

FACULTY HANDBOOK

MILLSAPS COLLEGE

2007

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Preamble

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

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

Revision Procedure

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

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

ORGANIZATION AND GOVERNANCE

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

BOARD OF TRUSTEES

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

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

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

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

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

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

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

- 1) Executive Committee
- 2) Academic Affairs Committee
- 3) Audit Committee
- 4) Finance and Campus Oversight
- 5) Institutional Advancement
- 6) Investment
- 7) Marketing and Enrollment
- 8) Student Life
- 9) Trustee nomination and evaluation

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

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

ADMINISTRATION

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

The President of the College

The President is elected by the Board of Trustees and is charged with implementing policies adopted by that body. The President is the chief educational and administrative officer of the College; he or she serves as liaison officer among members of the Board, faculty, and students; is an ex officio member of all standing committees of the Board of Trustees and is responsible for the supervision, management, and governance of the College; presides at all academic functions and represents the College before the public; recommends to the Board of Trustees persons to be officers and faculty of the College other than the President.

The Senior Vice President and Dean of the College

The Senior Vice President and Dean of the College, as chief academic officer reporting directly to the President and senior administrative officer under the President, has primary responsibility for strategic planning and institutional research as well as the development and administration of policies and programs in the area of academic standards, curriculum, instruction, scheduling of course offerings, and faculty personnel matters. The Senior Vice President and Dean of the College serves as the campus leader whenever the President is away from campus and chairs the Academic Council, which is the chief policy making and planning group with respect to academic program.

The Vice President for Campus Programs and Alumni

The Vice President for Campus Programs and Alumni is the chief administrative officer of the College and reports directly to the President. This position is responsible for overseeing campus master planning and implementation, physical plant, human resources management, post office, food service, book store, copiers, vehicles, risk management, advising Staff Council, chairing the Staff Development Committee, and coordinating group purchasing. The position is also responsible for developing and overseeing the college's alumni relations programs.

The Vice President for Finance

The Vice President for Finance is the chief financial officer of the College and reports directly to the President. This position is responsible for overseeing the business and financial areas of the College, including budget development and management, investment management, accounting, payroll, accounts receivable, accounts payable, audits, liaison with Board of Trustees Business Committee, liaison with Board of Trustees Investment Committee, financial modeling, and insurance management.

The Vice President for Institutional Advancement

The Vice President for Institutional Advancement is the chief development officer of the College and reports directly to the President. This office is responsible for coordinating annual, capital and deferred fund-raising activities; church and other constituency relations programs.

The Vice President for Student Life and Dean of Students

The Vice President for Student Life and Dean of Students is the chief student life officer of the College and reports directly to the President. This position is responsible for many of the student programs and services on campus including the first year college experience, counseling, health center, career center, multi-cultural affairs, student disability, residence life, summer conferences, campus recreation, Greek life, student leadership, student programming, student publications, new student orientation, athletics, and security.

Dean of Enrollment Management

The Dean of Enrollment Management is the chief admissions officer of the College and is responsible for all aspects of undergraduate recruitment and financial aid. The Dean of Enrollment reports directly the President.

Associate Dean of the Division of Arts and Letters

The Associate Dean of the Division of Arts and Letters is the administrative head of the division and reports to the Senior Vice President and Dean of the College. The associate dean has oversight responsibilities for budget, curriculum planning, scheduling, program review, and fund-raising. The associate dean also makes personnel recommendations for his or her division.

Dean of the Else School of Management

The Dean of the School of Management is the academic and administrative head of the School and reports to the Senior Vice President and Dean of the College. The dean is expected to work closely with the Director of Graduate Admissions in the implementation of admissions policies for graduate programs in management and accounting.

Associate Dean of the Division of the Sciences

The Associate Dean of the Division of the Sciences is the administrative head of the division and reports to the Senior Vice President and Dean of the College. The associate dean has oversight responsibilities for budget, curriculum planning, scheduling, program review, and fund-raising. The associate dean also makes personnel recommendations for his or her division.

Associate Dean of International Education

The Associate Dean of International Education reports to the Senior Vice President and Dean of the College and is responsible for maintaining and developing nationally competitive and regionally distinctive academic programs in international education, including both on campus

and study abroad programs. The associate dean is involved in the development of proposals to support and develop programs in international education as well as effective cultivation of donors and foundations. The associate dean presents the college's strengths in international education to the admission staff and prospective students and parents and assists with the cultivation of prospective students and their parents, including international students.

Director of Athletics

The Director of Athletics is responsible for all aspects of the intercollegiate athletics program including selection and supervision of the coaches and administration of the athletics budget. The Director reports to the Vice President for Student Life and Dean of Students and is responsible for assuring that the athletic program adheres fully to the NCAA guidelines and the College's statement of philosophy on student athletics.

Director of Communications and Marketing

The Director of Communications and Marketing reports to the President and is responsible for the planning and implementation of a communications and marketing program with emphasis placed on student recruitment, support of development efforts to fund the College's needs and priorities, and visibility that puts the college in a strategic position to fulfill its mission and meet its goals. The Director leads the College in integrated marketing communication to establish and maintain a comprehensive, coordinated institution-wide effort to communicate mission-critical values and messages to college constituencies. The Office of Communications serves as a centralized office to assist college faculty and staff with publications, advertising, public/media relations, photographic services, and organizational website management.

