Faculty Handbook
Revised 2011

Wesley Cornelious McClure
President
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MISSION STATEMENT

With strong ties to the Christian Methodist Episcopal Church, the College’s mission is to develop the “whole student.” In addition to its priority of academic excellence, the College is also concerned about the student’s spiritual, social, and ethical development. The College believes that spiritual growth is an important part of the development of the individual. Spiritual life at the College is viewed as a quality-filled experience rather than a specific and narrow range of separate activities. Spiritual programs of learning, worshipping, and service have the purpose of illuminating life and making life more meaningful.

INTRODUCTION

In order to more effectively work toward achieving the Purpose of the College and to otherwise promote its various programs, there must be a harmonious relationship among the individuals and units of the College. Attainment of this goal is enhanced when each understands his role and his relationship to others, and where he/she understands the policies, regulations, and procedures to which employees are expected to adhere.

It is the aim of this Handbook to provide a basic understanding of the Purpose and the organization and administration of the College; to describe the administrative structure of the academic area; to set forth the major policies, regulations, and procedures which pertain to the faculty; and to present other general information of interest to the faculty.

Additional information and more detailed operational policies, procedures, and regulations may be found in the College Catalog and in manuals of the various other units of the College.

Failure to adhere to the policies in this manual may result in sanctions which include a letter of reprimand, salary reduction, or termination.

HISTORY OF THE COLLEGE

In 1882, Lane College, then “CME High School” was founded by the Colored Methodist Episcopal Church (CME) in America. Looking to the establishment of this enterprise as early as November 1878, Rev. J.K. Daniels presented a resolution to establish a school at the Tennessee Annual Conference held in the old Capers Chapel CME Church in Nashville, Tennessee, and presided over by Bishop William H. Miles, the first Bishop of the CME Church. The resolution was adopted amid much applause. The Conference at once appointed a committee to solicit means with which to purchase grounds and to inaugurate plans to carry forward the proposed work. The Reverends C.H. Lee, J.H. Ridley, Sandy Rivers, and J.K. Daniels constituted this committee.

Owing to the great yellow fever epidemic of 1878, the committee was handicapped and did not accomplish very much. Meanwhile, Bishop Isaac Lane became the
presiding Bishop of the Tennessee Conference. He met with the committee, gave advice, and helped to formulate plans for the founding of the school. On January 1, 1880, Lane purchased four acres in the eastern part of the City of Jackson for $240. Thus, work began in earnest on building the foundation and developing the guiding principles for a school that would become a powerful factor in the uplift of people throughout the south, the nation, and the world.

The institution began its first session in November 1882, as “CME High School,” with Miss Jennie E. Lane, daughter of the Founder, as the first teacher and principal. In January 1883, Professor J.H. Harper of Jackson, Tennessee, assumed the leadership and carried out the unexpired term of Miss Lane after her marriage to Mr. Nelson Caldwell Cleaves, a CME minister. In September 1883, the Rev. Charles Henry Phillips, elected a Bishop in the CME Church, succeeded Rev. Harper.

It was during the administration of the Rev. Charles Henry Phillips that the school was chartered under the laws of the State of Tennessee, and its name changed to Lane Institute on June 22, 1884. This action was one of the first significant changes in the development of the School. The curriculum focused primarily on preparing “preachers and teachers.”

In May 1887, the first class graduated from Lane Institute under the Leadership of Professor T.J. Austin who served from 1886-1887. The five-member graduating class were: N. Caldwell Cleaves, Isaiah C. Davis, Ida Lane Burrows, Marie E. Payne, and Edward E. Smith. In 1887, the Rev. T.F. Saunders, a member of the Memphis, Tennessee Conference of the Methodist Episcopal Church South, was appointed the first President of Lane Institute. He made numerous personal contributions to the School. It was during this period that the need for a college department was identified. The College Department was organized in 1896 and, at that time, the Board of Trustees voted to change the name from Lane Institute to Lane College. The College Department broadened the curriculum by its organization into the classics, the natural and physical sciences, and mathematics.

In 1903, the Rev. James Albert Bray, later elected a Bishop in the CME Church, was named President and held the position until 1907. During his tenure, the present Administration Building was erected. President Bray was succeeded by Dr. James Franklin Lane, the son of the Founder. Dr. Lane served with distinction for thirty-seven years. During his administration, the College improved its educational facilities and its physical plant. In addition, the College attracted the attention of several philanthropic agencies such as the General Education Board of the Rosenwald Foundation and the Board of Missions of the Methodist Episcopal Church, South. These boards gave major financial contributions to the educational program of the College.

In 1936, Lane College was approved by the Southern Association of Colleges and Secondary Schools and given a “B” rating. In 1949, Lane College was given an “A” rating by this Association. In December 1961, Lane College was admitted with full membership by the Southern Association of Colleges and Secondary Schools.
With the passing of President J.F. Lane on December 11, 1944, the Rev. Peter Randolph Shy, later elected a Bishop of the CME Church, served as the Acting President until Dr. D.S. Yarbrough was appointed President in 1945. Dr. Yarbrough served until 1948 and was succeeded by Professor James H. White. In 1950, Professor Richard H. Sewell, Dean of Instruction, served as the Acting President until Rev. Chester Arthur Kirkendoll was named President in July of the same year. Dr. Kirkendoll served with distinction for twenty years until his election as a Bishop of the CME Church in May 1970.

During his tenure, the College became fully accredited by the Southern Association of Colleges and Schools. Smith Hall, Graves Hall (formerly known as Jubilee Hall), Hamlett Hall, and the Student Union Building were erected.

Dr. Herman Stone Jr., who served as the Dean of the College for ten years, was named President in July 1970. During his presidency, Lane College’s accreditation was reaffirmed twice by the Southern Association of Colleges and Schools. In addition, the construction of the J.F. Lane Health and Physical Education building was completed and added to the facilities of the College. After serving for sixteen years as President, Dr. Stone retired in May of 1986. He was succeeded by Dr. Alex A. Chambers, who assumed office on June 1, 1986.

In 1991, The College’s accreditation was reaffirmed by the Commission on Colleges of the Southern Association of Colleges and Schools in 1991, under the leadership of Dr. Chambers. The College also received a grant from the United States Department of Interior as a part of the Historical Preservation Program to restore Cleaves Hall, Saunders Hall, the J.K. Daniels Building, and the Old President’s Home to their original appearance. These buildings, in addition to the Bray Administration Building and the Old Central Heating Plant, comprise the Lane College Historic District. This designation was bestowed by the Department of the Interior in 1988.

On March 18, 1992, after a short illness, Dr. Chambers passed away. Dr. Arthur L. David, a 1960 graduate of Lane College who was serving as Dean of the College, was appointed Interim President by the Lane College Board of Trustees. Dr. David served from March 1992, until his successor, Dr. Wesley Cornelious McClure, was named on August 20, 1992. Dr. McClure, a 1964 alumnus, assumed the position of President on September 1, 1992.

Under Dr. McClure’s leadership, the College has experienced unprecedented growth in enrollment; renewed financial stability; improved faculty strength; revised and expanded curriculum; strengthened administrative personnel and information systems; modernized and significantly expanded physical plant; and a more student-centered campus climate fostering heightened student morale. In addition, construction of the Academic Center, housing the Library/Learning Resource Center, an auditorium, several classrooms, seminar rooms, skills laboratories, and a telecommunications center was resumed in 1996 and completed in 1997. In February 1997, this $5.2 million building was named the Chambers-McClure Academic Center (CMAC).
In April 1996, the College purchased the former Budde & Weiss Manufacturing Company, a company that designed and made furniture. Budde Street, which is adjacent to the original properties, is named in its honor. This purchase of these 6.7 acres, along with the June 1996 acquisition of the property at 536 Lane Avenue, formerly the home of Ms. Essie Mae Golden Perry, increased the size of the campus to approximately 25 acres.

An extensive campus beautification initiative was undertaken in 1998, which included: a New Football Practice Field; Recreational Center; The Archives, housing a Computer Student Center, Bookstore, Communications/Copy Center, and Study Lounge/Café; Spiritual Life Center; the Health Services Center; and remodeling of the Heating Plant.

In 1997, the College began renovation of the Bray Administration Building. This edifice, built in 1905, and known as the “Crown Jewel” of the campus, received a complete interior overhaul, costing $2.2 million. Funds for this project were acquired through the U.S. Department of Education and the renovation was completed in July 2000.

In September 2001, the Lane College Board of Trustees approved the administration’s strategic plan to expand the College’s curriculum, strengthen the quality of its faculty, and increase student enrollment. Under Dr. McClure’s leadership, the College’s accreditation was reaffirmed in 2002, with commendations for Library Resources and Information Technology.

Since 2002, and particularly during the years between 2006 and 2009, the College experienced the most dramatic enrollment growth and concomitant expansion in physical facilities in its 129-year history. In 2001, 672 students were enrolled at Lane. By Fall 2010, the student-enrollment had grown to 2,222, more than tripling the size of the student population in less than ten years. Unlike enrollment trends in comparable liberal arts colleges, Lane College has been able to maintain an almost equal proportion of males and females. In Fall 2010, the ratio of males to females was approximately 1:1.

During the latter part of 2002, the College began to expand its campus acreage and, in the summer of 2003, began extensive renovations on The Archives (now known as Water Tower Place). As a result of these renovations, on November 4, 2004, the Cyber Café opened with a ribbon-cutting ceremony in the former Archives building. This facility is ideally suited for meetings, coffee, or quiet study, and is equipped with wireless Internet access. During the evenings, the Café is also utilized by students for live entertainment and poetry readings.

During July 2005, the College acquired the Federal Communications Commission (FCC) license to operate its radio station, WLCD-FM. Lane is one of only two private colleges or universities in West Tennessee with its own radio station.

Between March and December 2006, the College acquired an off-campus residence hall named Eastbrooke, with a capacity for 100 occupants; erected the Meeting Hall
and Production Center (the home of WLCD and the College’s Wellness Program); acquired title to the 3,500-seat Rothrock Stadium (now Lane Field) from the City of Jackson (the home of the Lane College Dragons Football team); purchased a telecommunications system to alert students, faculty, and staff of any emergencies; and bought the historic St. Paul CME Church building located on its eastern boundary. This building, renamed The Lighthouse, is now used for concerts, plays, and other cultural activities.

In summer 2007, the College completed construction of two residence halls, The Edens and The Orchards, each with a capacity of 86 students; and a new dining facility, Phillips Hall, which, after a 2009 renovation, now seats 800 students. All residential facilities provide free local telephone service, internet and cable service, and wireless computer facilities. The former dining hall was converted to The Grand Student Lounge, a learning/relaxing facility that houses a computer laboratory supporting 120 computers, lounge section, offices, meeting rooms, study halls, and a counseling center.

In summer 2008, work was completed on another men’s residence hall, Alumni Hall, which also houses 86 students. During the spring and summer of 2009, construction was finished on the 42,000 square foot science and business building and two additional residence halls, respectively. The new science and business building, Millennium Hall, includes twelve classrooms; six laboratories; four lecture rooms replete with state-of-the-art technology; telecommunications capabilities; and office and lounge space to meet the needs of sixteen instructors. This new facility supports the College’s goal to be recognized as a major producer of graduates in Science, Technology, Engineering, and Mathematics (STEM) programs, and to prepare students to be truly competitive as they enter business and global marketing careers. Also in 2009, construction of two three-story, men’s and women’s residence halls (Harper Hall and Jennie E. Lane Hall), each housing 129 students, was completed. A pedestrian underpass, completed in August 2010, connects Harper Hall to the Student Commons and the rest of the campus.

Over the course of the last ten years, the College has invested more than 28 million dollars in the acquisition of land, improvements and renovations to existing structures, and construction of new capital facilities. This includes the new Berry Music Building that was completed in September 2010. Lane College’s 129-year history is marked not only by enormous growth, but also the upholding of its mission to serve the disadvantaged. Community health initiatives promoting HIV/AIDS awareness and prevention of such diseases as diabetes and high blood pressure have been implemented in the College’s Wellness Program since 2006.

The Lane College Evening Accelerated Program (LEAP) is another such vehicle for outreach. For working adults and other non-traditional students who are unable to attend college during the day, LEAP has affordably offered evening courses to degree-seeking students since 2007. From its humble beginnings, Lane College has served as a source of inspiration for the countless numbers of youth and adults throughout this nation. Today, it stands as a symbol of Christian education for persons of all faiths, creeds, colors, and nationalities.
PURPOSE OF THE COLLEGE

Lane College is a small, private, co-educational, church-related institution which provides a Liberal Arts curriculum leading to baccalaureate degrees in the Arts and Sciences. The College accepts persons regardless of race, color, sex, religion, age, or national origin.

Founded in 1882 by Bishop Isaac Lane, a former slave, Lane College is proud to be one of the nation's oldest Historically Black Colleges, and the first four-year institution established by the Christian Methodist Episcopal Church. Consistent with its tradition of providing educational opportunities for those who may not otherwise have the opportunity to attend college, Lane College is committed to preparing students, through its liberal arts curriculum, to assume meaningful positions in their chosen occupations or professions and/or to pursue graduate studies. Consistent with its history and tradition, the College has a particular interest in preparing professional educators.

THE GOVERNING BODY

Lane College is under the control of a Board of Trustees. It is the legally constituted body which has complete authority for the operation and management of the College. The Board of Trustees sets broad policies for the operation and control of the College. It selects the President who is the Chief Executive Officer of the College and, upon his recommendation, appoints other members of the administrative staff and faculty.

The By-Laws of the Board of Trustees provide for a maximum of thirty trustees, which include the Presiding Bishop of the First Episcopal District of the Christian Methodist Episcopal Church, and the President of the Lane College National Alumni Association. Ten members of the Board of Trustees must come from the Christian Methodist Episcopal Church. The remaining members of the Board of Trustees are elected at-large.

The officers of the Board of Trustees are as follows: Chairman, Vice-Chairman, and Secretary. The standing committees are as follows: The Executive Committee, the Committee on Trustee Membership, the Committee on Financial Affairs, the Committee on Academic Affairs, the Committee on Student Affairs, the Committee on Development/Investment, the Committee on Audit, and the Committee on Physical Plant.

The Board of Trustees holds two regular meeting each year. The Executive Committee, which has the authority to act for the Board during the interim, meets at least once each quarter.

INSTITUTIONAL ORGANIZATIONAL STRUCTURE

The most recent organizational charts, approved by the Board of Trustees in September 2001, are now being published in all official documents of the College.
The organizational structure has become more intricate and reflects changes in, and growth of the College over the last decade. The administrative organization is shown in Exhibit A. The Board of Trustees is the chief governing body of the College. Exhibits B through F identify the hierarchy of the College's organizational structure.

The President is the chief executive officer (CEO) of the College. In the President's absence, this authority passes to the Executive Vice President. In the absence of both the President and Vice President for Academic Affairs Executive Vice President, this authority passes to the Vice President for Academic Affairs. In the absence of all three of the above named administrators, the President may appoint the person to whom executive authority will temporarily pass.

Lane College's current organization, as is true of many colleges with similar population characteristics, is divided into five major divisions: Academic Affairs, Student Affairs, Business Affairs, Institutional Advancement, and Information Technology. Brief descriptions of the duties and responsibilities of key administrative officers are given below.

**The President**

The President is the chief administrative officer of the College. As Executive Officer of the Board of Trustees, the President is responsible to the Board for the implementation of policies and programs it has adopted. The President stimulates and coordinates the formulation of internal operational policies and is responsible for general supervision and coordination of the work of all phases of the College's operation. This office is the official medium of communication between the Board of Trustees and the faculty, staff, and student body. The President prepares an annual report for the Board and makes recommendations for improving the College.

As the chief administrative officer, the President is aided by the Executive Assistant to the President. The five major administrative unit heads of the College are appointed by the President. At present, the officers who report directly to the President are: (1) Executive Vice President; (2) Vice President for Academic Affairs; (3) Vice President for Business and Finance; (4) Vice President for Student Affairs; (5) Vice President for Institutional Advancement; (6) Associate Vice President for Information Technology; (7) Director of Physical Plant; (8) Director of Enrollment Management; (9) Director of Institutional Research; (10) Director of Athletics; and (11) Title III Coordinator. These officers, along with other administrative staff, form the President's Cabinet, which is an advisory body to the President of the College.

**Executive Vice President**

The Executive Vice President serves as the chief executive officer in the absence of the President.
**Vice President for Academic Affairs**

The Vice President for Academic Affairs is the chief academic officer of the College. The Vice President for Academic Affairs is responsible for the administration of the academic program. Assisting the Vice President for Academic Affairs, and reporting directly to this officer, are: (1) Registrar; (2) Academic Division Chairpersons; (3) Librarian; (4) Director of TRIO Programs; (6) Director of Career Planning and Placement; (7) Director of Freshman Studies; (8) Academic Support Programs. Additionally, the Vice President for Academic Affairs is responsible for curricula, instructional, and faculty personnel matters and for allocating budget and instructional resources for all academic areas. This office is expected to encourage innovation and to be sensitive to concerns such as providing opportunities for faculty development that will enhance institutional effectiveness.

