provost; informing the faculty member of the statement formulated, and that he or she may request a hearing to determine whether he or she should be removed from the faculty conducted by a faculty committee at a specified time and place. In setting the date of the hearing, reasonable time, but no less than 15 business days, should be allowed for the faculty member to prepare a defense. The faculty member should also be informed, in detail or by reference to published regulations, of the procedural rights that will be accorded to him or her. The faculty member is required to provide a written reply not less than one week before the hearing stating whether s/he wishes a hearing and a substantive response to the Provost's statements. Failure to provide a written response will not delay the hearing, although it will prevent the faculty member from having the opportunity to present a defense at the hearing.
- Suspension of faculty member. Suspension of the faculty member based upon the Provost's statement is allowed only if immediate harm to the faculty member or to others is threatened by his or her continuance. Unless legal considerations forbid, any such suspension should be with pay.
- Hearing Committee. COPTR will serve as the hearing committee in cases of dismissal for cause.
- Committee Procedures. The committee shall be provided a copy of the statement of grounds for dismissal and the faculty member's response prior to the hearing. If the faculty member has not requested a hearing, the committee should consider what information it has and decide whether the faculty member should be removed. The committee, in consultation with the Provost and the faculty member, should exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set

forth in the letter from the provost to the faculty member should be received.

The Provost has the option to attend the hearing or to designate an appropriate representative. The committee will determine the order of proof, conduct the questioning of witnesses and, if necessary, secure the presentation of evidence it determines relevant to the case.

The faculty member has the option to be represented by counsel. The faculty member has the additional procedural rights set forth in the 1940 AAUP Statement of Principles of Academic Freedom and Tenure (and including the 1970 Interpretive Comments), including the assistance of the committee, when needed, to secure the attendance of witnesses. The faculty member, and the Provost or Provost's representative—but not the faculty member's or the Provost's legal counsel—has the right, within reasonable limits, to question all witnesses who provide oral testimony. The faculty member has the opportunity to be confronted by all adverse witnesses. Where unusual and urgent reasons require the hearing committee to withhold this right, or if the witness cannot appear, the identity of the witness, as well as the witness's statements, will nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may, when necessary, be taken outside the hearing and reported to the committee. All hearing evidence should be duly recorded.

6. Consideration by Hearing Committee. The committee should reach its decision in conference, on the basis of the evidence and testimony presented in the hearing. Before doing so, it should give the faculty member and the Provost or his/her representative—but not to their respective legal counsel—the opportunity to present argument. If written briefs would be helpful, the committee may request them. The committee will make a determination promptly, without having the record of the hearing transcribed, if it feels it can reach a just decision without the transcript. Alternatively, the committee may await the availability of a transcript of the hearing if its decision would be aided thereby.
7. Board Review. The President should transmit to the Board of Trustees the full report of the hearing committee, noting Presidential acceptance or rejection of the report and the reasons for doing so. If the Board chooses to review the case, its review should be based on the record of the grievance hearing.
8. Publicity. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers should be avoided as much as possible until the proceedings have been completed. Announcement of the final decision should include a statement of the hearing committee's recommendation, if this has not previously been made known. All formal releases of information to the public should be made through the President's office.

D. NON-REAPPOINTMENT PROCEDURES FOR PROBATIONARY AND TERM APPOINTMENTS

1. Notice of non-reappointment should be given in writing in accordance with the timetable set forth in Section III.C.2. k of this Handbook.
 - a. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
 - b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
 - c. At least twelve months before the expiration of an appointment after two or more years in the institution.
2. When a decision not to renew an appointment has been reached, the faculty member involved will be informed of that decision in writing by the President. If the faculty member so requests, the reasons given in explanation of non-renewal will be confirmed by the President in writing. In cases where the faculty member has cause to believe the decision was based on inadequate consideration (see IV. F. 6) the faculty member may request a grievance hearing by sending a letter to the chairperson of the Grievance Committee, which is constituted in accordance with the Faculty Assembly bylaws, explaining the factual basis for the appeal (see IV. F).
3. In all cases, term and probationary appointments shall automatically terminate at the stated date stipulated in the appointee's contract unless a written notification of continued appointment is received by the appointee from the President.

E. TERMINATION OF APPOINTMENT BY THE FACULTY MEMBER

A faculty member may terminate his or her appointment effective at the end of an academic year, provided that notice is given in writing at the earliest possible opportunity, but not later than April 1, or 15 days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this notice requirement in case of hardship or in a situation in which the faculty member would otherwise be denied substantial professional advancement or other opportunity.