FACULTY

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

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

The faculty's role in matters of College governance (such as appointment and retention of faculty, promotion of faculty and award of tenure, assessment of faculty performance, adjudication of grievances, selection of college officers, and determination of college priorities) is understood to be one of vital importance to ultimate decisions. In the interest of collegiality and consistent with the specific procedures for response provided in this handbook, the administration, when it does not concur in a faculty recommendation for compelling reasons which are perceived to be in the best interest of the College, will appropriately communicate its reasons to the individual, the committee, or the faculty at large in an effort to seek consensus or to promote understanding.

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

Divisions

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

- | | |
|-------------------|---|
| Arts and Letters: | Art, Classical Studies, English, History, Modern Languages, Performing Arts, Philosophy, Religious Studies |
| Sciences: | Biology, Chemistry, Computer Science, Education, Geology, Mathematics, Physics, Political Science, Psychology, Sociology and Anthropology |

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

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

The Senior Vice President and Dean of the College chairs the Academic Council which consists of the Associate Dean of the Division of Arts and Letters, the Associate Dean of the Division of the Sciences, the Associate Dean of International Education, the Dean of the Else School of Management, Coordinator of the Records Office, College Librarian, and President of the Faculty Council. The Academic Council is the principal policy and planning group for the academic area.

Departments

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

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

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

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

Faculty Committees

The committee system is an important means by which faculty members participate in the governance of the College. All committee assignments are staggered over three year terms. There are basically two types of committees: elected and appointed. Their functions and membership are defined as follows:

Elected Committees

Committee on Tenure and Promotion

Functions: Serves as an advisory committee to the Senior Vice President and Dean of the College on matters of tenure, promotion and salaries. The primary functions of the committee are to make recommendations to the Dean on matters of tenure and promotion, to do a mid-probationary evaluation of non-tenure faculty, and to review merit salary recommendations by the divisional deans. The committee may also conduct a review of the evaluation process.

Membership: Tenured faculty elected by the faculty as a whole from divisional nominations: two members each from the Division of Arts and Letters and the Division of the Sciences, and one from the Else School of Management. Ex officio, Senior Vice President and Dean of the College.

All College Council

Functions: Provides a forum for discussion of issues of common concern by representatives of the faculty, student body and administration.

Membership: Five faculty members elected from the academic divisions, twelve students elected by the student body, the Vice President of the Faculty Council, Vice President for Student Life and Dean of Students, Vice President for Campus Programs and Alumni, Senior Vice President and Dean of the College, and President of Millsaps.

Core Council

Functions: Reviews and approves courses submitted for inclusion in the interdisciplinary core curriculum.

Membership: Two faculty members to be elected from the Division of Arts and Letters, two faculty members from the Division of the Sciences and one faculty member from the Else School of Management. Ex officio, Senior Vice President and Dean of the College, Director of the Core Curriculum, and Director of the

Writing Program.

Curriculum Committee

Functions: Serves as the locus for consideration of curriculum issues. The Committee reviews proposals for any changes in the undergraduate or graduate academic programs of the College, approves all new courses, and oversees all interdisciplinary programs, including concentrations.

Membership: Two faculty members to be elected from the Division of Arts and Letters, two faculty members from the Division of the Sciences and one faculty member from the Else School of Management. Ex officio, Senior Vice President and Dean of the College.

Faculty Council

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

Membership: Three faculty members, at least one tenured, elected from the Division of Arts and Letters and three faculty members, at least one tenured, elected from the Division of the Sciences and two faculty members, at least one tenured, elected from the Else School of Management in addition to the president and vice president to be elected from the faculty at large.

Faculty Development Committee

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

Membership: Two faculty members to be elected from the Division of Arts and Letters, two elected from the Division of the Sciences and one elected from the Else School of Management. Ex officio, Senior Vice President and Dean of the College.

Grievance Committee

Functions: Hears grievances brought by faculty members. (See "Grievance Procedure" for further details.)

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

Writing Council

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

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

Appointed Committees

Academic Technology and Facilities

Functions: Advises Director of Information and Technology Services and Senior Vice President and Dean of the College on matters pertaining to classroom facilities and the use of computers and related technology to enhance teaching and learning on campus.

Membership: Six faculty members. Ex officio, Director of Academic Computing, Director of Informational and Technology Services, and Senior Vice President and Dean of the College.

Admissions Committee

Functions: Reviews and passes on all applications for admission to the College; makes appropriate studies relative to admissions policy; and prepares recommendations to the faculty for changes in admissions requirements.

Membership: Four faculty members. Ex officio, Dean of Enrollment Management and Senior Vice President and Dean of the College.

American Studies Committee

Functions: Oversees the American Studies Concentration, including the approval of courses accepted for the concentration

Membership: Four faculty members. Ex officio, Director of the American Studies Program.

Academic Advising Committee

Functions: Reviews the College's academic advising system and advises the Senior Vice

President and Dean of the College on possible improvements.

Membership: Three faculty members, Coordinator of the Records Office, Director of Student Retention, Associate Dean of the Division of Arts and Letters, Associate Dean of the Division of the Sciences, Dean of the Else School of Management and Senior Vice President and Dean of the College.

Animal Subjects Review Committee

Functions: Reviews research projects using animals subjects to insure compliance with Federal law and guidelines.

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

Athletics Committee

Functions: Proposes broad general plans for the intercollegiate athletics program and acts as an advisory committee to the Director of Athletics, the coaching staff and the administration.

Membership: Three faculty members. Ex officio, Faculty Representative to NCAA, Director of Athletics, and Senior Vice President and Dean of the College.

Career Planning and Placement Committee

Functions: Advises the Office of Student Enrichment and Career Services in promoting and advising students regarding career opportunities.