**Vice President for Business and Finance**

The Vice President for Business and Finance is the chief financial officer (CFO) of the College, directly responsible to the President on all matters of a business or financial nature. Other areas of responsibility include assisting the President in the development the annual budget and exercising control over the budget. This officer is also held accountable for the following functions: (1) Payroll/Purchasing; (2) Accounting; (3) Bookstore; (4) Risk Management; (5) Personnel, transportation; (6) Food Services; (7) Auxiliary Enterprises; (8) Compliance and Budget; (9) Financial Aid Programs; and (10) Switchboard/Mailroom.

**Vice President for Student Affairs**

The Vice President for Student Affairs is the chief administrative officer for all non-academic student matters. Also, this office works closely with the Vice President for Academic Affairs on matters relating to the students’ academic progress. The Vice President for Student Affairs is responsible for coordinating several student services which include: (1) Counseling; (2) Health Services; (3) Residential Life/Housing; (4) Student Activities; (5) Religious Life; and (6) Student Government Association. This officer coordinates spiritual and recreational programs. Additionally, the Vice President for Student Affairs is responsible for the Weekly Chapel/College Assembly Programs.

**Vice President for Institutional Advancement**

The Vice President for Institutional Advancement is the chief fund-raising officer of the College who works closely with and is directly responsible to the President. The Vice President for Institutional Advancement manages activities designed to further enhance the position of the College. Through this office efforts are made to foster goodwill for the College by keeping various publics informed as to the work and achievements of the College. The Vice President for Institutional Advancement is responsible for exploring ways and means of obtaining increased support for the College. Supervisory functions for the following areas are provided: (1) Alumni
Affairs; (2) College Relations; (3) Fundraising/Development; (4) Church Relations; and (6) Federal Relations.

**Executive Assistant to the President**

The Executive Assistant to the President assists the President in the day-to-day operations of the College. This officer, in consultation with other College officials, helps set policies in all aspects of the College, is responsible for coordinating College Programs, Public Relations, and Transportation.

**Special Assistant to the President for Planning**

The Special Assistant to the President for Planning/Title III Coordinator coordinates the development and monitoring of the College's planning and evaluation processes. This individual works closely with the Director of Assessment Institutional Research/Effectiveness in this effort. This office is also responsible for coordination of the Title III Program as funded by the United States Department of Education.

**ACADEMIC ADMINISTRATION**

The academic area represents one of the four major administrative units of the College. It is the focal point of the institution’s educational program. It is through the academic area that the College largely seeks to achieve its Mission. There exists within this area a division of labor for the most expeditious execution of the variety of duties and responsibilities.

**Vice President for Academic Affairs (See previous description)**

**Division Chairperson**

Division Chairpersons represent the second level in the administrative organization of the instructional program. The Chairpersons’ duties and responsibilities to their Academic Divisions are basically parallel to those of the Vice President for Academic Affairs, to whom the Chairpersons are responsible.

The Chairpersons are assisted by Area Coordinators. In carrying out the responsibilities of the Divisional Chair, the Chairperson shall:

1. Coordinate the development of academic programs for major, minor, and general education programs within the Division.

2. Participate in the recruitment of new faculty members.

3. Approve, sign, and transmit to the Vice President for Academic Affairs requisitions for textbooks, equipment, and other necessary materials for the Division.
4. Request materials from Divisional faculty and coordinate the submitting of annual reports to the Vice President for Academic Affairs.

5. Be knowledgeable about the requirements of teacher licensure set up by the State Department of Education.

6. Prepare a tentative schedule of classes offered by the Division for inclusion in the general schedule for the semester.

7. Assign classes to faculty based on interest, needs of students, and faculty capability. Chairpersons should also consider classroom size and availability, as well as time frames and other logistical concerns with respect to class assignments.

8. Provide a means of communications for all members of the Division regarding policies, procedures, programs, and general institutional needs.

9. Act as chief advisor to the Vice President for Academic Affairs in academic matters, particularly within the Division.

10. Initiate and coordinate educational policies for the Division and present them to the Vice President for Academic Affairs.

11. Transmit to the Vice President for Academic Affairs budget recommendations for the Division after details have been worked out with teachers under Divisional jurisdiction.

12. Evaluate members of the teaching staff using the College’s approved method of evaluation and recommend to the Vice President for Academic Affairs appointment, re-appointment, tenure, promotion, demotion, or dismissal of members of the faculty within the Division.

13. Help to plan and coordinate research activities designed to promote scholarship and professional improvement.

14. Provide academic and personal counseling to teachers and students within the Division.

15. Recommend students for degrees who have satisfied the requirements in the major fields of the Division.

16. Upon the recommendation of the Area Coordinator, the Chairperson will check the need sheets and certify seniors’ readiness for graduation.

17. Convene regular Divisional meeting, to be set by the Division and file copies of minutes of the Divisional meeting with the Vice President for Academic Affairs.
18. Assign an Area Coordinator the responsibility of working with a student in the removal of an "I" grade from the student’s transcript for students who received the grade from a professor who is no longer employed by the College.

19. Assign grades (vis-à-vis #18 above) to faculty grade sheets for those students who make up "I" grades from professors who are no longer employed by the College.

Qualifications and Selection of Division Chairperson

A. Qualifications

Division Chairpersons should hold the rank of Associate Professor or Full Professor. They should have an earned doctorate in an academic field or qualifications other than the terminal degree such as competent writing in an academic field or creative work in a professional field. They may also be a verified scholar in their field of study. They should have at least five years of full-time employment at Lane College or another four-year institution with comparable rank and have demonstrated teaching ability.

B. Selection Process

The Chairperson of a Division is appointed by the President of the College upon the recommendation of the Vice President for Academic Affairs.

C. Term of Office

Evaluation shall be on an annual basis. At the end of each year, the office shall be reviewed for re-appointment or re-assignment. If the chair is not recommended for re-appointment, the process of selection shall be exercised. As indicated in the section on administration and organization, all administrators serve at the discretion of the President.

Area Coordinators

Area Coordinators assist the Division Chairpersons in the direction of the Academic Divisions. They lead faculty in their respective areas with respect to program coordination, as well as for curriculum development and review. Their responsibilities include the following:

1. Prepare a tentative schedule of classes to be offered by the Division in their area of expertise. This is done in consultation with the faculty of the Academic Area.

2. Serve as chief advisor in the students' major field, check need sheets and report students' progress to the Divisional Chairperson, particularly with regard to graduation requirements.
3. Serve as chief advisor to the Division Chairperson on matters within the Academic Area under his/her supervision.

**Qualifications and Selection of Area Coordinators**

A. Qualifications of Area Coordinators

   Area Coordinators should be full-time members of the faculty with the rank of Assistant Professor or above.

B. Selection Process

   Area Coordinators shall be recommended for appointment by Division Chairpersons. These recommendations will be approved by the Vice President for Academic Affairs and President.

C. Term of Office

   Area Coordinators shall serve for one year. They may be reappointed on an annual basis.

**Faculty**

The Faculty of the College, as approved by the Board of Trustees, includes persons who hold the rank of Professor, Associate Professor, Assistant Professor or Instructor and those who are engaged in full-time teaching or research. Those persons who have faculty status include: the President of the College, the Vice President for Academic Affairs, the Registrar, and the Librarians with professional degrees. The faculty is responsible for the content, quality, and effectiveness of curriculum and for the instructional program. It operates within established policies of the College. Recommendations for policy and curricula changes may emanate from the faculty, the Academic Cabinet, the Academic Council, or the Vice President for Academic Affairs. There may be some administrators and staff persons who teach courses but they will be considered to have non-faculty status.

**Director of Admissions**

The Director of Admissions handles all correspondence with prospective students, receives and evaluates application materials, and upon the approval of the Admissions and Recruitment Committee, issues the formal letter of admission. The Director operates within the framework of the admission policies of the College and is directly responsible to the Vice President for Academic Affairs. The director coordinates recruitment activities and works closely with the Director of Financial Aid.
Registrar

The Registrar is responsible for the safekeeping of academic records of students. This officer is responsible to the Vice President for Academic Affairs and, through the Vice President for Academic Affairs, certifies to the faculty students' satisfactory completion of degree requirements. The Registrar maintains permanent records on all graduates and issues transcripts upon request or proper authorization. The Registrar is in charge of the registration process. Some duties of the Registrar include:

1. Coordinate, supervise, and evaluate the work of the personnel employed in that office.

2. Aid and advise the Vice President for Student Affairs, the Vice President for Academic Affairs, and the Curriculum Committee concerning the review, formulation, and interpretation of regulations relating to graduation requirements, honor roll, academic probation, dismissal, etc.

3. Verify and evaluate permanent records of the prospective graduates and submit these records to the Vice President for Academic Affairs and the respective Division Chairpersons.

4. Implement the methods of registration, data compilation, and grade reporting as prescribed by the Vice President for Academic Affairs.

5. Recommend personnel for the Registrar's Office (appointment, re-appointment, promotion, and salary increments).

Head Librarian

The Head Librarian is charge of the Library/Learning Resource Center, and is responsible for all policies, procedures, techniques, collection development, and staff supervision for effective library service. As a member of the academic unit, the Head Librarian provides assistance to the faculty and students and works closely with the faculty in the selection of books and other materials.

The Head Librarian prepares and administers the library budget and makes an annual report on the state of the Library to the Vice President for Academic Affairs. The Head Librarian is directly responsible to the Vice President for Academic Affairs.

Faculty Meetings

The faculty meets once each month. Meetings are presided over by the President of the College, who may, in turn, delegate this responsibility to the Vice President for Academic Affairs. The Secretary, who is elected by the faculty, records the minutes. Dates for regular meetings are decided upon at the beginning of each school year.
All full-time faculty members are required to attend. Meetings may be called at the
discretion of the President or the Vice President for Academic Affairs.

**Division Meetings**

Each of the three Academic Divisions meets monthly. They are presided over by
Division Chairpersons. These meetings are primarily concerned with matters which
affect the Division. Minutes are filed with the Vice President for Academic Affairs.

**COLLEGE CABINETS/COUNCILS**

**The President's Cabinet**

The President's Cabinet is composed of the President of the College, the Vice
President for Academic Affairs, the Vice President for Business and Finance, the Vice
President for Student Affairs, the Vice President for Institutional Advancement, the
Executive Assistant to the President, the Special Assistant to the President for
Enrollment Management, the Special Assistant to the President for Planning/Title III
Coordinator, Registrar, Director of Information Technology, Director of Computer
Services, Director of Admissions, Director of Loan Management, Director of Physical
Plant, Director of Capital Improvements, Director of Athletics, Head Librarian,
Director of TRIO Programs, Inventory Manager/Accounting Assistant, Director of
Institutional Research, Director of Personnel and Safety, Director of Security,
Director of Housekeeping, Associate Vice President for Student Affairs, and the
Assistant to the Vice President for Student Affairs, and other administrative staff
designated by the President. The President's Cabinet is responsible for seeing that
adopted policy is implemented. The President relies upon the President's Cabinet to
keep him informed of the total operation of the College. The President's Cabinet
meets weekly or as needed.

**The Academic Cabinet**

The members of this cabinet are the Vice President for Academic Affairs, the three
Division Chairpersons, and the Director of Freshman Studies. The Cabinet is
responsible for implementation of all academic policies. The Vice President for
Academic Affairs serves as the chairperson. The Cabinet meets once each month or
as needed.

**The Academic Council**

The members of the Academic Cabinet, the Registrar, the Director of Admissions,
the Director of Institutional Research, the Head Librarian, the Vice President for
Student Affairs, the three faculty members (one from each division) and three
students (one from each division). The council assists the Vice President for
Academic Affairs, who serves as chairperson, in developing academic policies. The
council meets four times each year. This Council acts as an advisory body to the
Vice President for Academic Affairs. It serves as a clearinghouse for all academic
matters dealing with programs, i.e., changes in course requirements, majors,
general education, deletion of courses, addition of new courses or programs, etc. All academic problems are referred to the Academic Council for clarification and for recommendations to the faculty. The Academic Council is advisory in nature; however, its recommendations, having been arrived at through discussion by chairs and coordinators, are given careful consideration.
DIVISIONAL ORGANIZATIONAL CHART

Vice President for Academic Affairs

LIBERAL STUDIES and EDUCATION DIVISION

English
French
Interdisciplinary Studies
Mass Communication
Music
Physical Education
Religion

BUSINESS, SOCIAL and BEHAVIORAL SCIENCES DIVISION

Business
Criminal Justice
History
Sociology

NATURAL AND PHYSICAL SCIENCES DIVISION

Engineering**
Biology
Chemistry
Computer Science
Mathematics
Physics

**Dual degree program with Tennessee State University
ACADEMIC POLICY

The Schedule

The schedule of classes for each semester is prepared by the Vice President for Academic Affairs. The Vice President for Academic Affairs receives from each Division Chairperson a proposed scheduled for the Division supervised, makes necessary adjustments, and compiles the total schedule. Any changes in classroom assignments, hours, and meeting days must be approved by the Vice President for Academic Affairs.

Syllabi

The College Faculty has adopted a uniform format for all course syllabi. (See Appendix A) Each course in the College curriculum should have a syllabus. Copies should be on file in the office of the Vice President for Academic Affairs and in each Divisional office. Faculty members are to distribute copies of each class syllabus on the first day of classes of each semester.

Examinations

A mid-semester examination and a final examination are required for each course offered. Additional examinations are scheduled at the discretion of the instructor. Frequent examinations and quizzes are strongly encouraged. One copy of the final examination of each class must be filed in the office of the Vice President for Academic Affairs and one in the office of the respective Division Chairperson at the close of each semester. Faculty members are expected to follow the prescribed schedule in administering final examinations.

Evaluation of Instruction

Evaluation of the faculty at Lane College is done to improve the instructional process. Its use may include determination of rank, tenure, and salary increment. The process includes the following: self-evaluation, peer evaluation, Chairperson Evaluation of faculty, and student evaluation. (See Appendix B)

The Teaching Load

Full-time teaching load is 12-15 semester hours. The teaching load may be reduced in the case of a special course that requires more contact hours than credit hours and in instances where an instructor has extra-class responsibilities. Teaching loads may also be reduced if the number of preparations of the instructor is larger than the normal limit. No full-time faculty member shall have a teaching load of less than 12 hours per semester without the approval of their Division Chairperson and the Vice President for Academic Affairs.

For persons teaching laboratory, studio, applied music, or activities courses, each
contact hour is equal to one-half of a credit hour. In that instance, an applied music teacher would be credited with $\frac{1}{2}$ hour load for each student. Hopefully, the number would correspond with the prescribed regular course hours to make for a 12-15 hour teaching load.

The full-time teaching load of a Division Chairperson may be 3-9 hours depending upon other programs and responsibilities. The teaching load is designed to allow sufficient time for the performance of administrative duties.

**Part-time Faculty**

Part-time faculty members are persons employed by the College to teach classes in specific circumstances. These persons may have continuing status or *ad hoc* status, contingent upon the needs of the College. Part-time faculty must have the necessary credentials for the classes taught as prescribed by the Commission on Colleges of the Southern Association of Colleges and Schools. All part-time appointments are on a semester-to-semester basis.

**Class Tardiness**

It is expected that all faculty members will meet their scheduled classes promptly and for the entire period. If circumstances should cause a faculty member to be unable to meet a class appointment as scheduled, the faculty member should notify the Division Chairperson or the Vice President for Academic Affairs so that the class will be monitored until their arrival.

**Class Attendance**

All instructors are required to meet their classes promptly, regularly, and for the entire period. Instructors who are persistently tardy for their classes or excessively absent are failing to meet their professional responsibilities. Excused absences are granted for legitimate reasons. The procedures for securing excused absences are as follows:

1. The faculty member must obtain approval from the Division Chairperson when less than one full day will be missed from classes.

2. The faculty member must obtain approval from the Division Chairperson and the Vice President for Academic Affairs when one or more days will be missed, but less than one week.

3. The faculty member must obtain approval from the Division Chairperson, the Vice President for Academic Affairs, and the President of the College when one week or more will be missed from classes.

Appropriate forms are available to report these absences. The Director of Personnel will record all reports from the Vice President of Academic Affairs concerning absences.
In each instance, the instructor is responsible for making provision for the continuation of class work. Failure to follow these procedures may result in a loss of pay for the time missed. Excessive unexcused absences or tardiness may result in sanctions which may include loss of pay, or non-renewal of contract.

In cases of extended illness, teachers in the same area as the person who is ill may be asked to assume responsibility for carrying on the class work. If this is not feasible, a person will be hired as a temporary replacement for the person who is ill. The Vice President for Academic Affairs, the Vice President for Business and Finance, and the Director of Personnel will consult with the President of the College to decide if the person who is ill will receive a reduction in pay during the illness.