The University reserves the right to withhold payment of all or part of an employee's terminal check until all personal accounts with the University are settled. A clearance sheet and an exit interview form must be filled out to ensure that all University materials furnished to an employee have been returned to the University.

F. GRIEVANCE PROCEDURES

This Grievance process is separate from the process set forth above, in Section C, and is limited to circumstances in which a member of the Fisk faculty initiates a complaint against the University, or another faculty member, regarding a matter specific to faculty. Grievances are to be brought before the Faculty Assembly Grievance Committee, which committee is constituted in accord with Faculty Assembly bylaws.

Grievances must be presented within ten working days after the faculty member knew or by reasonable diligence could have known of the facts giving rise to the grievance, and if not so presented shall be waived. The request for a hearing shall be in writing, summarizing the substance of the grievance (the burden of proof rests on the complaining faculty member), and should be transmitted directly to the chairperson of the Committee, with copies to the Provost and the President.

A request for a hearing may be withdrawn by a faculty member at any time prior to a hearing of the Faculty Assembly Grievance Committee. To ensure fairness to persons who may have been charged, such a request for withdrawal will be acceptable only if accompanied by a statement retracting all charges made in the original statement of grievance. The withdrawal of a request for hearing shall not preclude the Provost or the President, in their discretion, from investigating the charges contained in the request or related matters.

Upon receipt of a written grievance, the Grievance Committee will convene to discuss whether or not the grievance should be heard. The Committee shall have complete discretion whether or not to hold a hearing. In making that decision, the Grievance Committee may require only the written grievance submitted by the faculty member, or may decide to request additional information before determining whether or not the grievance will be heard formally.

For the purpose of this handbook, a grievance is defined as a claim or dispute between the University and a faculty member which concerns any of the following matters:

- issues of ethics and academic freedom
- appeals of disciplinary action which do not involve recommendations for dismissal.
- improper administrative actions which significantly affect the faculty member's duties.
- sexual harassment
- inadequate consideration of a faculty member's candidacy for reappointment or tenure. Questions regarding inadequate consideration are essentially procedural— i.e. whether all pertinent materials were considered in a timely and professional manner—not substantive. The Committee does not have authority to substitute its judgment on the merits of a candidacy for those of the reviewing bodies but only to determine whether a faculty member's candidacy may have been injured by an inadequate consideration.

Any faculty member presenting a grievance shall have a written reply by the Committee within twenty working days from the time the grievance is received. This reply shall contain the Committee's decision or recommendation concerning the grievance. In cases concerning questions of "inadequate consideration," the Committee should only determine whether the decision of the appropriate reviewing bodies was the result of adequate consideration. If the consideration appears adequate, the grievance should be rejected. If the Committee believes that consideration was inadequate, the Committee should request reconsideration by the appropriate reviewing body, noting respects in which it believes the consideration may have been inadequate. In either case, it should provide copies of its report and recommendation to the faculty member, the faculty reviewing body, and the President or other appropriate administrative officer.

Except as disclosures are reasonably necessary in the investigation, hearing, and final disposition of a grievance, all concerned parties are expected to preserve confidentiality, provided that any individuals accused of misconduct shall be informed of the grievance and given an opportunity to respond. If a grievance is filed or is pending during the time that the grievant's

promotion or tenure is under consideration, the Provost or the President, at their discretion, may require disclosures of the grievance and the findings to those individuals who are considering the promotion or tenure. The fact that a grievance is pending may not be used as grounds for delaying consideration of promotion or tenure beyond the time that such consideration is required by University rules.

V. ACADEMIC REGULATIONS

Each teacher is responsible for fulfilling assigned responsibilities, as discussed in this handbook; furthermore, the faculty member is under obligation to follow the academic regulations of the University.

A. INSTRUCTION

1. Classes are expected to meet at the scheduled hours and places, and instructors are reminded to begin and end all classes on time. Students are normally assigned two hours of work or study outside of class for every hour spent in class.

2. In cases of unforeseen and unavoidable instructor absence from class, the division director and the department chairperson must be informed as soon as possible, and arrangements should be made to assure class continuity. In case of planned absences, for University business or for approved scholarly purposes, the division director and the department chairperson should be notified in advance, in writing, and arrangements for covering classes should be made. The approval of the Provost is required for all anticipated absences from class. The department chairperson and division director have the joint responsibility to assure that planned absences do not interfere with class continuity.

3. Each instructor shall set and post on the office door a minimum of five scheduled office hours per week for student consultations. Faculty members should be available to students at other times by appointment. Part-time faculty will be expected to maintain office hours and appointments as appropriate. No office hours should be scheduled for the time and day normally set aside for faculty meetings.