Membership: Three faculty members including one from each division. Ex officio, Director of Student Enrichment and Career Services, Chair of Health Sciences Pre-Professional Program, Pre-Law Advisor, and Pre-Engineering Advisor.

European Studies Committee

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

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

Ford Fellows Program Committee

Functions: Selects students to be Ford Teaching Fellows and advises the director of the program in ways to help attract promising students to the college teaching profession.

Membership: Three faculty members. Ex officio, Director of Ford Fellows Program and the

Senior Vice President and Dean of the College.

Health Sciences Pre-professional Program Committee

Functions: Works with students planning to attend medical and dental schools or seeking placement in the various health-related professions. The committee counsels with these students prior to graduation and provides a vehicle for transmitting the necessary forms and recommendations to the appropriate professional schools.

Membership: Four faculty members. Ex officio, Director of Health Sciences Pre-Professional Program.

Honor Council

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

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

Honors Program Committee

Functions: Supervises the work of the Honors Program, including evaluation of all honors papers.

Membership: Five faculty members with representation from each division. Ex officio, Director of Honors Program and the Senior Vice President and Dean of the College.

Human Subjects Review Committee

Functions: Reviews research projects using human subjects to insure compliance with Federal law and guidelines.

Membership: Five faculty members, including the chair of the Psychology Department, one faculty member from the social sciences and one faculty member from the Division of Arts and Letters.

Institutional Research Committee

Functions: Advises the Senior Vice President and Dean of the College on issues pertaining to institutional research and academic assessment.

Membership: Four faculty members. Ex officio, Senior Vice President and Dean of the College and College Research Analyst.

International Education Committee

Functions: Advises the Associate Dean of International Education on Millsaps International programs.

Membership: Five faculty members. Ex officio, Associate Dean of International Education

Public Events Committee

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

Membership: Five faculty members, the First Vice President of the Student Body Association, three other students. Ex officio, College Chaplain and Director of Publications.

Publications Board

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

Membership: Three faculty members, four students appointed by the officers of the Student Body Association, the SBA treasurer, the Vice President and Dean of Students, and the Senior Vice President and Dean of the College.

Scholarships and Fellowships Committee

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

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

Sexual Misconduct Committee

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

Membership: Three faculty members from the Division of Arts and Letters, three from the Division of the Sciences, and two from the Else School of Management; one

representative from the office of the Dean of Students. Ex officio, College Counselor, Vice President of Student Life and Dean of Students, and Director of Campus Security.

Student Life Committee

Functions: Advises the Office of Student Life in matters pertaining to student life.

Membership: Four faculty members. Ex officio, Senior Vice President and Dean of the College, Vice President and Dean of Students.

Student Judiciary Council

Functions: Represents the faculty at student disciplinary hearings.

Membership: Two faculty members appointed by the Senior Vice President and Dean of the College in consultation with the President of the College. The Judicial Council also includes student representatives and a representative of the administration appointed by the President.

Southern Circuit Film Series

Functions: Oversees the selection and showing of films from the Southern Circuit Film Series

Membership: Four faculty members.

Teacher Education Council

Functions: Serves as an advisory committee to the Department of Education in the implementation of programs for teacher certification; in particular, reviews and makes recommendations regarding the curriculum requirements for each teacher certification program; reviews the procedures used to regulate entrance into and exit from the certification programs; and serves as a liaison between the Department of Education and the larger college community.

Membership: One faculty member representing each department offering courses in a teacher certification program, at least one graduate with teaching experience, one principal, and student representatives from the elementary and secondary education programs. Ex officio, Senior Vice President and Dean of the College, and Chair of the Department of Education.

Women's Studies Committee

Functions: Advises the coordinator of the Women's Studies Program in planning and review.

Membership: Four faculty members. Ex officio, Coordinator of Women's Studies Program. All committees of the faculty are expected to submit an annual report to the Faculty Council. The chair of each committee must submit the committee's annual report to the Senior Vice President and Dean of the College in a form approved by the Faculty Council by no later than June 30 following the academic year under review. All faculty committee reports will be made available to the faculty at the beginning of the new academic year. The time period within which a standing committee of the faculty normally functions is May 1 to April 30.

Membership on the Tenure and Promotion Committee is limited to tenured faculty members. Divisions in the year in which they have a vacancy to fill shall nominate two individuals from the division to be voted upon by the faculty as a whole.

Faculty members should chair committees. Program directors will ordinarily not chair the committees associated with the programs for which they are responsible.

Faculty Meetings

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

Faculty Council

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

I. Membership and Terms

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

begin on May 1. No more than one consecutive re-election to the same office shall be permitted.

II. Elections

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

III. General Officers and Representatives

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

- C. Representatives shall participate in the work of the Council, shall bring concerns to the Council on request of any faculty member, and shall report the ongoing work of the Council to their respective divisions.

IV. Duties and Responsibilities of the Faculty Council

- A. The Faculty Council shall establish and publish a schedule of regular meetings during the academic year. The third Tuesday of each month is reserved for meetings of the Faculty Council.
- B. The chief duties of the Council are to voice faculty concerns and encourage faculty discussion of issues related to the purpose and mission of the College. It may:
 - 1. review and evaluate College policies, programs, and procedures relative to matters of faculty concern;
 - 2. conduct studies on matters of faculty concern as directed by the faculty or on its own initiative;
 - 3. make recommendations for action by the faculty;
 - 4. call special meetings of the faculty;
 - 5. and undertake other actions indicated or implied in this charter or as directed by the faculty.
- C. The Council, as a whole or through its committees as may be appropriate, shall undertake specific occasional duties. It shall:
 - 1. review the Faculty Handbook and propose revisions when necessary or advisable;
 - 2. study and recommend changes in faculty and staff benefits;
 - 3. serve as the Committee on Committees to recommend to the Senior Vice President and Dean of the College faculty members for appointed committees;
 - 4. serve as an advisory committee to the President of the College;
 - 5. and provide for annual election of a faculty representative to the Student Body Association.