Requests for absences to attend professional meeting should not exceed five class meetings (five teaching days) for a given course during a semester. These requests should be cleared with the Division Chairperson and the Vice President for Academic Affairs at least ten days before the date of departure where feasible.

**Student Class Attendance**

All students are expected to attend classes regularly. Prompt and regular attendance is to be regarded as an obligation as well as a privilege. Participation of students in class sessions is considered an important part of the instructional procedure, and it is assumed that each student has something to contribute and gain from such participation.

**Student Absences**

Absences are counted from the first scheduled meeting of classes. Those students who are permitted to enter classes during the late registration period are responsible for making up all class work missed.

Students not attending the first class meeting of a course may be dropped from the course to make space available for other students.

Instructors are required to submit weekly reports with the names of all students who are absent from class to the Vice President for Academic Affairs.

**Policy on Student Make-up Work**

Students will be allowed to make up class work missed if the absence was due to illness or participation in College-sponsored activities. The student has responsibility for providing individual instructors with documentation from a physician for absences due to illness.

For minor sicknesses which do not involve a physician's care (such as headaches, colds, cramps, etc.), and in other instances, the instructor has discretionary powers concerning make-up work.
**Student Withdrawal from a Class**

Withdrawal from a class is the prerogative of the student, but a request to withdraw by an instructor is paramount to a warning of a failing grade for the course. It is the student's responsibility to properly execute a Course Change form ("drop/add slip") to officially withdraw from a class. Students who do not complete this process and whose names appear on the final grade report form must receive a grade of "F."

**Absence from the Final Examination**

A student who is absent from the final examination without the permission of the instructor will receive a grade of "F" for that examination. This action may cause the student to fail the course, depending upon the weight of the final examination in determining the grade for the course.

**Grading Policy and Procedures**

Each instructor has the responsibility for implementing fair and objective grading practices that are in agreement with the Purpose of the College. The assignment of a final grade should be an objective procedure that gives a true measure of the level of proficiency achieved by the student by the end of the course.

Grade report sheets are obtained from the Registrar's Office. The sheets are used to report mid-semester and final grades. Final examinations for graduating seniors are given early and the final grades for seniors are due in the Registrar's Office within 24 hours after the examinations are administered. For all other students, mid-semester and final grades are due in the Registrar's office 72 hours after the examinations are administered.

A faculty member may not give an examination at a time other than the scheduled examination without the permission of the Division Chairperson and the Vice President for Academic Affairs. Make-up examinations may be given after the scheduled time to students who have been absent and who are able to justify their absences. Further information on College grading policies may be found in the College Catalog and in the Advisement Handbook.

**Student Grade Appeal Procedure**

This appeal procedure is designed to provide students with a clearly defined avenue for appealing the assignment of a grade in a course if the student believes the grade was based on prejudice, discrimination, arbitrary or capricious action, or other reasons not related to academic performance. In all cases, the complaining student shall have the burden of proof with respect to the allegations in the complaint and in the request for a hearing. Students must register their complaints within forty-five (45) days of the receiving of the grade.
**Step 1.** The student shall first consult with the instructor in an effort to provide a satisfactory resolution of the complaint. In the event that the student cannot schedule a meeting with the instructor, he may contact the Division Chairperson who will schedule the meeting between the student and the instructor. The only exception to this procedure is in the case where the instructor is no longer employed at the College or is unavailable so that it is impossible to complete Step 1 within the allotted forty-five (45) days. In this case, the student may proceed directly to Step 2.

**Step 2.** If the complaint is not resolved in Step 1, the student may present his complaint in writing to the Chairperson of the Division in which the course was offered within forty-five (45) days from the end of the term during which the grade was received. The Division Chairperson may, discretionarily, counsel with the faculty of the Division. The Division Chairperson will render a decision with fifteen (15) days of receipt of the complaint.

**Step 3.** If the complaint cannot be resolved at the level of Step 2 within a fifteen (15) day prescribed time period, the student, within five (5) days following the end of such period, may request, in writing, that the Division Chairperson forward his complaint to the Vice President for Academic Affairs. The Division Chairperson must forward the student's complaint to the Vice President for Academic Affairs within five (5) days. The Division Chairperson will provide the Vice President for Academic Affairs with a copy of all correspondences and records pertaining to the complaint.

The Vice President for Academic Affairs may utilize any resources available to that Office to resolve the grade conflict within a fifteen (15) day period. The Vice President's decision in this matter will be formally announced at the meeting of the Vice President for Academic Affairs, the Chairperson, the instructor, and the student. If the Vice President for Academic Affairs and the Division Chairperson are in agreement that the grade should be changed, either raised or lowered, the Vice President for Academic Affairs shall be empowered to change the grade without the instructor's consent. Otherwise, the grade shall remain as recorded.

Either the student or the instructor may appeal the decision made under Step 3 within fifteen (15) days of filing a written request for a hearing before the College Academic Appeals Committee. In the event of such an appeal, the decision shall be stayed pending the completion of the procedure in Step 4. The Vice President for Academic Affairs must be provided a copy of the hearing request.

**Step 4.** The written request for a hearing before the College Academic Appeals Committee should state the factual basis for the appeal of the Vice President for Academic Affairs' decision. If the Committee finds that the student's or instructor's request merits a hearing, the Committee shall notify the student, the instructor, the Division Chairperson, and the Vice President for Academic Affairs of the time and location of the hearing. If the Committee finds that the request does not merit a hearing, the student or the instructor shall be notified.

**Step 5.** The College Academic Appeals Committee shall function as a review board.
Based on its appeal review process, the Committee shall make the final decision unless there is an appeal of the Committee’s decision by either party to the President of the College for final determination. The Committee shall have the power to allow the assigned grade to stand or to be raised or lowered. Its decision must be formally announced to all parties. The time schedule allotted for completion of action by the Committee shall be fifteen (15) days.

The College Academic Appeals Committee

The Committee shall be composed of seven members and seven alternates constituted as follows: A chairperson, designated by the Vice President for Academic Affairs; a faculty member and an alternate designated by the Vice President for Academic Affairs; two faculty members and two alternates elected by the faculty; three students and three alternate students selected by the Student Government Association.

Although the primary responsibility of the Committee is to review appeals, the Committee will report any obvious discriminatory or capricious conduct (on the part of either the student of the instructor) to the appropriate person for consideration and action.

Discipline

Maintenance of classroom discipline shall be the responsibility of the instructor. In case of serous or repeated disorderliness, a student may be suspended from the class by the instructor. This shall be reported to the Division Chairperson and the Vice President for Academic Affairs. The student may be kept from the class upon the recommendation of the instructor. Problems of discipline which are particularly serious or involving a wider area than the classroom shall be reported the Vice President for Student Affairs by the Vice President for Academic Affairs. The Vice President for Student Affairs will take appropriate action.

Office Assignment and Hours of Work

The College provides office space for each instructor. The Vice President for Academic Affairs is responsible for assigning office space. Every instructor is expected to spend a minimum of ten hours per week in the office so that sufficient time is available for assistance to students. Office hours must be posted on or near the office door. A copy of the posted hours is to be filed in the office of the Division Chairperson and also in the Office of the Vice President for Academic Affairs.

Each instructor will spend sufficient time on campus to meet classes, hold office hours, serve on committees, and carry out other professional responsibilities such as textbook orders, attendance reports, enrollment verification, academic advisement and submission of other reports as requested. Faculty is expected to schedule their classes/office hours so that they are on campus for some period of each day, Monday through Friday.
Sponsorship of Academic Organizations

The College encourages the faculty to provide constructive leadership in working with students to establish group activities that are academic and intellectual in nature. It is expected that activities will be designed to provide enrichment of formal class experiences. Group activities may be organized in the form of seminars, clubs, forums, etc. They must be approved by the Vice President for Academic Affairs and the Division Chairperson. For each proposed activity, a statement of its purpose, relation to the College program, and a schedule of meeting dates are to be filed both in the office of the Vice President for Student Affairs and the Vice President for Academic Affairs. In instances where the proposed activities involve travel within the city or outside of the city, approval must be secured from the Vice President for Student Affairs.

Policy on Grade Changes

Letter grades (A, B, C, D, and F) may not be changed by an instructor once the grades have been turned in to the Registrar’s Office. In the event of a grade reported in error or through miscalculation, or through the appeals process, exceptions will be made. Students will have six weeks from the beginning of the subsequent semester to register a complaint concerning a grade given in error. Any grade changes must be done only by permission of the Registrar and with the approval of the Vice President for Academic Affairs. In no case shall a student be given extra assignments, tests, projects, etc., to be used to change or alter a grade.

Academic Records

Grade reports filed in the Registrar’s Office become the property of the College. These reports should be checked carefully before they are submitted so that errors are minimized. Any faculty member who attempts to submit a grade for a class not on the final schedule will be reprimanded and subject to dismissal. A grade of "incomplete" ("I") or a "no report" ("X") may be changed by the instructor who submitted the grade. In the event that the instructor involved is no longer a member of the faculty, the Division Chairperson of the area of the course is empowered to make the change. The process to be used includes:

A. Appoint a person in the teaching area to evaluate the work made up by the student.
B. The instructor will report the changed grade to the Division Chairperson who will make the change on the grade sheet or authorize the person to make the change.

Each "incomplete" grade must be filed in compliance with the College’s form for Grade of Incomplete. The instructor makes the change on the grade report sheet in the presence of the Registrar. Changes in other grades will be considered only
after sufficient evidence is submitted to the Vice President for Academic Affairs and the Registrar to warrant such request.

All instructors are required to keep an accurate and up-to-date class register (roll book). They should be used to keep a record of students' class attendance, examination scores, grades on written and oral reports, mid-semester grades, and final grades. Class registers are to be turned in to the Vice President for Academic Affairs at the end of the spring semester and at the end of the summer term. They must be turned in when an instructor terminates service to the College. Once class registers are turned in, they become the property of the College and no changes can be made in them without the approval of the Vice President for Academic Affairs.

**Advising**

All faculty members will serve as advisors. Advisors are expected to keep an up-to-date file on advisees and to advise them as to course requirements, quality point averages, graduation requirements, Divisional requirements, and the like. A copy of all these records should be submitted to the Division Chairpersons. See *Advisement Handbook* for details.

**FACULTY PERSONNEL POLICIES**

**Academic Freedom**

Academic freedom is necessary to stimulating, individualized, meaningful learning and teaching.

The College emphasizes the bipartite nature of academic freedom:

1. Its affirmation of the teacher's right to inspire and engage in scholarly inquiry, to teach freely without fear of political, sectarian, or other reprisals

2. Its insistence that the teacher be responsible -- as an individual, citizen, and faculty member -- for the motive and result of both their actions and teachings

The faculty member shall be entitled to freedom in the classroom to discuss their subjects but should adhere to the Mission of Lane College, and avoid persistently including material which has no relation to the subject matter.

The College believes that such rights and freedoms of the classroom include the obligation of responsibility--the responsibility to be open-minded and sympathetic to the views and opinions of the learner, to refrain from injecting into their teaching controversial topics unrelated to the discipline, and to exercise fairness in rewarding the learner for achievement.
Prior notification to the Vice President for Academic Affairs is necessary before approval of external guest lecturers.

**Appointment Procedures**

The appointment process for academic personnel at Lane College represents the considered input of a number of individuals in a variety of positions at the College. The President of the College shall, with proper authorization from the Board of Trustees, notify the Vice President for Academic Affairs of vacated or newly-created positions in academic personnel (instructional, library, support services, etc.).

Although major responsibility for executing faculty recruitment and appointment rests with the Vice President for Academic Affairs, faculty members are encouraged to offer recommendations of worthy candidates to Division Chairpersons. (See Recruitment) After consultation with faculty in the subject area and the Division Chairperson, a recommendation for further consideration of the candidate is made to the Vice President for Academic Affairs. The decision is made by the Vice President for Academic Affairs and the Division Chairperson to extend an invitation to the candidate for an interview.

When the candidate is interviewed on campus, students, faculty, and other persons at the College shall be involved as fully as possible. Every attempt shall be made to present a true and candid picture of the College. In addition, every input from these persons on their opinions of the candidate is solicited.

The Division Chairperson shall, after proper consultation with the above mentioned persons, give to the Vice President for Academic Affairs a priority list of candidates to fill the position with sufficient explanation for the selection. The Vice President for Academic Affairs shall, in turn, report to the President, his/her recommendations for filling of the position.

The President will review the candidate's file, giving full consideration to the recommendation and report of the Vice President for Academic Affairs, and issue to the individual a contract which specifies the conditions of employment, the salary, the period of employment, and the rank. Acceptance of the terms of employment is indicated by the return of the appropriate document with signature affixed.

Any appointment to the faculty, whether permanent, part-time, or conditional, shall rest with the President with the approval of the Board of Trustees.

**Faculty Re-Appointment Procedures**

Recommendations for faculty re-appointments are made, in writing, by the Division Chairperson to the Vice President for Academic Affairs on, or before March 1 of each year. By March 15 of each year, the Vice President for Academic Affairs shall submit, in writing, his/her recommendations for re-appointment to the President.
Re-appointment contracts shall be issued by the President after the Post-School Conference. The signed contract shall be returned to the Office of the President within two weeks after its issue.

**Academic Faculty Recruitment and Selection**

Lane College has an open recruitment policy in its selection of faculty members and does not discriminate on the basis of race, sex, age, religion, handicap, or national origin. All qualified candidates, as described in the earlier section of this *Handbook*, have an equal opportunity for selection as a Lane College faculty member.

Prior to the appointment of a non-American citizen to the College faculty, a procedure will be used to determine the candidate's command of the English language. This procedure will include the interview process and the requirement of a written statement of not less than 200 words on his/her teaching philosophy.

Recommendations for additional academic faculty members are made by the Division Chairperson to the Vice President for Academic Affairs. Ideally, this is done when the budget for the upcoming academic year is being developed. This process should show a projection of academic faculty needs based on student enrollment and/or interest within the particular Division. Other strategies for recruitment, such as personal contracts, circulation of notices to other institutions, and advertisements in professional journals, should also be exploited to ensure that there is a diverse pool of candidates from which to choose. The recommendations sent to the Vice President for Academic Affairs should be prioritized.

After all recommendations have been forwarded the Vice President for Academic Affairs will select the candidate or candidates judged to be priority for the particular position and invite them to the College for interviews. During the interview, the programs and characteristics of the Division and the College should be articulated along with the demands and expectations of each new faculty member. Syllabi, textbooks, and facilities for courses to be taught should be described. The prospective candidates also have an opportunity to talk with faculty members and students of the area involved in order to gain further insights. The Vice President for Academic Affairs will determine the most appropriate and qualified candidate for the vacant position and will make recommendations to the President for employment.

Part-time faculty members are expected to have the same academic preparations as full-time faculty in their area of competence.

Only the President can tender an offer of employment. Similarly, only the President can discuss or set salary, fringe benefits, and initial rank. Contracts are signed by the President and a copy of each employee’s contract is retained in the Presidents files.

Each faculty member must have on file in the office of the Vice President for Academic Affairs the following:
1. Official transcripts from all work done at all levels of instruction
2. A completed application form
3. A resume, updated each year
4. A list of all organizations with which he/she is affiliated as an active member
5. Three letters of recommendation

**Termination of Services**

The College reserves the right to terminate tenured appointments and term appointments for the following reasons:

1. Academic incompetence
2. Gross and willful neglect of duties
3. Financial exigency
4. Violation of the College’s policy on drug abuse *(See Appendix C)*
5. Falsification of information on employment records
6. Moral turpitude
7. Violation of the College's policy on sexual harassment *(See Appendix D)*

Any faculty member discovered to be involved in the sale of grades, in any form, will be dismissed immediately.

A written statement of charges must be given to the faculty member, and he/she shall be given the right to hearings in keeping with the provisions of the By-Laws of the Board of Trustees.

**Suspension**

In the interest of the College, the President has the authority to suspend a faculty member, including those with tenure, pending investigation of charges against the faculty person and pending final action on those charges leading to dismissal of charges or termination. Such suspensions will normally be with pay.
Retirement

The normal retirement age for members of the faculty is 70. Upon recommendation of the President, the Board of Trustees may approve continued employment on a year-to-year basis.

Resignations

If a faculty member plans to resign at the end of an academic year, he/she shall give notice of his/her resignation not later than May 15.

Check-Out Procedures at Year’s End

At the end of each academic year each faculty member must adhere to the following check-out procedures:

1. Obtain clearance from the following offices. (Each office must sign the checklist indicating that the faculty member has no encumbrances or outstanding items from these offices.)
   a. Library (Books and materials must be returned.)
   b. Registrar (Grades must be submitted.)
   c. Vice President for Academic Affairs (Roll books, advisees folders, and desk copy of textbooks must be submitted.)
   d. Vice President for Business and Finance (Keys to offices must be returned.)
   e. Budget and Compliance Officer (A signed Inventory Clearance)

2. The completed clearance checklist must be turned into the Cashier before final checks are distributed. *(See Appendix E)*

Salary Schedule and Salary Increments

The salary schedule for the various professional ranks is set by the Board of Trustees. Faculty members are informed when changes are made in the schedule. Recommendations of salary increases are made on the basis of evaluations made the Vice President for Academic Affairs.