4. Course syllabi are required for all courses. One copy is to be on file in the division director's office and another in the department office. The deadline for filing syllabi is the end of the first week of classes in each semester. While a format is not prescribed, the syllabus must include the goals and requirements of the course, the text(s) if required, the nature of the course content, the methods of evaluation to be employed, the attendance policy, and the instructor's office hours. Every syllabus must also carry a statement from the ADA (Americans with Disabilities Act) It is suggested that it also contain the course schedule, policy on tardiness, and types and numbers of examinations.

5. Instructors are responsible for establishing procedures to insure academic honesty. In a case of academic dishonesty, a faculty member may decide to give the student no credit for the work in question, or for the course as a whole, or may decide, in addition, to recommend suspension or expulsion. The instructor must document dishonesty.

When an instructor decides that the penalty for academic dishonesty will include giving no credit for the course as a whole, the instructor must send to the Provost, with a copy to the student, written notification of the decision; the instructor may also include a recommendation for suspension or expulsion. Since a student may appeal such penalties, the notification should include a summary basis for the decision; detailed evidence regarding the case would normally be presented at the appeal hearing.

6. In order that questions regarding student grades can be adjudicated, all teachers' class record books and/or other grade records should be kept current and maintained as a permanent record in the office of the department chair.

B. FINAL EXAMINATIONS

1. At the close of each semester there is a pre-examination study period. Under no circumstances should faculty schedule examinations during this period.

2. Final examinations are an important part of the Fisk University curriculum. University courses yielding academic credit must close with a final written examination, from which students of less than senior status may not be exempted.

3. All final examinations are to be held at the time and in the place indicated on the Final Examination Schedule issued by the Provost. Any necessary changes due to unavoidable conflicts must be reported to and cleared through the Office of Academic Affairs. All conflicts in the examination schedules of individual students should be reported immediately for adjustment by the Office of Academic Affairs.

4. A student cannot choose not to take a final examination without accepting the penalty. If a student is unable to take a final exam at the scheduled time, an official excuse from the Provost must be presented to the instructor. It is the responsibility of the student to obtain such an excuse.

5. Teachers' grade reports should be filed in the Office of the Registrar not later than 48 hours after each final examination ends. Grades for the courses for which examinations are administered on the last day of the final examination period should be filed by noon the next day. In order to expedite the recording of grades for seniors expecting to graduate, teachers may be requested to file senior grades earlier than indicated above.

C. GRADES AND CHANGES OF GRADE

1. The course grading system at Fisk is as follows: An "A" grade represents work of excellent and exceptional character; a "B" grade indicates work of superior quality; a "C" grade indicates work at an average level; a "D" grade indicates work which barely meets the requirements of the course; an "E" grade indicates that the student has failed to achieve the minimum requirements of the course and the work is not sufficient to merit a passing grade. Plus and minus grades may be awarded in conjunction with "B" and "C" grades, and an "A-" grade may be awarded. Qualitative description of these grades can be found in the *Fisk University Bulletin*. Grades of "C-," "D," and "E" are not passing grades for courses in a student's major or for cognates for the major.

2. Mid-semester grades are required from each instructor for all students enrolled in that instructor's courses who are doing unsatisfactory work. Grades for unsatisfactory work are "C-," "D," and "E."

3. A final grade must be given with care, for it is a final grade. The final semester marks, after being filed in the Office of the Registrar, are no longer the property of the instructor, and are not subject to change because of a revision of judgment by the instructor. A submitted grade can only be changed if there is an error in the original calculation or in transcribing the report, or when some part of the student's work has been unintentionally overlooked. In no case may a second examination or assessment of new work be undertaken after the date of the semester report in order for a student to secure a new mark.

All changes in grades, for any reason, must be initially approved, in writing, by the chairperson of the department in which the course was taught, and then reported to and approved by the Provost, before the change can become official and recorded on the student's records in the Office of the Registrar. Forms for the recording and submission of changes in grade are available from the Office of the Registrar.

4. The Grade of "Incomplete" (I) is awarded only when the student has substantially and satisfactorily completed the work in a class but through unavoidable circumstances (illness or other valid reasons) lacks no more than two distinct requirements. The student must have achieved an average of "C" or better in the course and will be responsible for having a clear understanding of the requirements for the alteration of the "I" grade.

When a grade of "I" is given, the instructor is required to complete in duplicate the "Information Form for 'I' grades," which is supplied by the Office of the Registrar. The original should be attached to the appropriate semester grade report, and the copy filed in the office of the department chairperson. An "Incomplete" incurred in any semester must be made up not later than the end of the student's next semester in residence or the "I" automatically becomes an "E." Forms for reporting the removal of "Incomplete" grades are available from the Office of the Registrar.