V. Committees

- A. The Council shall maintain standing committees.
 - 1. The Committee on Committees reports to the Senior Vice President and Dean of the College. All Council members serve on this committee.
 - 2. The Faculty-Staff Benefits Committee monitors, advises, and makes recommendations concerning fringe benefits for faculty and staff. The Vice President of the Faculty Council and the Vice President of the Staff Council chair this committee in alternate years.
- B. The Council may otherwise organize itself to conduct its work, on its own initiative or as directed by the faculty.

By-Laws of the Millsaps College Faculty

I. Meetings and Organization

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

II. Participation

- A. All active and emeriti faculty, officers of administration, administrative staff, and the President of the Student Body Association or a representative designated by that officer, and invited guests, shall have the right of attendance and debate at ordinary meetings of the faculty.
- B. Whenever the faculty votes to go into executive session, the right of attendance shall be limited to those persons having the right to vote.
- C. All persons appointed to the ranks, whether regular or visiting, of professor, associate professor, assistant professor, instructor, or lecturer, including emeriti faculty teaching part-time and persons under special appointment as scholar or writer in residence, but excluding persons under adjunct appointment, shall have the right to vote and enter motions.
- D. The current College Catalog register shall be the primary source of reference in matters of participation and the right to vote and enter motions.

III. Procedure

- A. A quorum shall consist of a majority of members eligible to vote.
- B. Unless otherwise specified herein, all figures in these By-Laws are specified proportions of members of a quorum who are present and voting.
- C. Any member may abstain on any vote. An abstention is not counted as a vote.
- D. Passage of all motions and measures shall be by majority vote unless otherwise specified herein.
- E. No proxy voting shall be permitted.
- F. A two-thirds vote shall be required to move the previous question.
- G. Unless otherwise specified, all elections shall be by majority vote. In elections where no nominee receives a majority, a runoff shall be held between the two persons receiving the highest number of votes. Where two or more are to be elected, a runoff shall be held among twice the number of persons to be elected.
- H. Recommendation of persons to receive degrees in course shall be by two-thirds vote. [By action of the Board of Trustees amending its By-Laws on October 10, 1992, a majority vote of the faculty with the prior recommendation of the honorary degree committee of the Board, which consists of trustees, administrators and two faculty members, is sufficient for the awarding of honorary degrees, with the exception that the awarding of an honorary degree to the Commencement speaker will be determined by the Board alone.]
- I. All measures concerning degrees to be offered, requirements for degrees, the addition or deletion of majors, rules for the administration of the curriculum, and other matters important to the continuing academic excellence of the College at the undergraduate or graduate levels, shall be introduced in writing at the meeting prior to that in which they are to be decided, and copies of such measures shall be made available to all members of the faculty.
- J. Voting by secret ballot shall be at the request of any voting member present.
- K. The minutes of each meeting shall be circulated before the next meeting, and shall be read at the request of the majority.

IV. Faculty Council

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

V. Parliamentary Authority and Amendment

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

FACULTY PERSONNEL POLICIES AND PROCEDURES

DEFINITION OF FACULTY

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

ACADEMIC RANKS

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

Instructor

Master's degree from a graduate institution of recognized standing or its equivalent (e.g. professional recognition in the creative arts or in the business community).

Assistant Professor

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

Associate Professor

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

A minimum of seven years of full-time teaching in a regionally accredited college or university or a minimum of four years of full-time teaching at the rank of Assistant Professor.

Evidence of sustained, noteworthy teaching ability.

Evidence of serious attention to the duties and responsibilities of a faculty member.

Evidence of developed scholarship in the individual's subject area, or noteworthy performance in the creative arts.

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

Professor

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

A minimum of ten years of full-time teaching in a regionally accredited college or university or a minimum of six years of full-time teaching at the rank of Associate Professor.

Evidence of outstanding teaching.

Evidence of distinguished faculty leadership and of devoted service to the students, the faculty, and the College.

Evidence of mature scholarship in the individual's subject area, or of widely acclaimed accomplishments in the creative arts.

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

Emeritus Professor

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

ADJUNCT FACULTY

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

FACULTY SELECTION AND APPOINTMENT

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

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

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

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

Only the President, or the Senior Vice President and Dean of the College with the approval of the President, has the authority to make an official offer of appointment.

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

QUALIFICATIONS FOR FACULTY TEACHING IN GRADUATE PROGRAMS

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

Academically Qualified Faculty

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

1. A doctoral degree in the area in which the individual teaches.
2. A doctoral degree in a business field, but primary teaching responsibility in a business field that is not the area of academic preparation. Persons meeting this condition will be considered to be academically qualified, if they maintain active involvement in the areas of teaching responsibility through writing, participation in professional meetings, or related activities. The greater the disparity between the field of academic preparation and the area of teaching, the greater the need for supplemental preparation in the form of professional development.
3. A doctoral degree outside of business, but primary teaching responsibilities that incorporate the area of academic preparation. Faculty meeting this condition will be considered academically qualified, provided they maintain active involvement in areas of teaching responsibilities as outlined in number 2. The greater the disparity between the field of academic preparation and the area of teaching, the greater the need for supplemental preparation in the form of professional development.
4. A doctoral degree outside of business and primary teaching responsibilities that do not incorporate the area of academic preparation. A person meeting this condition would not be considered academically qualified without additional preparation. This person must complete additional course work or personal study sufficient to provide a base for participation in the mix of teaching, intellectual contribution, and service sought by the school.
5. Substantial specialized course work in the field of primary teaching responsibilities, but no doctoral degree. Such a faculty member may have a specialized master's degree in a business-related field and have completed some course work in a business doctoral program, or currently may be a student in a business doctoral program.