The evaluation encompasses teaching performance, research, community service, and professional responsibility.

Raises are not automatic but the College reviews salaries annually. Increments may be granted from year to year within a given rank until the ceiling for that rank is
reached on the basis of the increased value of the services of the employee and the financial ability of the College to upgrade salaries. The results of the Faculty Evaluation Program will be used as a factor in determining year-to-year increments.

Since the promotion to the next higher rank is not automatic, one's salary remains fixed when it has reached the ceiling for the rank/position.

Salaries of faculty may be increased annually based on the following factors:

1. One may be recommended as an "exception"

2. Positive results on the College Evaluation of Faculty System

3. A successful publication of a book or journal in an academic discipline

4. The ceiling of the salary may be raised

5. When responsibility increase and promotions occur, salaries are adjusted accordingly. To encourage internal promotions, the College circulates personnel bulletins and announcements, describing openings and any person qualified is free to apply. Salary arrangements are confidential

A. Promotion Increment

A special increment may be provided when a faculty member is elevated to a higher rank or position.

B. Study Increment

A special increment may be granted when a ranked faculty member has earned thirty-five (35) additional semester hours beyond the credit hours he/she has when his/her present salary was determined. This increment may be earned a second time when the teacher has earned still another thirty-five (35) semester hours of graduate credit. If he/she has twice received the increment for a total of seventy (70) hours, he/she is not again eligible for the increment.

C. Degree Increment

A special increment may be provided when a faculty member earns a PhD or EdD, or equivalent degree while in service.

D. External Grants/Contracts

A special increment may be provided when a faculty member writes and receives funding for a project(s) which generates additional revenue to the College. This is a one-time increment.
Salary Payments

Faculty members are paid semi-monthly or monthly. Checks are issued in the Cashier's Office on the fifteenth and on the last working day of each month. Faculty members on nine-month contracts may arrange to have their salaries spread out over twelve months, rather than nine. Direct deposit is also available to all employees. All salaries are subject to withholdings for Federal Income Tax and F.I.C.A. (Social Security). Other authorized deductions are made at the discretion of the faculty.

Organization, Duties, and Responsibilities of Faculty

The Vice President for Academic Affairs is the administrative head of the Faculty. This office is responsible to the President for the instructional program and is directly in touch with its Division Chairpersons and directors of instructional support programs and services.

Division Chairpersons are appointed by the President upon the recommendation of the Vice President for Academic Affairs. Directors of services or programs, academic Area Coordinators, and the Head Librarian are appointed annually. It is the responsibility of the Chairpersons and the directors to coordinate the work of their Divisions and programs, and the make recommendations to the Vice President for Academic Affairs.

The Faculty meets regularly, with the President or his appointee presiding. The Faculty chooses its secretary and parliamentarian. This body has final authority over matters pertaining to the addition, deletion, or change in the course of study of the academic programs of the College.

Orientation of New Faculty

All new faculty members meet prior the initial fall meeting of the full faculty. In this meeting, presentations covering all vital aspects of the College are made by the Division Chairpersons, the President, and the Vice President for Academic Affairs. Ample time is then provided for a question and answer period covering areas of orientation and matters of pertinence to the individuals within the group.

Communication with Faculty

Faculty members are informed of new and pending developments either through faculty meetings or newsletters, which are published expressly for keeping the faculty and constituents of the College informed. Individual faculty members are contacted through memoranda delivered to their offices. Each faculty member is assigned an office box in the mail room to which all communications are referred. Faculty members are encouraged to check their boxes at least once and preferably twice, per day.
Office Facilities

Each faculty member will be provided with adequate office space. However, due to the space constraints, offices may have to be shared. By mutual arrangement between those sharing small offices, conference and seminar rooms may be utilized for academic-related discussions with students or colleagues so as to keep disturbances to a minimum. It is institutional policy that offices are not intended as a facility for personal or private use or for use in activities not related to the academic program of the College.

Copy Services and Clerical Assistance

Faculty members may make use of the Secretarial Pool in the Copy Center. Clerical assistance may be obtained by presenting materials for reproduction to the Center. Due consideration must be given to advance scheduling during certain periods when workloads are exceptionally heavy, as at testing periods or Commencement. With anticipation and early submission of materials, faculty members may obtain prompt service. Only in real emergencies, justified to the responsible office, should materials be expected upon demand, and usually not within twenty-four hours. In genuine emergencies, other officers will cooperate with reasonable requests.

Professional Growth Plans

Each member of the faculty is required to periodically submit a professional growth plan which is to be implemented as a condition of employment. The plan should be submitted to the Division Chair and the Vice President for Academic Affairs. In subsequent years of employment, the submission and implementation of a professional growth plan will be a mandatory condition of re-employment.

The Professional Growth Plan should indicate all academic and professional experiences, credit and non-credit, to be undertaken by the faculty member as a means of extending teaching competencies. Each faculty should take at least six hours each five-year period in his/her major or collateral field. Illustrations of this would be formal study toward a degree, participation in workshops and seminars, or special courses or projects. These suggestions are not exhaustive.

 Upon approval of the plan by the Division Chair and the Vice President for Academic Affairs, the faculty member is expected to take the appropriate steps to implement the plan. (See Appendix B)

Policy on Faculty Appearance/Dress

As members of the Lane College community, it is expected that, at all times, faculty show good judgment and common sense in wearing attire. Faculty members are expected to dress neatly and appropriately for classes, and all formal College
events and activities. Proper dress contributes to the image of the College and conveys a message regarding the individual. Faculty should avoid wearing jeans, shorts, sweat suits, tennis shoes, or any other attire which reflects poor taste. The Vice President for Academic Affairs and the President have final authority with respect to exceptions and interpretation of this policy. (For example, exceptions will be made for physical education activities.)

Faculty members are asked to ensure that students in their classes adhere to the *Standard Dress Code*. *(See Appendix F)*

**Policy on Faculty Conduct**

Faculty and staff have the responsibility to respect students and to conduct themselves in a manner that is professional and reflective of the high values or ethics to which Lane College subscribes. Hence, the College has adopted a Policy on Employee Conduct, to which all faculty must adhere. *(See Appendix G)*

**APPOINTMENT AND RANK OF FACULTY**

**Initial Appointment and Responsibilities of the Faculty**

It is assumed that every faculty member, regardless of rank, will evidence concern for the objectives of Lane College and will be competent in five areas: teaching, advising, scholarly activity, service to the institution, and public service. Teaching, however, is the primary function of the academic faculty at Lane College. In order to teach effectively, one must keep abreast of the content and method of one's academic discipline.

**Ranks of the Faculty for Initial Appointment**

The President and the Vice President for Academic Affairs shall assign a rank to new employees. This rank must be accordance with the Criteria for Academic Tenure and Promotion in Rank. Minimum requirements for initial appointment at the several ranks are as follows:

1. **Professor**
   a. One must have a terminal degree in an academic discipline. Qualification other than academic degrees may be acceptable for appointment to this rank, specifically, competent writing in an academic field, or creative work in a professional field may be acceptable for appointment to this rank, specifically, competent work in a professional field may be accepted, provided the work is recognized by outstanding scholars in the field concerned.
   b. One must have met other criteria expected of persons who hold
the rank of Professor at Lane College

c. If one holds a professorship from a comparable institution, such rank may be granted at Lane College.

d. One must have demonstrated teaching ability and show a continuing interest in one's academic field by activities such as advanced study, research, and active membership in learned and professional societies.

e. In the case of renowned individuals, one or more of the above-named criteria may be waived at the discretion of the President upon the recommendation of the Vice President for Academic Affairs.

2. **Associate Professor**

a. One must have a terminal degree in an academic discipline. Qualifications other than academic degrees may be acceptable for appointment to this rank. Specifically, unusual academic service or competent writing in an academic field or creative work in a professional field may be accepted, provided the work is recognized by outstanding scholars in the field concerned.

b. One must have met other criteria expected of persons who hold the rank of Associate Professor at Lane College.

c. One must have demonstrated teaching ability and show a continuing interest in one’s academic field by activities such as advanced study, research, and active membership in learned and professional societies.

d. In the case of renowned individuals, one or more of the above-named criteria may be waived at the discretion of the President upon the recommendation of the Vice President for Academic Affairs.

3. **Assistant Professor**

a. One must have a master's degree or equivalent academic certification in an academic discipline or a related field of study. It is expected that an Assistant Professor is pursuing and making progress toward the terminal degree in his/her teaching discipline.

b. One must have met other criteria expected of persons who hold
the rank of Assistant Professor at Lane College.

c. If one holds an assistant professorship from a comparable institution, such rank may be granted at Lane College.

d. One must have demonstrated teaching ability and show a continuing interest in one's academic field by activities such as advanced study, research, and active membership in learned and professional societies.

e. In the case of renowned individuals, one or more of the above-named criteria may be waived at the discretion of the President upon the recommendation of the Vice President for Academic Affairs.

4. **Instructor**

   a. One must have a master's degree or equivalent academic certification in an academic discipline or a related field of study.

   b. One must have shown a continuing interest in one's own academic field by activities such as advanced study, research, and active membership in learned and professional societies, and must have demonstrated teaching ability.

5. **Emeritus Faculty**

   The title of Faculty Emeritus shall be awarded only to persons who have officially retired and have contributed distinguished service to the College over a period of not less than twenty years. The number of years may be waived upon recommendation of the Rank and Tenure Committee and the approval of the faculty and the President.

6. **Titles used for temporary appointment shall be Lecturer or Visiting Professor.**

**Term Appointments**

A term appointment is an appointment for one academic year, or any part thereof, in which the College is not obligated to renew the contract, as opposed to a tenured appointment.

A. Every appointment and re-appointment shall be made in writing and shall state the term of the appointment.

B. Term appointments and re-appointments shall be as follows:
1. Appointment to instructor shall be for one year and may be renewable annually for three additional years. At the end of the first one and one half years, the Vice President for Academic Affairs shall review with the faculty member the conditions with which he or she must comply in order to be eligible for promotion. If, at the end of the three years of annual appointment, the faculty member has not met these conditions, he or she shall be informed by written statement from the Vice President for Academic Affairs or the President of his or her status and prospect for the future at the College.

2. Appointments to assistant professor, associate professor, and professor shall be for terms of one year and may be renewed annually. At the end of the first one and one half years, the Vice President for Academic Affairs shall review with the faculty member the conditions with which he or she must comply in order to be eligible for promotion. If, at the end of the three years of annual appointments, the faculty member has not met these conditions, he or she shall be informed by written statement from the Vice President for Academic Affairs or President of his or her status and prospects for the future at the College.

3. Term appointments and re-appointments shall be for such terms as will make the faculty member’s total period of service under term appointments not more than seven years. In the event the College wishes to offer a term appointment to a faculty member’s for an eighth or subsequent year, and should the faculty member accept such appointment, it is understood that such appointment is on a year-to-year basis only. The failure of a faculty member on term appointment to apply for tenure will not be construed as de facto tenure.

4. Faculty members on term appointments who will not be reappointed shall be so notified by March 15. A faculty member on term appointment who does not desire to be re-appointed must give the College advance notice of this fact as soon as possible, but not later than May 15.

5. Rank and Salary: Promotion to a given rank shall carry with it at least the minimum salary for that rank.

6. Initial Rank: The President and the Vice President for Academic Affairs shall assign a rank to new employees. This rank must be in accordance with the Standards for Rank and Tenure.
7. Only full-time teaching during the regular academic year shall count toward qualification for rank. This excludes part-time teaching, summer school teaching, teaching as graduate assistants and teaching by teaching fellows while in graduate school.

8. Administrators:
   a. An administrator is one whose primary responsibilities, as judged by the President, do not relate directly to teaching, and who is employed under a twelve-month contract.
   b. *No full-time* administrator shall be eligible for advancement in rank, although this person may be asked by the President and the Vice President for Academic Affairs to teach one or two courses.
   c. Administrators whose primary responsibilities relate directly to instruction and who teach at least ten hours (for example, division chairs) shall be eligible for advancement in rank.

**Full-time and Part-time Instruction**

Definitions of full-time and part-time teaching are administrative. Under current regulations, full-time teaching consists of 12 to 15 credit hours. Any persons teaching fewer than 12 credit hours and not in an administrative position shall be considered part-time. However, upon the recommendation of the Vice President for Academic Affairs, the President may appoint a person to full-time status who is engaged in academic and research activities which are consonant with the teacher's professional growth and with the needs and objectives of the College.

**CRITERIA FOR ACADEMIC TENURE AND PROMOTION IN RANK**

**Definition of Tenure**

Academic tenure is a means to attract to the teaching profession qualified applicants of high ability, and is only one important protection of academic freedom. Academic freedom is a right of all members of the academic community, regardless of tenure status. However, under no circumstances, is tenure a shield for mediocrity, incompetence, or academic irresponsibility.

Tenure must be earned over the years based on merit as established by measurable criteria, with the best interest of Lane College being served optimally by such action. Religion, national origin, race, gender, or age shall not be factors in the evaluation of an application for academic tenure.
Lane College subscribes to the principles of tenure as described by the AAUP (American Association of University Professors) in the following statement:

*Tenure is a means to certain ends: specifically :(1) freedom of teaching and research and of extra-mural activities; and (2) a sufficient degree of academic maturity to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.*

**Provisions of Tenure**

The following provisions, which are in accord with those adopted by the Lane College Board of Trustees at its February 1994 meeting, shall be observed:

A. The Lane College Board of Trustees has the ultimate responsibility for employing academic personnel and for awarding or denying tenure to academic personnel.

B. Only full-time academic personnel shall be eligible for tenure, to include library personnel who hold at least the Master of Library Science degree.

C. Administrators shall not be eligible for tenure, except in their capacity as members of the faculty.

D. Tenured faculty who serve in administrative positions will retain their tenure as faculty during such service.

E. The provisions of this policy shall not be retroactive. Therefore:

   1. All persons holding tenure on the effective date of this policy shall retain tenure.

   2. This policy shall in no way affect any rights acquired by any person employed by Lane College prior to the effective date of this policy.

F. Tenure candidates shall serve a probationary period of six years of full-time teaching prior to applying for a tenured appointment. A portion of this probationary period may be spent at other institutions comparable to Lane College, except that three years shall be spent at Lane College, even if this time span extends the probationary period beyond the six year period listed above.

G. A person who has distinguished himself/herself as a teacher of excellence may be recommended for tenure at Lane College after two years of service upon the recommendation of the Vice President for Academic Affairs and the President of the College.

H. Each teaching area of the College shall be limited to no more than 50%
tenured faculty. Natural attrition should be the means to achieve this status in those instances where the percentage of tenured faculty is above 50% in a specified teaching area.

I. Only full-time teaching during the regular academic year shall be counted as a part of the probationary period. This excludes summer term teaching and part-time teaching.

J. Tenure shall not be awarded to a person who holds the rank of instructor. The years of service at this rank may be counted toward the probationary period for tenure.

K. Faculty members awarded tenure will be notified in writing by the President of the College within 30 days following the meeting of the Lane College Board of Trustees when tenure was granted.

Tenure Time Frames

A. At the end of the fifth year of service, a faculty member may apply for tenure (See application material) if a vacancy is available in the teaching area. The faculty member must meet all of the criteria that are established. (see Criteria)

B. At the end of the sixth year, the results of the evaluation of the faculty member shall be provided that individual. If tenure is awarded the person will be informed as s/he begins the seventh year.

C. If tenure is denied to a faculty member, s/he may be retained on a yearly contract, contingent upon the need for the services of a person in the area of competence. The issuance of a yearly contract will not be construed as de facto tenure.

D. Tenured faculty shall retain their status until they retire, resign, or are terminated for cause (see Loss of Tenure) or as a result of financial exigency (see Financial Exigency).

Tenure Procedure

A. Faculty seeking tenure must apply through their Division chairperson upon learning of a vacancy in their teaching area.

B. The application and all supporting documents, together with the recommendations of the Division Chairperson, shall be submitted to the Vice President for Academic Affairs for evaluation and recommendations not later than October 1 of an academic year.

C. The Vice President for Academic Affairs shall receive and transmit all applications and supporting documents to the Lane College Tenure and
Promotions Committee.

D. The Tenure and Promotion Committee shall examine the applications, the supporting documents, the evaluations and recommendations of the Division Chairpersons and the Vice President for Academic Affairs to determine the eligibility for tenure of the applicant in accordance with the established criteria.