5. Faculty members are cautioned not to post in public view grades of students either by name or social security number, or by any other means breach the confidentiality of student records. Faculty members are not to divulge student grades, even to parents, without the student's permission.

D. ACADEMIC ADVISING

Advisors promote retention and timely graduation of students.

Faculty advisors are expected to actively participate in the advising of students. Normally a faculty member will be assigned no more than 25 advisees. If a department head needs additional advisors for its majors, the department will recruit additional advisors from other departments, will train those advisors in the departments program and policies, and will keep those advisors up-to-date in information about opportunities for students in that field.

Academic advisors help students register and monitor the academic progress of their advisees through maintenance of appropriate records as well as keeping notes on advisor-advisee conferences.

Each freshman student is assigned an academic advisor. As far as possible, freshmen are assigned to a faculty member in the student's expected major discipline. Usually toward the end of the first year, a student selects a major field of study; at that time the student will be assigned a major advisor from the chosen department. Each major advisor monitors student progress in

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line with all the requirements for the student's graduation and the particular requirements of the major, and any minor, the student has chosen to pursue. The major advisor should offer information and advice pertinent to graduate work and/or career planning.

E. POLICY ON ADDING, DROPPING, OR SUBSTITUTING COURSES OF INSTRUCTION

All course offerings, degree requirements, curricula and new programs, must meet the University's requirements regarding the mission of the institution; discipline courses must fit within the limitations on courses offered by each department. The order of approval for adding, dropping, or substituting courses of instruction at the University is as follows:

1. Department in which the addition, deletion, or substitution is to be made
2. Division in which the above department is housed (or special committee designated by the division)
3. Faculty Assembly Committee on Education and Research
4. Faculty Assembly
5. Provost

The author of the proposed change should be invited to appear before the persons considering the proposal to answer any pertinent questions. The sponsoring department or division should also prepare and submit to the Education and Research Committee a defense of the change based on the following outline:

- a. Course title, catalog description, credit hours
- b. Is this a substitution, addition, or deletion?
- c. Anticipated scheduling:
 - i. How often will the course be offered?
 - ii. What is the proposed weekly schedule?
- d. Rationale for the proposed change
 - i. Course goals and objectives
 - ii. How will the change affect the existing curriculum?
 - iii. Are similar courses offered that the University?
 - iv. Is this a required course?
 - v. Does this change the profile of major requirements for the relevant discipline?
- e. Resources needed
 - i. What new library, laboratory, or support resources are necessary?
 - ii. What will be the effect of this change on staffing and costs?

F. POLICY ON LIMITATION OF COURSES OFFERED

1. Each degree-granting area of major study shall not list more than 60 credit hours of undergraduate courses in the catalog nor offer more than 32 credit hours of undergraduate courses each term.
2. An academic major may require between 28 and 64 semester hours of study depending on the field and degree chosen. This limit includes both required major courses and related "cognate" courses.
3. Each area of major study offering graduate work shall list not more than 60 credit hours of graduate courses in the catalog.
4. A special curriculum option shall list not more than 28 credit hours of course work in the catalog.
5. Undergraduate courses with fewer than six students enrolled will generally be canceled by the Office of Academic Affairs. Such courses will not count as part of a faculty member's load.
6. Courses not offered on a regular basis of at least once every three years will be dropped from the catalog.

VI. EMPLOYMENT PRACTICES

A. THE RESPONSIBILITY OF FACULTY MEMBERS TO THE UNIVERSITY

A faculty member is contractually and morally obligated to faithfully carry out his or her assigned duties for Fisk University. In the case of a full-time faculty member, the obligation to Fisk is primary and takes priority over all other employment obligations into which the faculty member may enter. The duties of a faculty member are delineated by those identified in the contract for this purpose. The full-time faculty member must limit external obligations so that there is no compromise of the quality of the obligations to Fisk. The Provost will determine if a set of external obligations entails an unacceptable compromise.

B. WORKLOAD OF A FULL-TIME FACULTY MEMBER

A normal teaching load of twelve credit hours or equivalent is based on reasonable scholarship and service activity as part of assigned duties. The weight of instruction may vary according to amount of required preparation (e.g., new course or interdisciplinary course, more preparation), and number of students (e.g., large number of students, more assessment time). Request for reduction in load should be made by the faculty through the department head and then it will be processed through the division head and the provost. The final decision will be made by the provost.

The weight of scholarship is determined by scope of activity (e.g., presentation of paper at a conference, minimum; major research project, maximum).

The weight of service is determined by nature of contribution.