Professionally Qualified Faculty

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

Normally, the professional experience should be relevant to the faculty member's teaching assignment, significant in duration and level of responsibility, and current at the time of hiring.

Development to Maintain Qualifications

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

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

TENURE POLICY

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

Probationary Appointments

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

The probationary period shall normally not exceed seven years, with tenure decision coming in the sixth year. Full-time teaching at a regionally accredited college or university prior to employment at Millsaps may be counted toward the probationary period up to a maximum of three years credit. The precise terms of any credit for previous teaching or other experience shall be stated in the initial letter of appointment and the date of final tenure review set at that time.

A faculty member may request to extend his or her probationary period for one year following the birth or adoption of a child. The faculty member should be the primary or coequal caregiver of a newborn or a newly adopted child. A request to extend the probationary period must be made to and approved by the Dean of the College in the academic year in which the birth or adoption occurs. A faculty member will be allowed to extend the probationary period twice, resulting in no more than two one-year extensions of the probationary period.

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

Appointments with Tenure

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

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

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

PROCEDURE FOR ANNUAL EVALUATION OF FACULTY

All full-time faculty are required to participate in an annual review of their performance. The procedure for this review will be as follows:

1. Preparation and submission to the Senior Vice President and Dean of the College, at the beginning of the academic year, a report, using the prescribed format, of one's professional objectives and accomplishments for the academic year just concluded. This report should cover three areas: teaching, duties and responsibilities of a faculty member, and scholarship/creative work. A copy of the report should go to the department chair (or the associate dean of the division in the case of department chairs) at the same time that the original is submitted to the Senior Vice President and Dean of the College.
2. Review of the faculty member's annual report by the department chair (or associate dean in the case of department chairs) and submission of a written response evaluating the individual's accomplishments in each of the three categories covered in the report.
3. Review of the evaluation file of each faculty member by the associate dean or dean of the school of management following submission of annual reports and evaluations. The evaluation file shall consist of the following: an up-to-date curriculum vitae, student evaluations for the previous academic year, a grade summary, a current listing of student advisees, the faculty member's most recent annual report, the department chair's written response to that report, a sabbatical leave report where appropriate, and any documentation of recent professional activities that the faculty member chooses to submit. The associate dean or dean may seek the counsel of an elected division personnel committee in the evaluation of these files if it is the will of the division.
4. Assessment of the overall performance of faculty members by the associate dean or dean will normally constitute the major basis for merit salary recommendations, with the Senior Vice President and Dean of the College informing the associate dean or dean of the division of the general use made of their evaluations. The actual determination of salary will be made by the President in consultation with the Senior Vice President and Dean of the College. If there is significant divergence from the merit evaluation of the associate dean or dean in the setting of an individual's salary that individual will be so informed.

The purpose of the annual evaluation of the faculty is to provide a fair basis for judgments of merit in connection with salary, reappointment, promotion and tenure. It is also meant to assist with faculty development by requiring of faculty members an annual assessment of their professional goals, objectives and accomplishments and by providing them with an independent evaluation of their work by their department chair, associate dean or dean.

PROCEDURE FOR REAPPOINTMENT, PROMOTION AND TENURE

Reappointment

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

Promotion

Faculty members will be evaluated for promotion on recommendation of their department chair, associate dean, or dean or after ten years service in their present rank. Promotion at Millsaps is not automatic nor is it based solely on academic degree and length of service, though these requirements must ordinarily be met before an individual can be considered for promotion.

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

Tenure

The procedure for tenure review is as follows:

1. In the fall of the year in which faculty members are scheduled for tenure review, they shall be required to submit documentation attesting to their scholarly or artistic accomplishments, and any other material deemed appropriate to an evaluation of their professional competence. In addition, testimony will be sought from former students and professional colleagues. All communications received in connection with the tenure review will be treated in confidence and not become a part of the faculty member's annual evaluation file, though on request the substance of these communications (without attribution) will be provided to the faculty member concerned.

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

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

POLICIES AND PROCEDURES FOR SEVERANCE

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

Non-reappointment

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

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

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

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

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

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

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

Resignation

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

Termination

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

1. Projected long-term mental or physical illness

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

2. Changes in educational program

Termination of faculty may occur as a result of formal adjustments to programs or departments of instruction. The Academic Council shall recommend to the Senior Vice President and Dean of the College adjustments to programs or departments of instruction. The Dean will consider those findings before recommending specific terminations to the President.

3. Financial exigency

Appointments may be terminated on the basis of financial exigency. The Board of Trustees will determine when a state of financial exigency exists. If it is determined that a state of financial exigency exists requiring the termination of faculty appointments, the Academic Council shall recommend to the Senior Vice President and Dean of the College priorities and programs for reduction. The Dean will consider these findings before recommending specific terminations to the President. Disapproval by the Dean or President of the Academic Council's recommendation should be for compelling reasons, which, in their judgment, will be in the best interest of the College. These reasons will be communicated to the Academic Council.