E. The Tenure and Promotion Committee shall assign points to each of the categories listed in the criteria (see Criteria) for each of the applicants. The total number of points accumulated shall be recorded on the appropriate form. The Committee shall report the eligibility or non-eligibility of an applicant based on the total of points accrued. The Committee does not recommend for or against tenure, but merely determines eligibility for same.

F. The Tenure and Promotion Committee shall forward to the Vice President for Academic Affairs all information on the applicant, including the report on eligibility or non-eligibility.

G. In the event that the Tenure and Promotion Committee determines that an applicant is not eligible for tenure based on established criteria, the Vice President for Academic Affairs shall be informed and provided reasons therefor. If the Vice President for Academic Affairs should concur with the Committee’s decision in case of a determination of ineligibility, he/she shall inform the applicant and the Division Chairperson and provide in writing reasons therefor. Then the application will be withdrawn from further consideration.

H. The Vice President for Academic Affairs shall make an assessment of the application, the supporting documents, the evaluations and recommendations of the Division Chairperson, and the evaluations of the Tenure and Promotion Committee. The Vice President for Academic Affairs shall submit all materials, recommendations, and evaluations to the President of the College by January 15.

I. The President of the College shall make evaluations and submit recommendations for tenure to the Lane College Board of Trustees during its Spring meeting.

J. If an applicant should feel that he/she has been wrongfully denied tenure, that applicant shall be afforded a hearing to review relevant information with respect to the case. All information obtained during the hearing will be transmitted with recommendations to the President of the College. The hearing shall be held before a committee consisting of three tenured faculty members and the Vice President for Academic Affairs. One of the faculty members shall be chosen by the applicant; one shall be chosen by the President of the College; and those two faculty members shall agree on the
third. The Vice President for Academic Affairs shall serve as the presiding officer, deliberating at will but voting only in case of ties.

**Application Material Needed to Seek Tenure, Promotion, or Both**

A. A completed application form from the faculty member with supporting documents such as publication; presentations, exhibits, proper signatures, etc.

B. A completed evaluation form from the Division Chairperson analyzing the work of the applicant in detail. This document should designate and document the areas of competence and excellence which support the recommendation for tenure, promotion, or both.

C. A complete evaluation form from the Vice President for Academic Affairs, analyzing the work of the applicant in detail. This document should designate the documented areas of competence and excellence which support the recommendation for tenure, promotion, or both.

D. A summary of the past three years of student evaluations.

E. Completed evaluation forms from other faculty members (Peer Evaluation Forms) for the past three years.

F. Statement of faculty member as to their teaching philosophy and its usage in their teaching experiences.

G. Copies of reprints of publications resulting from research, printed materials that substantiate involvement in creative activities, participation in workshops, seminars, professional organizations, etc.

H. Documentation of honors, awards, recognitions bestowed or received.

I. Any other documents of professional merit that will facilitate a decision on the request for tenure, promotion, or both.

**Criteria for Tenure**

A. A candidate for tenure must hold the terminal degree in his/her teaching discipline or possess exceptional credentials in lieu thereof, as supported by peers at similar institutions.

B. In the interest of maintaining a strong faculty, serious consideration is given to candidates as it pertains to the following:

   1. Teaching Excellence
   2. Professional Training and Experience
3. Creative Activities, Research, and Publication

4. Professional Activities

5. Advisement

6. College Service

C. While all criteria cited above are important and will be considered when evaluating each faculty member for tenure, it is required that each faculty member will achieve a minimum of eighty percent (80%) of the total number of points available for teaching excellence.

D. Candidates for tenure must achieve a minimum number of points for the criterion entitled "Creative Activities, Research, and Publications" as follows: Assistant Professor -- 8 points (27%); Associate Professor -- 18 points (60%); and Professor -- 22 points (73%).

E. For tenure at the rank of Associate Professor, candidates must achieve 12 of the 18 points (67%) for the publication of books, articles in learned journals and significant creative productions as judged by a panel of the applicant's peers.

F. For tenure at the rank of Professor, candidates must achieve 15 of 22 points (68%) for the publication of books, articles in learned journals and significant creative productions as judged by a panel of the applicant's peers.

G. Overall, candidates for tenure shall receive not less than seventy-five percent (75%) of the possible total points that can be achieved.

**Points Awarded for Tenure and Promotion Criteria**

A. Teaching Excellence (Possible 90 points)

1. Outlines and plans for all classes taught for the last three years.  
   0-10 Points

2. Instructs clearly and fully as determined by various means, including class visitation of Divisions chairpersons and peer evaluators.  
   0-10 Points

3. Maintains awareness of student capacities as ascertained by various means, including student evaluations.  
   0-10 Points

4. Utilizes applicable instructional material as ascertained by various means, including class visitations of Chairperson and peer evaluators.  
   0-10 Points
5. Motivates students to work beyond course materials and minimum class requirements as determined by various means, including student evaluations. 0-10 Points

6. Fairly evaluates students’ performance as determined by various means, including student evaluations. 0-10 Points

7. Respects the rights of students as determined by various means, including student evaluations. 0-10 Points

8. Meets classes punctually and regularly. 0-10 Points

9. Maintains classroom decorum. 0-10 Points

B. Professional Training and Experience (30 Points)

1. Study, including formal course work 0-10 Points

2. Study, including travel and workshops 0-10 Points

3. Advanced degree(s) 0-10 Points

C. Creative Activities, Research and Publications. (30 Points)

1. Innovative teaching methods 0-10 Points

2. Research 0-10 Points

3. Publications (points for each) 0-10 Points

D. Professional Activities (25 Points)

1. Contributions to the community (local, state, national and international) 0-10 Points

2. Participation in seminars, conventions, conferences as presenter, facilitator, etc. 0-10 Points

3. Consulting in community or in other institutions of higher learning. 0-5 Points

E. Advisement (20 Points)

1. Demonstrates knowledge of available academic programs 0-5 Points

2. Is readily available to students. 0-5 Points
3. Demonstrates knowledge of professional and graduate schools and their availability for students. 0-5 Points

4. Demonstrates concern for student welfare and development. 0-5 Points

F. College Service (15 Points)

1. Sponsorship of campus organizations 0-5 Points

2. Committee membership 0-5 Points

**Academic Promotion—Rationale**

A. Promotion from one rank to another at Lane College shall be based on merit and in accordance with established criteria.

B. Possession of specified degrees and time spent in a specific rank, while considered as factors in determining merit, shall not, alone, constitute justification for promotion and rank.

C. Religion, national origin, race, gender, or age shall not be factors in the evaluation of applications for promotion.

**Promotion Procedures**

A. Faculty seeking promotion must apply through their Division chairperson.

B. The application and all supporting documents, together with the recommendations of the Division Chairperson, shall be submitted to the Vice President for Academic Affairs for evaluation and recommendations not later than October 1st of an academic year.

C. The Vice President for Academic Affairs shall receive and transmit all applications and supporting documents to the Lane College Tenure and Promotion Committee.

D. The Tenure and Promotion Committee shall examine the applications, the supporting documents, and the evaluations and recommendations of the Division Chairpersons and the Vice President for Academic Affairs to determine the eligibility for the promotion of the applicant in accordance with the established criteria.

E. The Tenure and Promotion Committee shall assign points to each of the categories listed in the criteria (see Criteria) for each of the applicants. The total number of points accumulated shall be recorded on the appropriate
form. The Committee shall report the eligibility or non-eligibility of an applicant based on the total points accrued. The Committee does not recommend for or against promotion, but merely determines eligibility for same.

F. The Tenure and Promotion Committee shall forward to the Vice President for Academic Affairs all information on the applicant, including the report on eligibility or non-eligibility.

G. In the event that the Tenure and Promotion Committee determines that an applicant is not eligible for promotion based on established criteria, the Vice President for Academic Affairs shall be informed and provided reasons therefore. If the Vice President for Academic Affairs should concur with the Committee’s decision in case of a determination of ineligibility, he/she shall inform the applicant and the Division Chairperson, and provide in writing reasons therefore. Then the application will be withdrawn from further consideration.

H. The Vice President for Academic Affairs shall make an assessment of the application, the supporting documents, the evaluations and recommendations of the Division Chairperson, and the evaluations of the Tenure and Promotion Committee. The Vice President for Academic Affairs shall submit all materials, recommendations, and evaluations to the President of the College by January 15.

I. The President of the College shall make evaluations and submit recommendations for promotion to the Lane College Board of Trustees during its Spring meeting.

J. If an applicant should feel that he/she has been wrongfully denied promotion, that applicant shall be afforded a hearing to review relevant information with respect to the case. All information obtained during the hearing will be transmitted with recommendations to the President of the College.

The hearing shall be before a committee consisting of three tenured faculty members and the Vice President for Academic Affairs. One of the faculty members shall be chosen by the applicant; one shall be chosen by the President of the College; and those two faculty members shall agree on the third. The Vice President for Academic Affairs shall serve as the presiding officer, deliberating at will but voting only in case of ties.

**APPLICATION MATERIAL NEEDED TO SEEK PROMOTION**

**Criteria for Promotion**

**A. Instructor to assistant professor** -- Eligibility for promotion will be granted only after three years of service at Lane College. It is expected that an instructor considered for promotion will have the Master's degree and will
provide evidence that the terminal degree is being pursued in an organized program of study in his/her teaching discipline and will provide a projected date for completion of all requirements for the degree substantiated in writing by his/her major professor or advisor.

B. Assistant professor to associate professor -- Eligibility for promotion will be granted only after three years of service to Lane College at the rank of assistant professor. It is required that the applicant considered for promotion to associate professor will be a holder of the terminal degree in his/her teaching field or possess exceptional credentials in lieu thereof.

C. Associate professor to professor -- Eligibility for promotion to the rank of professor will be granted only after four years of service at Lane College at the rank of associate professor. The applicant must be the holder of a terminal degree in the teaching discipline or possesses exceptional credentials in lieu thereof.

D. In the interest of maintaining a strong faculty, serious consideration is given to candidates as it pertains to the following:

1. Teaching Excellence
2. Professional Training and Experience
3. Creative Activities, Research, and Publication
4. Professional Activities
5. Advisement
6. College Service

E. While all criteria cited above are important and will be considered when evaluating each faculty member for promotion, it is required that each faculty member will achieve a minimum of eighty percent (80%) of the total number of points available for teaching excellence.

F. Candidates for promotion must achieve a minimum number of points for the criterion entitled "Creative Activities, Research, and Publications" as follows: Instructor to Assistant Professor -- 8 points (27%); Assistant Professor to Associate Professor -- 18 points (60%); and Associate Professor to Professor -- 22 points (73%).

G. For promotion from the rank of Assistant Professor to Associate Professor, candidates must achieve 12 of the 18 points (67%) for the publication of books, articles in learned journals and significant creative productions as judged by a panel of the applicant's peers.
H. For promotion from the rank of Associate Professor to Professor, candidates must achieve 15 of 22 points (68%) for the publication of books, articles in learned journals and significant creative productions as judged by a panel of the applicant's peers.

I. Overall, candidates for promotion shall receive not less than seventy-five percent (75%) of the possible total points that can be ascertained.

**Promotion and Tenure for Librarians**

A. Promotion for Librarians shall be granted on the following basis:

1. Assistant Librarian - (a) Promotion to this rank shall require evidence of significant professional contributions to the library and/or to the institution. (b) One must have a master's degree in Library Science

2. Associate Librarian - (a) Promotion to this rank shall require evidence of substantial professional contributions to the library and to the institution as well as attainment of a high level of bibliographical activities, in research, or in other professional endeavors. (b) One must have a master's degree in Library Science

3. Head Librarian - (a) Promotion to this rank shall require outstanding achievements in bibliographical activities, in research, or in other professional endeavors; (b) One must have a master's degree in Library Science

B. Tenure for Librarians shall be granted on the following basis:

1. Effectiveness of performance as a Librarian

2. Scholarly ability as evidenced by the execution of significant research in librarianship or by publication

3. Effectiveness of service to the institution as evidenced by successful service on committees, participation in institutional governance, or by advisement of students and student groups

4. Continuing growth as evidenced by active participation in appropriate professional and scholarly organizations and/or by the ability to handle successfully increased responsibility
Loss of Tenure

Any tenured person who resigns and subsequently accepts re-employment with the College shall retain rank but shall enter the new assignment without tenure. However, the College may, at its option; and upon recommendation of the President, grant credit toward tenure. The actual granting of tenure, however, even when full credit has been awarded, is not automatic, but requires the usual procedures.

GLOSSARY OF TERMS

1. Full-Time Faculty:

   Full-Time faculty members are those persons who teach 12 - 15 hours per semester or their equivalent, as approved by the Vice President for Academic Affairs and the President. Whether a person is full-time or not shall be stated in that person's contract at the time the contract is signed.

2. Comparable Institutions (U.S.A.):

   Comparable Institutions are defined for the purpose of this document as institutions of higher education accredited by a nationally recognized accrediting agency. This shall include two-year junior colleges, community colleges, and branch campuses of university systems, as well as four-year colleges and universities.

3. Comparable Foreign Institution:

   Comparable Foreign Institutions of higher education are those accredited by a nationally recognized accrediting agency in their own country, and recognized by accrediting agencies in the United States, such as the American Association of Admissions Officers and Registrars; the American Council on Education; and the Tennessee State Department of Education. Where national accrediting agencies are not used, a statement by the U.S. Department of Education, or other such agency approved by Lane College's Rank and Tenure Committee, will suffice.

4. Transfer of Experience:

   Transfer of Teaching Experience and years toward tenure for all faculty members will be established at the time the faculty member is hired.

5. Tenure:

   The persons designated as tenured may consider the appointment permanent and the College obligated to renew the contract each year.
except for academic incompetency, moral turpitude, unethical conduct, neglect of duties and responsibilities, and/or other reasons listed under the section, "Termination of Services."

6. Term Appointment:

This refers to an appointment for one school term, or any part thereof, in which the College is not obligated to renew the contract, as opposed to a tenure appointment.

7. Financial Exigency:

Financial exigency means an urgent need to reorder the nature and magnitude of financial obligations in such a way as to restore or preserve the financial stability of the College to meet current expenses, including current debt payments and sound reserves, without invading or depleting capital.

8. Related Field of Study:

A field other than that of the area in which a person majored but one in which such a person would generally be expected to be competent through studies related to the major with not less than 18 graduate hours.

9. Temporary Appointments:

Persons in temporary appointments shall include part-time persons, those replacing persons on leave, those with only a bachelor's degree, and others under short-term arrangements.

10. Joint Appointments:

Joint appointments enable Lane College and similar institutions in the area to share faculty resources and maximize talents and dollars. Details of joint appointments are arranged by the Vice Presidents of the institutions involved, in consultation with the appropriate Division Chairs and Area Coordinators. At Lane, the Vice President for Academic Affairs may recommend a particular joint appointment to the President; the President makes such an appointment after consultation with the President of the other institution. A person holding a joint appointment is a member of the faculty of Lane College, and the second institution, with all the rights and privileges appertaining thereto.
BY-LAWS OF THE FACULTY OF LANE COLLEGE

ARTICLE I

A. Membership
The Lane College faculty shall consist of persons in the following categories:

1. Academic Faculty
   a. Full-time employees who are engaged in teaching and related functions and who hold rank of Instructor, Assistant Professor, Associate Professor, or Professor.
   b. Full-time employees who work in special programs or who are under special appointments and are without tenure.

2. Administrative Faculty
   Full-time employees under appointment. These shall include: the President, Vice President for Academic Affairs, Registrar, Head Librarian and Librarians with professional degrees.

3. Adjunct Faculty
   Visiting Lecturers, Consultants, Visiting Professors, staff members who teach, and part-time faculty. The word "faculty," when used in these By-Laws, refers to academic faculty, administrative faculty, and adjunct faculty.

B. Voting Rights

1. Voting membership in the faculty shall consist of the academic faculty and the administrative faculty. Adjunct faculty may attend all faculty meeting and have voice, but no vote.

2. At the beginning of each academic year, a complete list of the faculty, specifying each member's classification, shall be distributed from the President's Office.

C. Quorum
A quorum shall consist of a majority of the total voting
membership. A quorum must be present to transact business and vote. In the event there is lack of a quorum, another meeting shall be called.

D. Voting

1. Adoption of any action shall be by a majority of the voting membership present, except when otherwise stipulated in these By-Laws. Written ballots shall be used when requested by 10 or more members of the voting membership.

2. A motion involving policy on academic matters shall not be voted upon at the meeting of the faculty at which it is first proposed, but shall lie upon the table until the next meeting, unless a special order to the contrary is adopted by vote of a two-thirds majority of the voting membership of the faculty.

3. Officially excused members of the faculty who desire to vote on agenda items coming before the faculty may deposit their ballots with the Secretary of the faculty before the meeting at which the vote is to be taken.

E. Officers

1. Faculty Officers

*Presiding Officer.* The presiding officer of the faculty shall be the President or, upon the President's designation, the Vice President for Academic Affairs, or someone else designated by the President or Vice President for Academic Affairs.