Faculty whose aggregate teaching, scholarship and/or service assignments are less than considered adequate for a year will be assigned additional responsibilities (e.g., administrative, advisement, service to student organization, etc.). A faculty member, due to exceptional circumstances (sudden illness or resignation of a colleague, for example), may teach an overload from time to time, either for additional compensation or for release time approved for a later date.

C. OUTSIDE EMPLOYMENT AND ATTENDANCE AT THE UNIVERSITY

Unless excused by the President, all faculty members are required to be in attendance at the University during the academic year or other period of employment.

As a general rule, a full-time faculty member on a nine-month contract may not spend more than 40 days during a given academic year—four or five days per month—in the performance of consultative activities. Teaching at other institutions on a part-time basis during the academic year, while holding full-time faculty appointment at Fisk, is discouraged. In no case should a faculty member teach more than one course a semester elsewhere or engage in other types of employment which require amounts of outside time that detract from the faculty member's performance at the University.

Each faculty member must inform the Provost, in writing, of any continuous or occasional consultation contracts and/or external teaching assignments the faculty member may accept. Forms for this purpose may be obtained in the Office of Academic Affairs.

D. RESEARCH AND RESEARCH GRANTS

The University encourages faculty research and urges faculty members to submit proposals for funded research. Such proposals should be made after consultation with the University development office, the budget and grants office, and Provost before submissions to the President for formal approval.

When research is funded, a faculty member shall not be paid for more than 100% of his or her time as claimed by the University, and salary supplements for the duration of a grant shall not be allowed.

If an investigator is to be compensated from a grant for research done during the summer months or other free periods, the compensation must conform to the regulations of the granting agency and to those of the University if the research is done in University facilities.

A full-time faculty member may serve as a paid consultant for a research grant held by another faculty member of the institution only by approval of the Provost. All researchers who are full-time members of the instructional faculty must teach at least one course per semester.

E. ACADEMIC BASED LEAVES OF ABSENCE

Application for academic based leave should be made to the President and the Provost at least one full semester prior to the leave period requested, except in the case of personal leave granted by reason of exceptional circumstances; a request for a sabbatical leave should be made at least one year in advance. Personal leaves, except those made necessary by government service, should not exceed one year, and may not exceed two years. Persons applying for grants or fellowships that, if awarded, will require leave of absence must notify the Provost at the time the grant or proposal applications are made.

For non-tenured faculty members, a period of leave may count as part of the probation period. When, however, the leave is of such a nature that the individual's development as a faculty member while on leave cannot be judged, or when the leave is for purposes other than scholarly, the individual is allowed, on request, to have the tenure decision postponed for a period equal to the length of the leave. Such an agreement must be in writing prior to the leave.

The University has a firm commitment to sabbatical leaves, but such leaves are granted at the discretion of the University. Ordinarily, eligibility for sabbatical leave requires consecutive service at the rank of assistant professor or higher for six years. Applications for sabbatical leave may be either for an entire year on half salary, or for one semester on full salary. Postponement of an approved sabbatical leave for the convenience of a professor does not accumulate credit toward future sabbatical leave; when, however, sabbatical leaves are postponed in the interest of the institution, credit toward such may be accumulated. Ordinarily, sabbatical leave may not occur more often than once in seven years.

Leaves with pay, especially sabbaticals, place on the faculty member an ethical obligation to return to the institution upon expiration of the leave period. In any case, all faculty members on leave should observe the same rules of adequate notice of resignation that would apply if they were not on leave. Application for leave should specify the period of time requested and the reason for seeking leave. In the case of application for sabbatical leave, a full description of activities to be undertaken during the leave period should be included.

Application for leave of absence without pay shall be honored by the University whenever it can do so without serious impairment of its educational functions. The application must be accompanied by a statement of cause or purpose. Unpaid leaves of absence shall be granted normally for one or two years, but may be extended, at the discretion of the University, for a maximum of three years. Consecutive leave beyond three years shall be granted only for extraordinary cause, and in no case beyond four years. Extension of an absence beyond the approved period of leave shall cancel all contractual relationships between the University and the faculty member concerned.

All leave matters related to illness, pregnancy, adoption or fostering of a child, or the care of an immediate family member are addressed by the University's Family and Medical Leave Policy, as set out in the Employee Handbook. Faculty members should reference that guide in those circumstances.

F. RETIREMENT

The University's retirement policy does not eliminate the possibility of one-year contracts after retirement. Such contracts, when issued, shall be without tenure, and on a year-to-year basis.