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

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

Due notice of termination for financial exigency or for changes in the educational program shall be given as early as possible, but not later than one year in advance of the effective termination date of any individual faculty appointment. In such cases effort will be made to assist such faculty members to readapt within the institution or to continue their work elsewhere. If a

faculty member is terminated for reasons of financial exigency or adjustments in the educational program, the released faculty member's place will not be filled by a full-time replacement (or the equivalent in part-time faculty for more than one semester out of a year) within a period of two years of termination unless the released faculty member has been offered reappointment and been given thirty days in which to accept the offer and a maximum of one year in which to reassume the position.

Dismissal

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

Prior to dismissal, the Senior Vice President and Dean of the College will consult with the Committee on Tenure and Promotion regarding the grounds for dismissal and will inform the faculty member involved of the reasons. Because of the nature of dismissal, no fixed time can be specified for notice; however, such action is usually not taken without prior discussions with and written warnings to the faculty member. If the faculty member chooses to contest the dismissal, he or she may appeal following the prescribed grievance procedures set forth elsewhere in this handbook. After the Grievance Committee has acted, the President will review its recommendations. Disapproval by the President of the Grievance Committee recommendations should be for compelling reasons, which, in his judgement, will be in the best interest of the College. Ordinarily these reasons will be communicated to the Grievance Committee. The Board of Trustees makes the final decision in all matters of dismissal which reach it by appeal.

Retirement

The normal retirement date at Millsaps College is June 30 following a person's 68th birthday. In accordance with federal law, there is no mandatory retirement. After retirement a faculty member may continue as an active member of the faculty with the specific approval of the Senior Vice President and Dean of the College. That approval will be based upon an assessment of the individual's performance and the needs of the College.

CONTRACTS

Ordinarily faculty can expect contracts to be issued on or before May 1. Merit salary raises are made in January based upon an evaluation of a faculty member's performance in the previous academic year.

FACULTY RIGHTS AND PRIVILEGES

ACADEMIC FREEDOM

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

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

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

GRIEVANCE PROCEDURE

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

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

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

The formal grievance procedure shall be as follows:

1. A grievant shall file a written statement of the grievance or grievances with the Vice President of the Faculty Council with a copy to the person or office against which the grievance is brought. The statement shall state in detail the nature of the grievance or grievances, the person or official body and the policy or action against which grievance is laid, and any factual or other data which the grievant deems pertinent, including evidence that an effort was made to settle the grievance informally. The statement should be filed

within a reasonable period of time after the action or decision against which grievance is laid, but in no event shall a hearing be required where the statement is filed more than fourteen (14) days after the action or basis for the grievance occurs, unless the committee finds just cause for delayed grievance filing.

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

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

FACULTY DUTIES AND RESPONSIBILITIES

TEACHING RESPONSIBILITIES

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

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

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

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

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

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

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

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

A copy of the syllabus for each course is to be filed in the Office of the Senior Vice President and Dean of the College by the end of the second full week of classes.

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

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

SERVICE TO THE COLLEGE

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

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

Academic Advising: Student academic advising is part of the responsibility of the full-time faculty. Each faculty member may be assigned advisees by the Senior Vice President and Dean of the College. New students will be assigned by the Coordinator of the Records Office in consultation with the Dean. Assignment of majors is the responsibility of the department chair. Faculty responsibility in connection with student academic advisement includes taking part in advisor training sessions, assisting with registration, and keeping regular posted office hours.

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

COMMUNITY SERVICE

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

PROFESSIONAL DEVELOPMENT

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

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

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

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

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

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

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

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

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

Leaves of Absence: Under special circumstances, faculty members may be granted a leave of absence without pay. Normally, the fringe benefits would not continue in such cases, although it may be possible for the faculty member to make arrangements to keep some of them in force by making payments through the College. Specific conditions of a leave of absence, including any possible arrangements for fringe benefits and salary increments, should be negotiated in advance of the agreement for such a leave. Leaves are ordinarily for a period of up to one year. In exceptional circumstances a leave may be granted for two years. Any leave beyond two years ordinarily would entail forfeiture of tenure and would relieve the College of any obligation to hold the position for the individual on leave.

Leave to an employee for child care purposes will be granted on the same basis as leave which is granted to employees for other non-medical reasons. Such leave, as desired, shall be requested at the earliest possible date. Arrangements concerning course-load, committee assignments, advisee assignments, financial considerations, etc. will be made in consultation with the faculty member, the appropriate department chair, associate dean or dean of the division, and the Senior Vice President and Dean of the College. Such arrangements should be agreed upon as soon as possible after the request is made. Calculations for pay increases, seniority, credit toward tenure, etc, shall be the same for persons on leave for child care related reasons as for persons on leave for other reasons.

Application for these leaves shall be submitted to the Senior Vice President and Dean of the College. Final approval will be the responsibility of the President.

OUTSIDE EMPLOYMENT

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

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

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

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

FACULTY-STUDENT RELATIONSHIPS

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

College. If matters of fact or the institutional response are subject to dispute, the case will be reviewed by the faculty Grievance Committee. The President, in consultation with the Dean, will act after that committee has reported its conclusions.

SEXUAL HARASSMENT

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

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

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

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

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

1. Any member of the college community who believes that he or she has been a victim of sexual harassment should bring the complaint to the attention of the administrator responsible for the conduct of the person alleged to have committed the offense (the Senior Vice President and Dean of the College in cases involving a faculty member, the Vice President and Dean of Students where the complaint is against a student, or the Vice President for Campus Programs and Alumni where it is against an employee of the

College other than a faculty member or student) for possible official action. Alternatively, the complaint may first be brought to the College Counselor for possible informal resolution of the complaint. The Counselor will, with the consent of the complainant, communicate with the appropriate administrator.