*Secretary.* The faculty shall elect one of its members to keep minutes of all faculty meetings and to be custodian of all records. The Secretary shall serve for one year and may be re-elected. Copies of all records and minutes shall also be filed in the Office of the President, the Office of the Vice President for Academic Affairs, and the College Library.

*Parliamentarian.* A Parliamentarian shall be elected by the faculty to advise the chair or any faculty member at the meeting regarding parliamentary procedures. This officer shall serve for one year and may be re-elected.

F. Representatives

1. The faculty shall provide from its membership representatives to all committees and councils on which it is entitled to membership.

2. Unless otherwise provided, faculty representatives elected
to serve on any of the committees, or councils shall serve a term of one year, and shall be eligible for re-election.

3. Faculty Representative to Board of Trustees
   The faculty shall annually elect a member to serve as representative to the Board of Trustees.

G. Regular and Called Meetings

1. Regular meetings of the faculty shall take place at least eight times during the academic year, with at least one meeting each month September through May.

2. Meetings of the faculty may be called by the President, the Vice President for Academic Affairs, or upon written petition by at least ten members of the faculty. Notice of called meetings shall be in writing, setting forth the purpose of the meeting, and sent to each member of the faculty at least one week prior to the called meeting.

H. Agenda of Meetings

The Vice President for Academic Affairs, in cooperation with the Agenda Committee, shall be responsible for the agenda for regular and called meetings of the faculty.

This will be distributed at least three days before the meetings along with minutes from the previous meeting.

I. Conduct of Meetings

1. All meetings shall be conducted in accordance with accepted Parliamentary procedures as prescribed by Robert's Rules or any other rules of order accepted by the body.

2. The Order of the Agenda:
   a. Roll Call
   b. Minutes of the previous meeting
   c. Reports of standing committees
   d. Reports of ad hoc committees
   e. Special orders
   f. Unfinished business
   g. New business
J. Elections

1. Voting for the faculty secretary and parliamentarian for the following academic year shall take place at the April meeting of the faculty.

2. Terms of office shall extend from September 1 of the year of election through August 31 of the year in which the term expires.

3. If an elected official is unable to serve to the completion of the term, the faculty shall hold an election for the replacement.

4. Officially excused members of the faculty shall have absentee voting privileges on matters pertaining to elections. Their ballots shall be received by the Chair of the Committee on Nominations prior to the meeting at which the election is to occur.

5. Ballots for elections shall be prepared, distributed, and counted by the Committee on Nominations.

6. The faculty shall reserve the right to add nominations to the prepared ballot from the floor.

7. If a special election is needed to fill an unfulfilled term or a newly-created office, the Committee on Nominations shall present nominees at the earliest possible scheduled faculty meeting and the election shall be held and the results announced at that time. The faculty may call for an emergency election to fill such openings, and may then either nominate from the floor without referral to the Committee on Nominations, or convene a called meeting to hold an election, or both.

ARTICLE II

A. The Academic Affairs and Administration are responsible to the President of the College for every facet of the operation of the institution which relates to the instructional program.

B. The faculty is directly responsible for the formulation, revision, and continuous review of educational policies and procedures.

C. In the event that the President and/or Vice President for Academic Affairs should disapprove of an action or recommendation of the faculty, they should explicate and justify their position.

D. Alterations in the basic educational policies and procedures of the
College shall be presented to and approved by the faculty prior to the implementation. These responsibilities shall include, but are not limited to, reviewing and recommending policy and establishing procedures for the following: requirements for admission; procedures for registration, withdrawal, and transfer; curricula and degree requirements; grading and examination policy; attendance regulations; recruitment; and planning. The faculty shall make recommendations to the Vice President for Academic Affairs and the President on these matters.

ARTICLE III

There shall be standing committees of the College. The faculty shall be represented on the following standing Committees:

Committee on Nominations
Committee on the Agenda
Committee on Curriculum, Academic Standards, and Instructional Development
Committee on Faculty Affairs
Committee on Rank and Tenure
Committee on Admissions and Recruitment
Committee on the Library
Committee on Scholarships, Honors, and Awards
Committee on Institutional Planning/Assessment
Committee on Financial Aid
Committee on Athletics
Committee on Publications
Committee on Computers/Information Technology
Committee on Buildings and Grounds
Committee on Fringe Benefits
Committee on Safety
Committee on Religious Life
Committee on Student Affairs Council
Committee on Cultural Enrichment

(Descriptions of committees can be found in the Handbook on Committees, Cabinets and Councils)

ARTICLE IV

Committees should organize according to the prescribed procedures. Upon the adoption of these By-Laws by the faculty and the concurrence of the Board of Trustees, a Committee on Nominations shall be organized as soon as possible.

ARTICLE V

A. These By-Laws shall be amended by a two-thirds vote of the faculty voting
at a regular or call faculty meeting and upon the concurrence of the Board of Trustees. Proposed amendments shall be discussed by the faculty at least one meeting prior to the one at which a vote on them is taken.

B. The Office of the Vice President for Academic Affairs shall distribute these By-Laws to all faculty at the beginning of each academic year. They shall include current amendments, and shall have the procedures of standing committees attached to them.

ARTICLE VI

Upon the adoption of these By-Laws of the faculty and approved by the Board of Trustees, any faculty practice or regulations in conflict with these By-Laws shall automatically be rescinded.

EMPLOYEE BENEFITS

Retirement Plan

The Lane College Retirement Plan is underwritten by TIAA-CREF. Faculty who have completed one (1) year of service are eligible to participate. The College will make an annual contribution of three percent of one’s current salary into his/her retirement account. Detailed information about programs, services, and options is available at www.tiaa-cref.org.

Flexible Benefits Plan

The Flexible Benefit Plan is Cafeteria Plan authorized by the Internal Revenue Serve under Section 125 of the IRS Code. Each employee is allowed to have all permissible deductions for insurance and medical expenses excluded from gross income before taxed are deducted. Employees desiring to join the plan may get the required information from the Human Resources Office.

Health Insurance

Lane College’s health insurance plan provides eligible faculty and their dependents access to medical, dental, and vision care insurance benefits.

Eligible faculty may participate in the health insurance plan subject to all terms and conditions of the agreement between Lane College and the insurance carrier.

Full-time faculty members are eligible for group-insurance coverage. Group coverage includes major medical, hospitalization, group life insurance, and a Cafeteria Plan. Information concerning group coverage and informational pamphlets may be obtained from the Personnel Office.
Consolidated Omnibus Budget Reconciliation Act (COBRA)

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under Lane College’s health plan when a “qualifying event” would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee’s hours or a leave of absence; and an employee’s divorce or legal separation.

Under COBRA, the employee or beneficiary pays the full cost of coverage at Lane College’s group rates plus an administration fee if s/he quit voluntary. If an employee is terminated, the College is required to pay the premium cost. Blue Cross/Blue Shield of Tennessee (BCBS) administers Lane College’s COBRA program. BCBS provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under Lane College’s health insurance plan. The notice contains important information about the employee’s rights and obligations. In accordance with the requirements of the law, supervisors must notify the Personnel Office immediately when a “qualifying event” occurs.

Tax Shelters

The Internal Revenue Code provides that Lane College may place a portion of an employee's Compensation in an annuity contract owned by him, and that this portion of Compensation will not be taxed currently, but will be taxed instead as he receives it from his annuity, during retirement. For further information the faculty member should contact the Director of Personnel.

Family Medical Leave Policy

Eligible faculty who have worked for the College for at least twelve months and at least 1,250 hours during the twelve-month period immediately preceding the request for leave may be eligible for up to 12 weeks of leave under the Family and Medical Leave Act (FMLA): (1) because of serious health condition that makes the employee unable to perform the functions of the employee’s job; (2) to care for the employee’s spouse, son, daughter, or parent with a serious health condition; or (3) for the birth of a son or daughter, and to care for the newborn child, or for placement with the employee of a son or daughter for adoption or foster care. The amount of FMLA leave available to the employee is determined by examining the amount of FMLA leave taken in the preceding twelve (12) month period, measured backward from the date an employee uses any FMLA leave. More information is available from the Personnel Office.

Tuition Discount

A tuition discount is offered to children and spouses of employees who have been
employed for at least one year. This discount is intended to assist with educational expenses when considered with other forms of financial aid benefits.

**Athletic and Cultural Events**

Employees are urged to attend athletic contests and other cultural events that occur during the school year. Admissions to most of these events are free of charge to College employees. These events must be sponsored and controlled by the College.

**FACULTY GRIEVANCE PROCEDURES**

Grievances involving conflicts between faculty members, faculty and staff, and faculty and administrators should be resolved through conferences with Division Chairs and the Vice President for Academic Affairs. If these conferences do not resolve the grievances, they should be referred to the President for further consideration. In the event of grievances involving conflicts between faculty and staff, the President reserves the right to convene a committee consisting of the three members of the Faculty Affairs Committee, and three members of the Staff Grievance Committee. In those instances, rules, regulations, and disciplinary procedures as outlined in the *Staff Handbook* will apply.

Grievances concerning College policies, practices, and procedures should be considered in the appropriate Division. If grievances are not solved on this level, they should be referred to the Faculty Affairs Committee for appropriate action. Grievances concerning problems with students should be resolved as follows:

1. Disorderly conduct of students
   
   A. Matters involving classroom situations should be referred to the Vice President for Academic Affairs
   
   B. Matters involving situations outside the classroom should be referred to the Vice President for Student Affairs

2. Student complaints about grades -- Follow Grade Appeal procedures outlined in this document

3. Sexual Harassment
   
   A. Follow College policy outlined in Appendix D of this document
   
   B. If a student requests a formal hearing, follow procedures of the Student Grievance Procedures outlined below
STUDENT GRIEVANCE PROCEDURES

Students who believe he/she has been sexually harassed by a member of the faculty should contact a member of the Counseling Staff or a member of the faculty or staff whom he/she trusts. The Counselor will serve as the mediator for the Informal Review Procedures as described in Appendix D of this document. If a formal hearing is requested by the student complainant or by the administration, the following procedures are to be used:

Step 1 The student will discuss the problem with the Vice President for Academic Affairs.

Step 2 Within two (2) working days, the Vice President for Academic Affairs will arrange a meeting with the student and the accused harasser, as requested by the student.

Step 3 If the matter is not resolved in Step 2, or if the complainant does not wish to meet with the accused harasser, the Vice President for Academic Affairs will arrange a meeting of the Faculty Affairs Committee within two (2) working days.

Step 4 The Faculty Affairs Committee will investigate the situation. The Chairperson of the Faculty Affairs Committee will report the Committee's findings to the Vice President for Academic Affairs within two (2) working days. If it is possible to resolve the problem by mutual consent of all parties, a copy of the recommendations will be forwarded to the President by the Vice President for Academic Affairs.

Step 5 If the matter is not resolved in Step 4, the Vice President for Academic Affairs will convene a hearing before the Faculty Affairs Committee.

The following procedures are designed to give both the student complainant and the accused harasser a fair hearing:

1. **Before the Hearing**: The Committee will receive from the Vice President for Academic Affairs copies of any written documents pertinent to the case. Should any committee member request clarification of any point in the documents, the Vice President for Academic Affairs will issue the same clarification to all other members.

2. **Attendance at the Hearing**: Committee members, student complainant, one other Lane College student (if desired by the complainant to assist in presentation), the accused harasser, or other parties who may have pertinent information bearing on the case.

3. **Presentation at the Hearing**: The complainant will present his/her statement. The accused harasser will present his/her statement, after
which the other parties will present additional information. The complainant and the accused harasser may question any of those presenting statements.

4. **Confidentiality:** Committee members are prohibited from discussing any grievance with those involved (before or after the hearing) or with friends, other faculty, or other employees.

5. **Privacy:** In the best interest of all concerned, hearings are closed to Lane College faculty and employees not involved in the case, to the news media, and non-Lane College persons, unless permission is granted by the Faculty Affairs Committee. If the complainant wants to bring a lawyer to a hearing, he/she must make a request to the Faculty Affairs Committee. The request may or may not be granted.

6. A hearing is not a trial. It is a method of resolving a situation which may become a court case.

7. Recording of the Hearing Procedure should be made both on tape and in writing. All parties must be informed that the proceedings are being taped.

**Step 6** After hearing from all parties, the Chairperson dismisses them and the Committee members make their decision based on the facts of the case:

A. Guilty: There is sufficient evidence to believe that the accused committed the violation; or

B. Not Guilty: There is insufficient evidence to believe that the accused committed the violation.

**Step 7** Within 24 hours, the Chairperson shall send a written summary of the proceedings and findings of the Committee to the Vice President for Academic Affairs, who will, in turn, forward them to the President of the College.

**Step 8** In the event of a guilty finding, the President of the College will determine the sanction, and advise the involved parties.

**GENERAL POLICY STATEMENTS**

**Outside Employment: Teaching**

No faculty member is to engage in any activity which interferes with the performance of his/her duties at the College. Faculty members are prohibited from giving instruction in another institution without prior approval of the Vice President for Academic Affairs, the President, and the Board of Trustees.
The procedure is to submit a written request to the Division sent to the Vice President for Academic Affairs. If the Vice President for Academic Affairs approves the request, it is recommended to the President who then submits it to the Board of Trustees.

**Outside Employment: Other**

While emphasizing the fact that faculty members are obligated to devote their working time and efforts primarily to their College duties, the College recognizes that a limited amount of outside work for private Compensation may be advantageous to all concerned. Any outside employment or consultation, of course, should affirmatively contribute to the faculty member's professional advancement and correlate usefully with his College work. Employment or consultation must not interfere with College duties or conflict with College assignments.

Faculty members who wish to engage in other outside employment or consultancies must receive the prior approval of the Vice President for Academic Affairs and the President. The Vice President for Academic Affairs shall provide a report on the outside employment of members of the faculty to the President. The faculty member must always make it clear that the outside employment is his own responsibility, and that in so doing, he does not act as an agent or representative of the College.

College property and facilities may not be used for outside employment. College offices and long distance telephone calls may not be used for purposes other than College business. College office addresses and telephone numbers may not be publicized, i.e., placed in city directory, shown on business cards, etc., by individuals for the purpose of furthering non-College interests.

**Conflict of Interest**

Faculty members are required to disclose any conflict of interest, as described in the College’s Conflict of Interest Policy Statement. The Policy statement is found in Appendix I of this Handbook.

**Convocations**

All faculty members are required to participate in the Baccalaureate and Commencement Exercises, weekly chapel services, and other convocations announced by the President. Academic attire, where required, is the responsibility of each individual faculty member.

**Faculty Travel**

Funds for travel to attend professional meetings may be available through the College. The College encourages members of the faculty to attend professional
meetings. Faculty members are encouraged to pursue external funding for professional development, especially those funds provided in conjunction with The College Fund/UNCF. Requests for travel funds must be completed on the proper forms as far in advance as possible prior to scheduled departure dates, but not less than 2 weeks in advance.

**Summer Employment**

Employment during the summer session is not related to a faculty member's tenure status. Such employment is by invitation only and is contingent upon the instructional needs in the various academic Divisions. If a class offered during the summer session does not meet the minimum enrollment standards established by the College, it will be canceled and the Compensation reduced. Faculty members should be aware of this possibility.

**Summer School Compensation**

Compensation for faculty assignments during this period is based on a stipend rather than a salary scale.

**Workers’ Compensation**

All employees are covered by Workers’ Compensation Insurance for on-the-job-injuries or contracting occupational diseases. In either case, employees must report the incident immediately to the supervisor and to the Management Services Director. Workers’ Compensation pays after the employee has been off from work eight consecutive days. The employee will continue to receive Compensation after the eight day indefinitely as long as there is medical proof. If an employee is off from work for fourteen consecutive days, their pay will be retroactive covering the first through the seventh day of illness/injury. Workers’ Compensation is computed at 66 2/3% of the employee's salary subject to the maximum provided by law.

Thereafter, the amount to be paid will be determined by State regulations. Thus, if an employee suffers injury on the job or suffers a diagnosed occupational disease, the medical expense incurred will be paid for by the College's insurance company. The insurance company also makes payment to the College to cover the cost of maintaining the employee's wages during the period of disability resulting from a job-related injury or disease. If the employee is receiving full wages under sick leave during a period of such disability, then the College retains the funds received for salary under the Workers’ Compensation Law, but if the employee is receiving no salary during a period of such disability because of having exhausted all sick leave benefits, then the College transfers to the employee all funds that it receives for salary under the Workers’ Compensation Law. This program also provides death benefits to beneficiaries of employees who are killed as a result of accidents suffered while on the job.

Employees who sustain work-related injuries or illnesses should inform their supervisor and the personnel Office immediately. No matter how minor an on-the-
job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible. Also, the prompt reporting of incidents allows the filing of proper claims for medical expenses and reimbursement of any loss of wages with the Tennessee Department of Labor and Workforce Development which administers the State’s Worker’s Compensation Law.