VII. SALARIES AND COMPENSATION

A. ANNUAL SALARIES

As a goal, salaries at Fisk are to be competitive with those of other independent four-year liberal arts colleges and universities. The typical faculty appointment is for an academic year, defined as lasting from approximately the middle of August until the middle of May of the following year. A faculty member on an academic year term or probationary contract will receive his or her first paycheck at the end of August and the final paycheck at the end of May; a tenured faculty member may choose to be paid over twelve months, beginning the last working day in August and ending the following July. Salary changes within ranks may be on the basis of across-the-board adjustments, equity adjustment, and/or merit.

A person who is already employed by the University, but who fails or refuses to sign a contract with the University, may not be considered as having resigned if such person continues working. In such cases the persons will be employed under a continuing resolution which maintains their salaries at the previous year's level for up to three months. If the employee remains with the University after this three-month period, the University may assume that he or she has accepted the terms of the proposed contract; and at its option the University may implement the terms and provisions of said contract.

The University will annually publish (for example, in its *Fact Book*) the median, mean, and range of salaries for each faculty rank.

B. SUMMER EMPLOYMENT

When an academic year appointee performs full-time duties compensated by the University for the period after the end of the academic year and prior to the beginning of the subsequent academic year (see **VII, A**), the formula for computing salary is normally the average monthly salary of the immediately preceding academic year for each full month of service.

The limit of additional salary which academic year appointees may receive from University unrestricted funds is two-ninths of the academic year salary. Salaries paid for summer employment are not normally included in the TIAA-CREF retirement contribution plan. However a faculty member receiving such a salary may contribute to TIAA-CREF by an agreed deduction of his salary at his or her option, even though there is no matching contribution from the University.

Persons who are paid by grants shall receive the fringe benefits as consistent with the grant document. This can include TIAA-CREF, Retirement contributions.

C. RETIREMENT PLAN

Fisk University currently offers a retirement plan for all faculty through the Teacher's Insurance and Annuity Association (TIAA) – College Retirement Equities Fund (CREF). Faculty members with the rank of lecturer or instructor may begin participation in this retirement plan on or after the first day of the month following initial employment at the University provided they will meet the requirement for a year of participation. Faculty members with the rank of assistant professor, associate professor, or professor, and senior-level administrators, may begin participation in this retirement plan on the first day of the month after attaining such classification or upon employment at the University, whichever is applicable.

Total fixed contributions to the plan for each covered individual amount to 10% of one's regular salary: the participant and the University each contribute 5% with the participant's contributions made through payroll deduction. Each participant is required to contribute 5% of his or her regular salary to the retirement plan through payroll deduction.

The University will continue its contribution to a participant's retirement annuity during approved leaves of absence provided the participant also continues his or her proportionate contributions. Full details pertaining to the operation of the retirement plan are provided in a document issued upon employment or by request from the Director of Human Resources. On an annual basis, the faculty will be told the administrator for the several retirement plans which are in force at the University.

D. VOLUNTARY SAVINGS AND INSURANCE PLANS

Faculty members may elect to participate voluntarily in a variety of plans, as follows:

1. Payment in excess of 5% of regular salary may be made to TIAA-CREF. Such payments are not matched by the University.
2. Individuals may authorize the payroll deductions for participation in the TIAA-CREF tax-sheltered annuities. Details may be obtained from representatives of TIAA-CREF. Other tax-sheltered programs may also be offered. Information on these may be obtained from the Business Office.
3. Membership in the Tennessee Teachers Credit Union is open to Fisk faculty. The Credit Union offers both savings and loan services. Contributions may be made through payroll deductions. Details can be obtained through the Credit Union Office.
4. Through payroll deduction, faculty members may purchase U.S. Savings Bonds.

G. SICK LEAVE

The basic University policy on sick leave is that each administrative or faculty employee, after serving in the employment of the University for three months, is guaranteed the continuation of basic salary or wage from the first day

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of illness, and if illness continues, salary will continue for up to a maximum of 60 working days per year, at which time the employee may qualify for long term disability benefits if he or she has such coverage. An employee covered by this policy will be granted no more than three months (approximately 60 working days) of paid sick leave within any 12 month period.

Sick leave at Fisk is viewed as a privilege granted by the University to its employees to cover a period of illness when the employee is unable to earn the normal salary or wage. Given the basic policy of the University regarding such leave, sick leave does not accumulate; not is an employee entitled to pay for unused sick leave. In the event a pattern of sick leave abuse occurs by an employee, he or she may be disciplined or dismissed.

H. MATERNITY LEAVE

Absence from duty may be authorized in maternity cases. Such absence is chargeable to sick leave or any combination of sick leave and leave without pay. The nature of one's work and the advice of one's physician should determine when maternity leave should begin. Leave without pay may be authorized beyond the period of incapacitation. During maternity leave, an employee will not lose any credit toward her length of service, nor will she lose any of her benefits. Should the position she vacated be eliminated or changed, the University will attempt to place her in a position of comparable responsibility and compensation upon returning to work.