2. An effort will be made to keep the initial discussion between the complainant and the college official confidential. If, however, the complaint is to lead to official action, it must be brought to the attention of the President of the College who will notify the accused and appoint a committee to investigate the allegations. The College may elect to suspend the accused during the investigation.
3. The committee will inform the President in writing of the results of the investigation. If it finds basis for the complaint, the President will in turn advise the alleged offender of the identity of the complainant and charges.
4. Effort will be made to effect an informal resolution of the complaint acceptable to both parties.
5. The complainant, or alleged offender, if unsatisfied by the proposed resolution or action to be taken by the administrative officer in charge, will have access to the appropriate formal grievance procedure provided in the Faculty Handbook, Staff Handbook, or Major Facts.

OMBUDSMAN POLICY

The natural assumption is that each faculty and staff member and officer of the College will always act within the highest standards of honesty and integrity. There is also a recognition that on occasion there may be, for whatever reason, an appearance of inappropriate financial activity or practice on the part of a member or members of the college community. If a faculty or staff member or officer of the College is aware of such a practice or activity, that person should report the matter at once to someone on a higher organizational level within the College.

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

RELIGIOUS HOLIDAY POLICY

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

FRINGE BENEFITS

Fringe benefits available to full-time faculty members include a retirement plan, long term disability insurance, term life and accidental death insurance, medical and hospitalization insurance, a dental insurance option, tuition assistance, and sick leave. Only the general features of each benefit are described below. More detailed and additional information concerning each plan can be obtained from Human Resources.

Retirement Plan: The retirement plan as approved by the Board of Trustees is established with the Teachers Insurance and Annuity Association (TIAA) and the College Retirement Equities Fund (CREF). Faculty members must complete two (2) years of contiguous service at a minimum of 1000 hours per year at the College and attain the age of twenty-one in order to be eligible for participation in the retirement plan. For eligible faculty members the College will pay the full amount of the contribution, which is ten percent (10%) of an employee's base annual salary. Faculty members may add to this amount, if desired up, to the limitations imposed by the Internal Revenue Service. TIAA investments are in fixed-income securities and will provide a level annuity to the retiree. CREF investments are in equity investments and thus its annuities will fluctuate. Faculty members may designate the percentage of the college contributions they wish, to be placed in either or both programs.

The annuity contracts issued under this plan are for the purpose of providing a retirement or death benefit and are solely the property of the individual participants. A Summary Plan Description may be obtained from Human Resources.

In addition to the TIAA-CREF programs, faculty members participate in the federal social security program. Under this program contributions in an amount set by law are paid by faculty members and matched by the College.

Term Life and Accidental Death Insurance: This insurance provides benefits in the event of death equal to the employee's rate of basic annual earnings, with double benefits for accidental death. The College pays the entire premium. The coverage begins with the first day of the month coinciding with or next following the date you begin active work. A detailed description of the plan can be obtained from Human Resources.

Long-Term Disability Insurance: This insurance provides benefits in the event of a disability, with payments beginning the sixth month from the last day of work due to a disability. Benefits are 60% of the employee's earnings up to a maximum of \$8,000 per month, and less any benefits which the employee is drawing from other group disability coverage, such as social security disability benefits. The College pays the entire premium. Coverage begins immediately following employment. A detailed description of the plan can be obtained from Human Resources.

Medical and Hospital Insurance: Basic hospitalization, surgical, and physician coverage is provided through a comprehensive major medical indemnity policy carried by the College. The

policy offers both a traditional plan and a preferred provider plan. The costs of the plans are shared by the College and participating faculty member. Detailed descriptions of both plans may be obtained from Human Resources.

Dental Insurance: The dental plan is optional and the employee pays the entire premium. Each person will have the opportunity at the end of the calendar year to begin participation with the January paycheck for the coming year. A detailed description of the plan may be obtained from Human Resources.

Flexible Benefits Plan: All employees of the College who work a minimum of (18) hours per week may reduce their taxable income by estimating the amount of uninsured medical expenses and/or child care expenses for the coming year, having that amount taken from their pre-tax income, and then applying for reimbursement as medical bills are paid. Dental and medical/hospitalization premiums may also be handled under this plan. Participation is optional and each person will have the opportunity, at the end of each calendar year, to begin participation with the January paycheck for the coming year. For specific details, including administrative fees, consult Human Resources.

Tuition Assistance: Reduced tuition for undergraduate course work at Millsaps is available to faculty members with three (3) consecutive years of full-time service, their spouses, and their dependent children. Such individuals pay at the rate of \$80 per credit unit up to a maximum of \$300 per semester. Fees, private music lessons, room, and board are charged at their usual rates. This policy applies also to dependents of faculty members who retire or die while still teaching at the College, if they have served at least seven (7) years.

The College maintains membership in the Tuition Exchange program. Subject to certain restrictions imposed by some member colleges, children of faculty members may attend any of the member colleges, which are situated throughout the nation, on a full or partial undergraduate tuition scholarship. For the list of participating colleges, consult the Office of Student Aid Financial Planning.

Those faculty members or their spouses who are interested in pursuing subjects for personal growth and development may take one undergraduate course per semester with tuition waived. This does not include fees or private music lessons.

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

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

Pregnancy Leave

Faculty members are eligible for a pregnancy leave of up to 12 weeks. The leave may not extend beyond 12 weeks after the birth of the baby. The first four weeks of the pregnancy leave will be at full salary. The remaining eight weeks of the pregnancy leave will be at 2/3 salary. Employee benefits will continue throughout the pregnancy leave.