Neither Lane College nor its Workers’ Compensation Insurance Carrier will be liable for the payment of Workers’ Compensation benefits for injuries that occur during an employee’s voluntary participation in any off-duty recreational, social, or athletic activity or event sponsored by or in some way related to Lane College.

**Leave of Absence**

Leave of Absence is granted to members of the Lane College Academic Faculty with the understanding that the time spent will serve professional growth and development and the interest of the College.

The following policies govern Leave of Absence:

1. At least two consecutive years of service at Lane must precede the initial leave of absence. At least three years of consecutive service must precede subsequent Leave of Absence

2. Requests for leaves of absence should be submitted in writing to the Vice President for Academic Affairs in reasonable time for the necessary adjustments in the program of the College. Leave of Absence is granted by the President, in consultation with the Vice President for Academic Affairs and the Chair of the Division involved

3. A prospectus describing the benefits which the academic faculty member and the College may anticipate from the Leave of absence must be submitted to the Vice President for Academic Affairs along with the request, and shall be filed in the Office of Academic Affairs. This must be augmented by annual progress reports during the period of the Leave of Absence

4. Leave of Absence will be granted for no more than four years, though they are renewable by mutual agreement

**Emergency Leave**

Leave with pay (up to three days) will be granted to an employee who has been employed for one year or more at the College. This leave can be taken for death in the immediate family (spouse, parents, and children.)
Family Medical Leave Act

The Family and Medical Leave Act of 1993 was enacted to give employees reasonable leave for medical reasons, for the birth or adoption of a child, and for the care of a child, spouse, or parent who has a serious health condition.

General Requirements

All eligible employees of public, private, educational agencies, and institutions, including faculty and staff, are entitled to a total of 12 work weeks of leave during any 12-month period. Faculty members who have been under contract for at least 12 months by the College are eligible to take leave for the following:

A. Because of the birth of a son or daughter of the faculty member and in order to care for such son or daughter
B. Because of the placement of a son or daughter with the faculty member for adoption or foster care
C. In order for the spouse, or a son, or daughter, or parent, of the faculty member, if such spouse, son, daughter, or parent has a serious health condition
D. Because of a serious health condition that makes the faculty member unable to perform the functions of the position of such employee

Entitlement to leave under section (A) and (B) shall expire at the end of the 12-month period beginning on the date of such birth or placement. In addition, leave under section (A) and (B) shall not be taken intermittently or on a reduced leave schedule unless the faculty member and the College agree otherwise.

Intermittent or Reduced Schedule Leave

Leave under section (C) and (D) may be taken intermittently or on a reduced leave schedule when medically necessary. The taking of leave intermittently or on a reduced leave schedule shall not result in a reduction in the total amount of leave to which a faculty member is entitled under section (A) beyond the amount of leave actually taken.

If a faculty member requests intermittent leave on a reduced schedule under section (C) or (D), that is foreseeable based on planned medical treatment, the College may require the faculty member to assume non-classroom teaching duties for which he/she is qualified during this period. The faculty member shall retain equivalent pay and benefits.
Unpaid Leave

In general, leave granted for family and medical reasons is unpaid except as provided by the College for fewer than 12 workweeks — any additional weeks of leave necessary to attain the 12 workweeks of leave required under this Policy may be provided without Compensation. An eligible faculty member may elect, or the College may require the faculty member, to substitute any accrued medical or sick leave under section (C) and (D).

Requirement of Notice

In any case in which the necessity for leave under section (A) and (B) is foreseeable based on the expected birth or placement, the faculty member shall provide the College with not less than 30 days' notice, before the date of leave is to begin, of the faculty member's intention to take leave under section (A) or (B). If the date of birth or placement requires leave to begin in less than 30 days, the faculty member shall provide such notice as is practicable.

In any case in which the necessity for leave under section (C) or (D) is foreseeable based on planned medical treatment, the faculty member:

a. Shall make a reasonable effort to schedule the treatment so as to not disrupt his/her classroom teaching duties and responsibilities, subject to the health care provider of the faculty member, son, daughter, spouse, or parent of the faculty member

b. Shall provide the College with not less than 30 days' notice, before the date the leave is to begin of the faculty member's intention to take leave under section (C) or (D), except that if the date of the treatment requires leave to begin in less than 30 days, the faculty member shall provide such notice as is practicable

Certification

The College may require that a request for leave under section (C) or (D) be supported by a certification issued by the health care provider of the eligible faculty member or of the son, daughter, spouse, or parent of the faculty member, as appropriate. The faculty member shall provide, in a timely manner, a copy of such certification to the College. Appropriate certification documents must include the following:

A. The date on which the serious health condition commenced

B. The probable duration of the condition

C. The appropriate medical facts within knowledge of the
health care provider regarding the condition

D. An estimate of the amount of time that the faculty member is needed to care for the son, daughter, spouse, or parent

E. For purposes of leave under section (D), a statement that the faculty member is unable to perform his/her normal teaching responsibilities

F. In the case of certification for intermittent leave, or reduced leave schedule, for planned medical treatment, the dates on which such treatment is expected to be given the faculty member, son, daughter, spouse, or parent and the duration of such treatment

In any case in which the College has reason to doubt the validity of the certification provided for leave under sections (C) and (D), the College may require, at their own expense, that the faculty member obtain a second opinion from a health care provider designated by the College.

**Employment Protection and Benefits**

Any faculty member who takes leave under the Family and Medical Leave Policy shall return from such leave to the position held by the faculty member when the leave commenced or to an equivalent position with equivalent pay, benefits, and other terms and conditions.

The faculty member shall maintain full medical coverage under the College's Group Health Insurance Plan for the duration of such leave.

**Educational Leave and Tuition Discounts**

Non-academic personnel are encouraged to pursue further educational studies. Full-time employees who have completed at least two years of service at the College may receive educational leave without pay to permit them to pursue a program of study that is directly related to their work at the College. Such educational leave may be taken full or part-time for a period not to exceed twelve (12) months and may be used to pursue a program of study at Lane College or any college or university chosen by the employee. Where possible, the institution will seek to re-employ persons who have taken full-time educational leave.

For employees who want to take courses at the College while continuing their employment, a maximum of two (2) classes, not to exceed seven (7) credit hours will be allowed during working hours. Employees desiring to take classes at other institutions in the city will be limited to one class. In both instances, employees are required to make up any time out of their offices. Employees must be full-time and
have completed one year of employment in order to be eligible for tuition discounts of up to 50%. In addition, a tuition discount is offered to children and spouses of employees after one year of employment. Tuition discounts will be applied to the account of the employee (spouse or children) after all other forms of financial aid (i.e., Pell, TSAC, student's loans) have been applied. The tuition discount can only be used for tuition, fees and/or campus room and board.

Under current laws, tuition benefits granted to a domestic partner, or child or children of a domestic partner, is taxable income to the employee.

**Military Leave**

Reservists required to go on active duty will be granted leave without pay for a period not to exceed twenty-one (21) days. Annual leave may be used to fulfill this short-term obligation. A copy of military orders should be given to the department head and submitted to the Management Services Director.

**Holidays**

The College recognizes the following holidays for the full-time employees of Lane College: New Year’s Day, Martin L. King, Jr. Birthday, Good Friday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Friday after Thanksgiving, Christmas Eve, and Christmas Day. Other holidays are to be announced and added at the discretion of the President.

**Unemployment Insurance**

The College provides employment benefits at no cost to employees; this means that employees qualified for benefits will be protected against loss of salary for reasons other than sickness or injury. Employees should be aware that voluntary termination or discharge for cause is not normally covered by unemployment Compensation benefits.

The purpose of unemployment Compensation is to lend helping hand when employees find themselves out of work due to conditions beyond their control. The payments are intended to help people over a period of time when they are unable to obtain employment.

All employment benefits are paid under state unemployment laws. The state determines eligibility and amounts.

**Social Security**

All College employees contribute to the Federal Social Security Retirement Program. Lane College contributes the amount required by federal law to the Social Security Program. The total amount is credited to the employee according to federal regulations.
Savings and Loans

The College maintains a relationship with the Leaders Credit Union, and Volunteer BancorpSouth National Bank. Lane College is not a lending institution; therefore, personnel are encouraged to use the Credit Union and/or the Bank to meet their savings and loan requirements. Information may be secured from the Personnel Office regarding services at both institutions.

College Management Rights and Responsibilities

Lane College has always sought the opinions of co-Workers’ individually and collectively for ways and means of improving working conditions, performance, and production. These opinions have been invaluable to the growth and progress of the College. From time to time, however, the President has to make decisions without prior consultation with co-Workers’. The President, must, therefore, maintain final administrative authority over matters of operation of all aspects of the College.

Firearms Policy

No employee of Lane College—with the exception of authorized security personnel—is to display a firearm on this campus. The right of individuals to secure permits to possess firearms is certainly recognized, but to exhibit or to use them in a threatening manner is contrary to the principles upon which Lane College was founded and currently operates.

Drug Policy

No student, faculty member, staff member, or other employee of Lane College shall consume, manufacture, sell, or distribute an illegal drug or controlled substance, or use, consume, manufacture, sell or distribute any alcohol or illegal drug or substance in an unlawful manner, on Lane College property, as a part of any College sponsored function or activity, or while performing any duty for the College.

Any faculty member, staff member, or other employee paid, in whole or in part, from Federal grants shall, as a condition of employment, abide by the requirements of paragraph (1) and shall notify the Lane College Services Director of Personnel of any criminal drug statute conviction for a violation occurring on Lane College property or in the course of his or her duties as a faculty member, staff member, or employee of Lane College within five days after such conviction.

Equal Employment Opportunity Policy

Lane College offers equal opportunity to its employees and applicants for employment without regard to:

1. Race, color, national origin, or political affiliation;
2. Sex or age (except where sex or age are bona fide occupational qualifications); or

3. Handicap in regard to any position for which an applicant or employee is qualified.

This policy shall be followed in recruiting, hiring, and promoting into all position classifications. In addition, the College will ensure that the following will be administered without discrimination on the basis of race, color, religion, national origin, political affiliation, sex, age, or handicap:

1. Other personnel action, such as Compensation, benefits, transfer, lay-offs, returns from lay-offs, demotions, and termination

2. College-sponsored training programs

3. Education

4. Tuition assistance

5. Social and recreation programs

6. College facilities

The President has appointed the Services Director of Personnel as the Equal Opportunity Officer to coordinate administration of Equal Opportunity Programs throughout the College. (He also may appoint an Equal Opportunity Committee from the faculty and staff to interpret and monitor the related policies on campus).

In addition, any applicant for employment or any employee who believes that he/she has been discriminated against in any of the following personnel actions because of his/her race, religion, color, creed, national origin, sex, age, political affiliation, or physical disability may appeal directly to the Director of Personnel and follow standard grievance procedures established by the College. (If deemed necessary, the Equal Employment Opportunity Committee will be consulted and utilized.)

1. Employment

2. Promotion

3. Training

4. Transfer

5. Salary Adjustment
6. Merit Salary Increment
7. Demotion
8. Lay-Off
9. Termination

If, in its review of the complaint, the Equal Employment Opportunity Commission determines that the plaintiff was discriminated against, it will issue binding corrective orders to the College to counteract such discrimination against the plaintiff.

STUDENT AFFAIRS

Lane College offers a comprehensive program of services and activities designed to develop the student's ability to function as a responsible member of society. Coordination of these services and activities is provided principally through the Office of the Vice President for Student Affairs.

These activities include orientation for new students, housing/residential life, counseling, recreation, religious life, health services, the Student Government Association, student intramural activities, and cultural enrichment activities.

BUSINESS AFFAIRS

Vice President for Business and Finance

The Vice President for Business and Finance is responsible for all fiscal matters, accounting for financial resources, purchasing and payroll, financial aid programs, physical plant, safety and security, bookstore operations, cafeteria/snack bar operations, human resources/personnel, risk management, student insurance, telephone services, and switchboard and mail services.

Budgets

Each of the instructional divisions and the other academic units has a budget which provides for travel, supplies, equipment, and other needed services. A tentative budget is adopted in the spring and is revised after the close of the fall registration. The President and the Vice President for Business and Finance (with the consultation of the divisions) reserve the right to make adjustments in the budgets as circumstances may dictate. The President may put a temporary hold on expenditures if sufficient funds are not immediately available.
Purchasing

All purchases made in the name of the College must be procured by a duly authorized Purchase Order. Requests for equipment, supplies, materials, and travel are to be accompanied by a properly executed requisition form. The Vice President for Academic Affairs gives final approval of requisitions originating from all academic units and support services. Upon receipt of the requisition, the Purchasing Clerk issues the purchase order.

Telephone Service

All offices and/or departments are charged a prorated share of the base charge for telephone service. Personal long distance calls are not to be made on College telephones. The Switchboard Operator will keep a log of long distance calls made through the switchboard and submit the same to the Business Office at the end of the month.

Copying Service

Charges will be made against the appropriate office or department for all Xerox® or other forms of photocopying. Hours for such service will be posted by the offices responsible for providing the services.

Outgoing Mail

All outgoing college mail will be posted in the mail room and charged by the Business Office to the appropriate office or area. In case of mass mailing, a copy of the letter, memo, brochure, etc., should be filed with the Business Office.

Keys

Keys to buildings, offices, etc., issued by the Physical Plant Office, are the properties of the College. They should not be duplicated without the permission of the Director of Physical Plant.

Use of College Facilities

College facilities exist primarily for use by College personnel for College functions. Individuals or groups desiring to use any of the facilities for College or non-College activities must complete a Facilities Use Request Form. The Librarian must first approve the use of the Library.

Incoming Mail

Mail is delivered to the College once daily Monday through Saturday, and is
immediately placed in assigned faculty or area boxes by the mail attendant. Immediate notice is given to persons receiving special delivery or registered mail.

**Textbooks**

All textbooks should be ordered through the College Bookstore. The number ordered should be in keeping with the anticipated need. Faculty members are asked to submit their book orders through their Division Chair. The Bookstore should be immediately appraised when it is determined that the order was excessive. Desk copies secured in connection with a textbook order become the property of the institution.

**Furniture and Equipment**

Each faculty member is responsible for all furniture and equipment assigned to him/her. Members of the teaching faculty are responsible for all instructional equipment under their jurisdiction. Up-to-date inventories should be kept and instances of theft reported.

**Budget Development**

1. Prepare enrollment projections for new academic year by October 1 - Vice President for Academic Affairs.

2. Prepare revenue estimates by October 15 - Vice President for Business and Finance and Vice President for Institutional Advancement.

3. Prepare staffing requirements by October 15 - Administrative Units and Division Heads.

4. Receive budget input from departments by October 30 via Administrative Units and Division Heads.

5. Evaluate consistency, compatibility and economic feasibility of requests and recommend modifications by November 15 - Administrative Cabinet.

6. Prepare preliminary budget document with recommended fee structure by December 1 - Vice President for Business and Finance.

7. Request approval of fees from Board of Trustees by December 15 - President.

8. Prepare final budget document by February - Vice President for Business and Finance.
9. Present budget to the Board of Trustees for final approval by March 30 - President.

10. Notify Departments and Administrative Units by April 1 of approved funding level Vice President for Business and Finance/President/Vice President for Academic Affairs.

INSTITUTIONAL RESEARCH/EFFECTIVENESS

The Office of Institutional Research/Effectiveness is organized under the administrative area of Academic Affairs. This Office is the official depository for all data/institutional information. All offices/units are to submit information to this office each semester. This includes, but is not limited to, the following: student enrollment, test scores, faculty data, fiscal data, grants and contracts information, financial aid data, etc. This information should be submitted through the Administrative Unit Head at the appropriate designated time. This Office is also responsible for completing all institutional profiles/surveys for outside agencies.

Offices completing proposals or other documents should send a formal request to this Office to secure the appropriate/correct data for inclusion.

MISCELLANEOUS INFORMATION

Food Service
Meals may be purchased in the College Cafeteria or in the Cafe/Grill for a nominal fee.

Smoking
Smoking is prohibited in all campus buildings, including classrooms, offices, and laboratories.

Parking
All faculty members operating a motor vehicle on campus must have a sticker. The sticker may be secured by completing the appropriate form and paying the fee of $25.00 per vehicle in the Cashier's Office. (Fee subject to change)

The College Fund/UNCF
The College is a member of The College Fund/UNCF. Faculty and staff members are encouraged to make generous annual contributions.
APPENDICES
Appendix A

LANE COLLEGE
JACKSON, TENNESSEE 38301

Course Syllabus

Fall/Spring 20__

Course Title (e.g., World Literature)

Course Number: ENG 222
Classroom: CMAC 205

Instructor: Dr. Jane Smith
Credit hours: 3

Office: SH 201

Office Hours: 8:00 - 9:30 a.m. TR; 10:00 a.m. - 11 :00 a.m. MWF; 1:00 -2:00 a.m. MTWR

Phone: 426-7999
Prerequisite(s):
ENG 132

Course (Catalog) Description

Expected Outcomes

By the end of the course, the student will... (state in measurable terms what students must do to receive an "A")

Overview of Course Content (Major Topics)

Instructional Activities and Methodology (e.g., term papers, oral reports, etc., as well as general guidance with respect to policy on tests, quizzes, etc.)