Absence from duty may be authorized to male faculty to allow them to assist their wives during periods of childbirth and related incapacitation. Such "paternity leave" can be taken only as leave without pay, as sick leave is inappropriate.

I. INJURY LEAVE

Fisk faculty who are injured on the job are covered by the applicable provisions of the workman's Compensation Law of Tennessee. Under this law, payments may be made to faculty by the government for medical expenses, disability income, death, and burial expenses up to certain legal limits. Fisk will guarantee a full time faculty member's salary up to 90 days when he is injured on the job, similar to the University's policy on sick leave. An injury which might qualify under this law should be reported to Human Resources Office as soon as feasible.

VIII. SELECTED FINANCIAL AND BUSINESS PRACTICES OF THE UNIVERSITY

A. PROCEDURES FOR PURCHASING

The procurement of all goods and services is to be requested and approved through a requisition. All items purchased in the name of Fisk are to be properly approved prior to their being ordered. Individuals who order goods or services without this explicit approval may be held personally responsible for the items ordered and will be required to pay for the item procured. Normally, all goods for the University are purchased through the Office of Auxiliary Services.

B. EMPLOYEE LOANS

The University does not operate a loan fund for employees, nor is there a University operated credit union program although faculty members are eligible for membership in the Tennessee Teachers Credit Union. As a general policy, the University does not grant advances of salary or wages to employees.

C. INTELLECTUAL PROPERTY, COPYRIGHTS, INVENTIONS AND PATENTS

Intellectual property (trademarkable materials, copyrights, inventions, patents, etc.) developed by all persons employed at the University, including faculty members, is the sole and exclusive property of the University if the subject intellectual property is (1) developed within the person's scope of employment with Fisk, (2) developed in the course of a project sponsored by Fisk, (3) developed with the significant use of the University's facilities, services or employment (personal office space, libraries, and the inventor or author's person computer provided by the University excluded), or (4) developed in the course of a project arranged, administered or controlled by Fisk University and sponsored by persons, agencies or organizations external to it, absent a prior written agreement. The University's President holds ultimate responsibility for decisions regarding ownership of applicable intellectual property and for the decision of whether to pursue patent protection or commercialization of any such intellectual property.

Fisk does not assert ownership of "scholarly" work of whether the circumstances surrounding creation of the work satisfy one or more of the four criteria outlined above. Disclosure of "scholarly" is nonetheless required.

The University has a policy and procedure addressing intellectual property. The University's policy on intellectual property details the specific circumstances under which the University acquires ownership of intellectual property, describes disclosure requirements, discusses written agreements regarding ownership, and establishes how payments are to be made for funds derived from the creation of intellectual property such as royalties. A copy of the University's Intellectual Property, Copyrights, Inventions and Patents Policy is attached to this Handbook and may be located in the Appendix. All faculty members are responsible for reading this policy and for strict adherence with the terms of the policy.

D. UNIVERSITY HOUSING

A limited number of on-campus housing units are available for use of full-time faculty, administrative staff, and other employees. Housing for faculty and staff consists of several single family units and thirty-four (34) two and three bedroom townhouses in an on-campus complex. In rare instances, housing for unmarried faculty and administrative staff may be available in student residence halls on a temporary basis.

E. TRAVEL EXPENSES

Faculty and staff whose travel is supported in full or in part by the University are required to file a travel expense report with supporting ticket stubs and receipts within ten (10) days after completion of the travel. Travel advances are not generally provided. Specific travel regulations are as follows:

1. A personal car mileage allowance is permitted by the University according to the schedule set by the Business Office.
2. When traveling by commercial airline at University expense, coach accommodations must be used.
3. All automobiles rented in Nashville will be obtained through the Business Office through standard requisition.
4. Hotel rooms should be moderate in cost.
5. Daily food costs and gratuities are reimbursable according to a schedule set by the Business Office.
6. Taxi charges that total more than \$10.00 for a single trip must be documented by a receipt.
7. Travel must be authorized fully in advance whether or not an advance is given.
8. Any excess of advance over expenditures must accompany the expense report. Reports must be turned in before subsequent requests for advances or reimbursements will be approved or processed by the Business Office.
9. Receipts for lodging, airline, bus, or rental car charges and gasoline (if rental car is used) must accompany the expense report. Personal long distance calls charged to hotel bills are not reimbursable.
10. If filing an expense report to be reimbursed from a restricted fund (grant), the individual should keep in mind any restrictions of the individual grant or contract, such as getting prior approval of the granting agency or furnishing exact information, as to the day and time of departure and return or special limitations on the amounts that will be reimbursed.
11. Faculty are responsible for their individual expenses and must file their own expense reports, and cannot combine multiple faculty members on one report.