If a pregnancy leave begins during a semester and the faculty member wishes to work until her leave begins, she may submit a proposal for how she will meet her teaching, scholarly, and service obligations during the period from the start of the semester until the leave begins. Otherwise, the faculty member will be placed on leave without pay from the start of the semester until her leave begins.

If a pregnancy leave ends during a semester and the faculty member wishes to return to work, she may submit a proposal for how she will meet her teaching, scholarly and service obligations during the period between the end of her pregnancy leave and the end of the semester. Otherwise, the faculty member will be placed on leave without pay for the remainder of the semester.

To assist the College in planning the academic program, these proposals should be submitted as far in advance of the pregnancy leave as possible and no later than three months before the expected delivery date.

The Dean of the College, in consultation with the faculty member's department chair and divisional dean, will review the faculty member's proposal, taking into consideration the following:

1. the needs of the College's academic program and its students;
2. the needs of the academic department;
3. the arrangements, if any, the department and college have made for coverage during the faculty member's pregnancy leave;
4. the feasibility of the faculty member's proposal for meeting her teaching, service, and scholarly obligations effectively; and
5. the appropriate salary taking into consideration the proportion of work proposed in relation to the normal expectations of the faculty member.

Each request will be handled individually, reflecting the unique assignments of each faculty member and the needs of her department and the College.

This policy applies to all full-time faculty who have completed two (2) or more consecutive years of service at the College.

Family and Medical Leave Act (FMLA). All faculty members having completed 1250 hours and one (1) year of continuous service to the College are eligible for unpaid leave under the Family Medical Leave Act of 1993. The employee is entitled to up to twelve (12) weeks of unpaid leave per year for certain family and medical reason including the birth or adoption of a child, to care for the serious health condition of a family member, or a serious health condition of the employee which makes him or her unable to perform the functions of his or her position. Upon completion of the FMLA leave period, the faculty member will be restored to his or her original, or an equivalent, position. If the employee is a group health plan participant, the College will continue its share of the cost of the faculty member's coverage. It should be realized, however, that in order to keep the coverage in force the faculty member will need to continue paying his/her share of the cost. When the need for such leave is foreseeable, thirty (30) days advance notice will be required of the employee, or preceding the beginning of the semester if possible. Additional information concerning FMLA may be obtained from Human Resources.

GENERAL INFORMATION

LIBRARY

Teaching function of the library: The Millsaps-Wilson Library maintains a wide variety of print materials and electronic services intended to support the academic program of the College. Underlying the functions of the library, its facilities and services, is the philosophy that the library is an integral teaching component. A primary goal of the library staff is to ensure that the College's students are provided with ample instruction and assistance in the use of its materials and services. This instruction may take the form of formal presentations to classes or special groups of students and faculty or informal one-to-one instruction. The library staff encourages the faculty to include library instruction specific to the needs of their classes in their syllabi. The library staff is available to any class or any individual student who needs instruction or assistance in the use of library holdings or services. A second goal is to keep Millsaps faculty abreast of developments and new services as they are added.

Special services for faculty members: Support for faculty research is provided primarily by interlibrary loan as a supplement to the library's holdings and databases. Requests may be made in person, by e-mail or electronically in a variety of ways. Interlibrary loans are normally provided at no cost, the exception being when the lending institution charges a fee.

Many electronic library services are provided by way of the campus computer network to faculty in their offices and residences.

All library materials are charged out for specific periods of time, but fines for overdue books are not normally charged to faculty members. All notices and reminders are sent via e-mail. Books may be renewed twice by e-mail as well. AT the end of each semester, overdue books should be returned or renewed. Books and other circulating holdings lost by faculty members will be charged the cost of replacement plus a recataloging and processing fee. For other special services, interested faculty members are encouraged to consult a librarian. The library provides a variety of printed help-sheets as well as online helps in its WWW homepage.

Policies and procedures: Faculty members should submit their requests for books and periodicals for instructional support to their department chair or the appropriate library liaison. Books of general interest may be brought directly to the attention of the librarian.

There are two rooms (Millsaps and Engel) which may be reserved for group use. Both are equipped with video setups. Reservations should be made well in advance with either the Assistant to the Librarian or the Reserve Desk. The library maintains a limited collection of portable audiovisual equipment for classroom use.

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

BOOKSTORE

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

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

POST OFFICE

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

PAYROLL PROCEDURES

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

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

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

FOOD SERVICE

The College cafeteria and Kava House are open to faculty members, their families and guests.

PARKING FACILITIES

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

TELEPHONE SERVICE

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

LOST AND FOUND

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

CAMPUS SAFETY AND SECURITY

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

SCHEDULING OF EVENTS

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

APPENDIX

Policy for Summer Session Remuneration for Regular Full-time Faculty

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

Statement on Intellectual Rights and Copyright

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

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

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

Areas of special concern:

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

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

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

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

Statement on Copying for Classroom Use and Personal Research

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

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

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

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

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

Some examples of possible copyright infringement:

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

The Millsaps-Wilson Library will observe copyright law in its interlibrary loan, photocopy, and reserves services. The Library may limit the number of articles which can be requested from one journal on interlibrary loan. The Library's photocopiers bear the correct copyright notices. And the Library will place a copy of an article on regular or electronic reserves no more than once without written permission from the copyright owner.

For more information see the Millsaps-Wilson Library web page on copyright (library.millsaps.edu/library/copyright.html).