F. PARKING

The University provides facilities for staff and student parking. Every employee who wishes to use these facilities must purchase a parking permit through the Business Office and must become familiar with parking regulations which are available through the Office of Safety and Security. Registration and parking permits shall be valid for a period of one year, commencing with the first day of July and ending with the last day of June of the next calendar year. University employees are required to register vehicles not later than one week after the first of July or the first day of employment.

Rates for parking permits are set each year; rates are not prorated, except if purchased after December 31. The rate after this date will be one-half the yearly rate. Free parking is available on various city streets contiguous to the Fisk campus.

Fines are assessed for violation of parking regulations. In some cases, improperly parked vehicles may be towed away at the owner's expense. Parking and traffic regulations are described in full in a document which may be obtained from the Department of Safety and Security.

G. BOOKSTORE

The bookstore sends forms for textbook orders for the coming semester to Department Chairpersons and the Core Coordinator for distribution among the instructional staff; completed forms should be returned to the department chairpersons for submission to the bookstore by the announced deadline for each semester.

H. REQUEST FOR SERVICES OF THE PHYSICAL PLANT

The Physical Plant Department is responsible for the maintenance and repair of the physical plant of the University. Requests for services of the department may be made either in writing or by telephone to the Office of the Physical Plant. Once received, requests will be assessed and assigned a priority—emergency, routine, or major repair/renovation. Emergency requests are attended to immediately; routine requests are filled in the order in which they are received; and major repairs/renovations are assessed against the University's plans for undertaking such projects.

I. POST OFFICE

The University operates a Post Office sub-station at which normal post office transactions take place. The University maintains a departmental post office box for each department. Private post office boxes for staff members are not provided.

J. TELEPHONES

The University exercises the practice of restricting long distance calls. Calls may either be made collect or permission must be obtained to make such calls from the supervisor of the budget to which the call will be charged. Requests to make long distance calls should include the person to whom the call is being made, the city, and the purpose of the call. Third party long distance telephone calls should not be charged to the University. Personal long distance calls and collect calls will not be accepted by the University.

K. FOOD SERVICES

The University contracts with outside vendors to manage and operate all of the food service operations on campus. Faculty and staff are welcome to dine in any of the facilities (main cafeteria, faculty/staff dining room, and snack bar) located in Spence Hall. Hours of operation and prices for items are posted at each facility. Special event services for banquets, receptions, parties, etc, are also available. Arrangements can be made for these through the Director of Dining Services. Before the actual services can be rendered, they must have received the appropriate budget approval through the regular approval process.

L. INFORMATION TECHNOLOGY SERVICE (ITS)

The Fisk University Information Technology Center is a campus-wide facility that provides computing services for administrative purposes and to the Fisk academic community in support of instruction and research. These supporting services include providing applications programs, system software, instructional workshops, and guidance on the use of computers.

The Information Technology Center services for students and faculty are provided in a semi-open shop environment. Generally, faculty may use Information Technology Center facilities and/or services at no charge when the facilities and services are being used for instructional purposes and/or unfunded research. Faculty using the system for funded research projects will be charged a user fee set by the Information Technology Center.

The Information Technology Center is the focal point for campus-wide computing activities and supports the University network, numerous terminals, microcomputers, printers, and other devices. Dial up lines are available for anyone with a terminal and a modem. All employees and students of the University are entitled to sign up for a computing system account and to use the microcomputers.

M. ATHLETIC FACILITIES AND EVENTS

The University maintains a number of athletic training facilities which faculty may use; further information may be obtained by contacting the Athletic Office.

N. LIBRARY FACILITIES

Faculty and staff may borrow books from the Library and Media Center for a period of one semester, although books should be returned as soon as they are no longer needed. Additional materials needed for classroom instruction or for research may be obtained through the library on interlibrary loan. Such items may not be placed on reserve. Students who need access to materials not available at the Fisk library should be encouraged to use interlibrary loan.

The Library and Media Center maintains and posts specific regulations pertaining to use of reference items, placement of materials on reserve, circulation, copying of materials to be charged to a discipline budget, and other matters.

An Audio-Visual center is maintained as a central resource for the entire University. Faculty may arrange for use of the Audio-Visual screening room, for use of equipment and non-print materials in the classroom, for preparation and/or duplication of non-print materials and other services in consultation with the appropriate staff.

O. COPYING AND SECRETARIAL SERVICES

Each instructional division provides shared secretarial services and maintains copying machines for limited-load faculty copying.