General Requirements (Expectations)

1. Students are expected to attend class regularly and punctually. No unexcused absences are allowed. Students will receive....

2. All students must adhere to the dress code of Lane College.

3. No food, drinks, or gum chewing is allowed.
Evaluation/Grades

(Explain percent of grade given for mid-term, final, and other exams; quizzes; attendance; class participation; assignments, etc.)

Grading Scale

Required Textbook(s)/Resources

All students are required to purchase the following text: (give title and author). Students who do not have textbooks by . . . , will not be allowed to attend class.

Weekly Course Outline
Appendix B

LANE COLLEGE
ANNUAL FACULTY PERFORMANCE EVALUATION
PHILOSOPHY

The success and reputation of a college are built by its faculty. The skill and enthusiasm that mark their teaching, the addiction to learning and the vigor that mark their scholarship and the altruism and dedication that mark their service all shape, with subtle power, the lives of their students and the perception of their college as a place worthy of public trust. It is essential, therefore, to be particularly attentive to the quality with which faculty work is being done, for it is the very work of the college itself.

The Lane College evaluation process should be based on the above stated philosophy and the following principles:

1. The Lane College Faculty Evaluation process should be as simple as the need for thoroughness permits.

2. The Lane College Faculty Evaluation process should include direct conversation about performance between evaluator and faculty member, and should be documented appropriately.

3. The Lane College Faculty Evaluation process should give the faculty members an opportunity to express any significant dissatisfaction with the outcome of the process.

4. The Lane College Faculty Evaluation process should allow for salary increases and bonuses wherever possible, and tenure and promotion to be determined on an annual performance basis.

Development

During the 1990-91 academic years, the Dean of the College drafted a process of evaluation and the forms to facilitate the process. These items were critiqued by a faculty committee, appointed who worked with the Dean in the development of the process.

The process and the forms were modified by committee in response to the suggestions of the persons involved.

The document was then presented to the faculty for study, critiquing, and approval. The document will be presented to the administration for consideration and approval and then for presentation to the Board of Trustees.
After the first year's use the faculty will study the document to propose further refinements of the process and further development of the forms used in the evaluation process.

The results of the evaluation process will be used to improve the quality of teaching and to enhance the performance of the Lane College student body.

In addition, this process will give a criteria for merit increases in faculty salary, allow for the justification of recommendations for promotions and tenure.

**Procedures in the Evaluation Process**

During the spring semester of each academic year, the College conducts its *Annual Faculty Performance Evaluation* in accordance with the following procedures:

1. Faculty members will prepare an evaluation packet which will include: (a) a completed SELF-EVALUATION FORM; and (b) three completed PEER EVALUATION FORMS (Two of the peers will be chosen by the faculty member and one will be chosen by the Division Chairperson). These forms will be submitted to the Vice President for Academic Affairs for tabulation.

2. Division Chairpersons will evaluate each person teaching classes in their Division. These forms will be submitted to the Vice President for Academic Affairs for tabulation. Chairpersons will review the evaluation document with each faculty member before it is submitted to the Vice President. Faculty members who take exception with the Chairperson's evaluation may do so by using the form provided.

3. Student evaluation forms will be used and the data passed to the Vice President for Academic Affairs for tabulation. Faculty should have already identified two (2) classes in which students will evaluate them. On the day of the evaluation, please ask the student monitor to pick up the packet at the beginning of the period in which you are to be evaluated. You should then leave the classroom while the evaluation is taking place, and have the student return all forms to the Office of Academic Affairs as soon as the evaluation is completed.

4. Each faculty member will evaluate his/her Division Chairperson, using the form indicated for that purpose. The Vice President for Academic Affairs will review the evaluation with the chairperson. A statement of exception may be used if needed.

5. The Vice President for Academic Affairs will make all tabulations on the basis of the scores received. Areas of concern will be used as points of discussion in conferences with that faculty. Conferences will
also include a review of the Professional Growth Plans submitted earlier. It is felt that these discussion conferences will be constructive in the improvement of instruction on the part of the faculty.

SUMMARY OF EVALUATION

1. Self-Evaluation 10 points
2. Peer-Evaluation 20 points
3* Division Chair Evaluation of Faculty 20 points
   Faculty Evaluation of Division Chair 20 points
4. Student Evaluation of Faculty 30 points

Total 80 points

*These two will be interchangeable contingent upon the person involved.
LANE COLLEGE
JACKSON, TENNESSEE 38301

SELF-EVALUATION FORM

This form is a part of the evaluation packet that each member of the faculty must develop. Each member of the faculty is asked to give a candid, open, honest opinion of their own teaching abilities.

Rate yourself on each item. Give the highest score for usually effective performance. Place in the space before each statement the number that expresses your position on each item.

Name: ______________________________ Date: __________________

Teaching area: ________________________________________________

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *
1. STRONGLY DISAGREE 2. DISAGREE 3. UNDECIDED 4. AGREE 5. STRONGLY AGREE

_____1. Major objectives of the courses are made clear to the students at the beginning of the semester.

_____2. The agreement between my course objectives and my class assignments is consistent.

_____3. Class presentations are always well planned and organized.

_____4. Important ideas are clearly explained during the course of the semester as they arise.

_____5. I have complete mastery of the content of the courses that I teach.

_____6. Class time is well used in the courses that I am responsible for teaching.

_____7. I encourage critical and analytical thinking by the students in the classes that I teach.

_____8. Students are encouraged to seek my help when they are experiencing difficulty in the courses I teach.

_____9. Relevant student involvement is encouraged in the courses that I teach.

_____10. I am tolerant of student viewpoints that differ from my own.
Total (Add 1 - 10)

Average (Divide total by 10)

10 points
PEER EVALUATION FORM

Please give your candid and honest assessment of the faculty member listed below. This form is to be returned to the Vice President for Academic Affairs.

Name: __________________________________________ Date: ____________________

Teaching Area: ____________________________________________

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

1. STRONGLY DISAGREE 2. DISAGREE 3. UNDECIDED 4. AGREE 5. STRONGLY AGREE

____1. This instructor shows enthusiasm and interest in the subjects that are taught.

____2. This instructor demonstrates a professional demeanor and attitude toward the work assigned.

____3. This instructor is punctual in meeting his/her classes and other academic obligations.

____4. This instructor is conscientious about retaining his/her students for the entire class period.

____5. This instructor accepts suggestions and constructive criticism.

____6. This instructor maintains a working relationship with colleagues in the Division.

____7. This instructor uses flexibility in teaching methods and indicates a willingness to try innovative techniques.

____Total (Add 1 -7)

____Averages (Divide the total by 7)

Evaluator's name__________________________________________

Evaluator's teaching area____________________________________

20 points
Each faculty member will rate the Division Chairperson on the basis of the following criteria. This form is to be returned to the Office of the Vice President for Academic Affairs for tabulation.

Name: ____________________________________ Date: __________________

Division: ____________________________________________________________________

1. STRONGLY DISAGREE  2. DISAGREE  3. UNDECIDED  4. AGREE  5. STRONGLY AGREE

_____ 1. This administrator has a professional outlook and attitude toward the work of the Division.

_____ 2. This administrator seeks to adjudicate problems within the Division as and as openly as possible.

_____ 3. This administrator attempts to assist members of the Division in the performance of their duties wherever possible.

_____ 4. This administrator is fair in requesting materials and reports as to the dates due.

_____ 5. This administrator is fair in evaluating the members of the Division faculty.

_____ 6. This administrator uses an effective means of evaluating the Division members.

_____ 7. This administrator maintains office hours sufficient to conduct the business of the Division.

_____ 8. This administrator seeks to provide the resources needed for the work of the Division according to availability.

_____ 9. This administrator demonstrates evidence of careful planning in the operation of the Division.

_____ 10. In addition to administrative duties, this administrator functions in the classroom in a very positive manner.

_____ Total (Add 1 - 10)
______ Average (Divide the total by 10)
20 points
DIVISION CHAIRPERSON EVALUATION OF FACULTY FORM

The Division chairperson will evaluate the faculty members who teach classes in their Division (full-time, part-time, and staff) and report the results to the Vice President for Academic Affairs.

Name: ____________________________ Date: __________________

Teaching Area: ______________________________________________________________

* * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * * *

1. STRONGLY DISAGREE 2. DISAGREE 3. UNDECIDED 4. AGREE 5. STRONGLY AGREE

TEACHING EFFECTIVENESS

_____1. This faculty member has submitted documents that reflect course organization and planning in keeping with College standards.

_____2. This faculty member sets objectives for the course that are in keeping with the purpose of the College.

_____3. This faculty member contributes to the development of the curriculum.

_____4. This faculty member participates in workshops, conferences, and/or activities to improve teaching techniques.

PROFESSIONAL GROWTH AND DEVELOPMENT

_____5. This faculty member engages in scholarly productivity.

_____6. The professional training activities, during the previous 12 months, were evident on the part of this instructor.

_____7. The involvement of this faculty member in professional activities was evident.

PROFESSIONAL SERVICE

_____8. This faculty member rendered service to the Division.

_____9. Service to the College by this faculty member was evident.

_____10. Service in the community by this faculty member was evident.

_____11. This faculty member has a good working relationship with colleagues.
_______ Total (Add 1 - 11)
_______ Average (Divided total by 11)

20 points

Signatures

Division Chairperson___________________________________________

___________ The Division chairperson has discussed this evaluation with me.

___________ A statement of exception will follow.

Faculty Member ________________________________________________

STATEMENT OF EXCEPTION
Guidelines for Professional Growth Plan

Faculty Handbook Description

Each member of the faculty is required to periodically submit a professional growth plan which is to be implemented as a condition of employment. The plan should be submitted to the Division Chairperson and the Vice President for Academic Affairs. In subsequent years of employment, the submission and implementation of a professional growth plan will be a mandatory condition of re-employment.

The Professional Growth Plan should indicate all academic and professional experiences, credit and non-credit to be undertaken by the faculty member as a means of extending teaching competencies. Each faculty should take at least six hours each five-year period in his/her major or collateral field. Illustrations of this would be formal study toward a degree, participation in workshops and seminars, or special courses or projects. These suggestions are not exhaustive.

Upon approval of the plan by the Division Chairperson and the Vice President for Academic Affairs, the faculty member is expected to take appropriate steps to implement the plan.
## FACULTY GROWTH PLANS

### Suggested Format

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Activity</th>
<th>Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2011</td>
<td></td>
<td></td>
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<tr>
<td>Summer 2011</td>
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<tr>
<td>Fall 2011</td>
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<tr>
<td>Spring 2012</td>
<td></td>
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<tr>
<td>Summer 2012</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Activities should include: (1) workshops/seminars to attend; (2) courses taken for credit or non-credit; (3) advanced degrees pursued/received; (4) other scholarly activity, e.g., research, publications, or funded projects.

Please include specific information regarding the activity, such as the course title, degree program, title of research project, etc.

**Note:** After activity has been completed, please verify by forwarding copies of programs, agendas, certificates, transcripts, etc. to Department Chair and Office of Academic Affairs.
Appendix C

Drug Testing Program for Faculty and Other Employees

In support of the drug-free workplace concept, Lane College has established the following drug testing program for faculty, staff, and other employees. Testing involves taking a sample of urine or blood to determine if a person has taken drugs. A screening test is done first. If it is positive, two confirmation tests are done, and only if all three tests are positive is the sample considered positive. Testing will be done only by a laboratory that has been certified through the U.S. Department of Health and Human Services National Laboratory Certification Program, and will be at the expense of the College. Testing may be conducted either at a drug test center, or at Lane College, at the discretion of the administration. Procedures for collection of samples will be designed to ensure the reliability of the specimen, and security procedures and chain-of-custody records will be maintained to ensure the identity of the specimen. Cut-off levels for positive tests will be in accordance with the standards recommended by the U.S. Department of Labor. Positive results will be reviewed by a qualified Medical Review Officer. Test results will be kept confidential, except that, in the event of discharge or resignation after a positive test, the fact that a faculty member, staff member, or employee tested positive for drugs may be communicated to prospective employers of the discharged or resigned individual. Testing will be conducted in the following circumstances:

1. **Applicant Testing.** All applicants hired after August 31, 1990, will be tested. Applicants refusing to be tested or who attempt to adulterate, tamper with, or substitute a sample or otherwise attempt to reduce or defeat the reliability of the test will be considered to have tested positive and be treated accordingly.

2. **Faculty, Staff, and Employee Testing.** Faculty, staff, and employees are required to cooperate in urine and/or blood testing when directed by the Director of Management Services. Employees refusing to be tested or who attempt to adulterate, tamper with, or substitute a sample or otherwise attempt to reduce or defeat the reliability of the test, will immediately be considered to have tested positive; will be treated accordingly; and will additionally be subject to disciplinary action up to and including discharge. Testing may be directed when:
   - Two or more supervisors of the individual to be tested have a reasonable suspicion that the individual is intoxicated, under the influence of drugs, or has unlawfully used a controlled substance on Lane College property, at an activity sponsored by Lane College, or while performing duties as an employee of Lane College;
   - A faculty member, staff member, or employee is involved in an accident which causes personal injury or property damage on Lane
College property, at an activity sponsored by Lane College, or while performing duties as an employee of Lane College;

- In the discretion of the Director of Personnel when a faculty member, staff member, or employee has previously tested positive and has agreed to follow-up testing as a condition of continued employment.

Individuals tested because of reasonable suspicion or involvement in an accident will not be allowed to return to work until test results are received. If the test results are negative, the individual will be compensated by the College for lost pay. Test results normally will be received in one to three days.

**Consequences of a Positive Test**

1. **Applicants.** Applicants who test positive, or who are considered to test positive because of refusal to be tested or attempted counter measures, will not be hired.

2. **Faculty, Staff, and Other Employees.** On a first positive test, in addition to any applicable disciplinary action, the faculty member, staff member, or employee will be required, as a condition of further employment, to attend and cooperate with an approved drug/alcohol problem assessment. If recommended in the assessment process, the individual must, as a condition of further employment, enroll in and successfully complete an approved rehabilitation, treatment, or counseling program. Upon completion of the assessment, and if required to enroll in the rehabilitation, treatment, or counseling program, the individual must, as a condition of employment, agree to random drug testing for a period of two (2) years after completing the assessment or rehabilitation, treatment, or counseling program, whichever is later.

A faculty member, staff member, or other employee who tests positive for a second time will be discharged under the terms of the Lane College *Staff Handbook* and the Lane College *Faculty Handbook*, unless, in the opinion of the President, continuation of employment is in the best interest of the College.
Appendix D

Policy Against Sexual Harassment

Sexual Harassment is Illegal.

Harassment on the basis of sex is a violation of Section 703 of Title VII of the Civil Rights Act of 1964, as amended, and Title IX of the Education Amendments of 1972.

Sexual Harassment Comes in Many Forms.

Sexual harassment can be directed at a person of the same or opposite sex.

Behaviors that are considered as sexual harassment include:

a. Unwelcomed sexual advances
b. Requests of sexual favors
c. Language, graphic materials, or physical conduct commonly understood to be of a sexual nature
d. Demeaning sexist remarks
e. Other verbal or physical conduct of a sexual nature

Such behaviors are especially offensive when:

1. It is either implied or clearly stated that submission to or rejection of the behavior will affect, or is a term or condition of, instruction, employment, educational status, or participation in College activities; and

2. Submission to or rejection of such conduct by an individual is used as a basis for evaluation in making academic or personnel decisions affecting an individual.

College Policy

Lane College prohibits sexual harassment of or by all faculty staff, and students. The College is committed to creating and maintaining a working environment for all College personnel and students which is free of objectionable and disrespectful conduct and communication of a sexual nature that interferes with an individual's work performance or creates intimidating, hostile, or offensive working or learning environment. Persons found to be in violation of the College's sexual harassment
policy will be subject to disciplinary action which may include oral or written warnings, suspension, transfer, demotion, or dismissal.

**If You Encounter Sexual Harassment**

If you encounter sexual harassment or if you think that what you are experiencing is sexual harassment, seek the advice of the appropriate person listed below. Offensive behavior will not go away by ignoring it. Show your disapproval by letting this individual know that the behavior is offensive to you. Keep a record of each incident in as much detail as possible, e.g., dates, places, times and witnesses, as well as the nature of the harassment.

Students who believe that they have been sexually harassed by other students, faculty, or staff should contact one of the following persons immediately:

1. Faculty Advisor (Student's Choice)
2. Director of Personnel
3. Vice President for Student Affairs

Employees, faculty, or staff who believes that they have been sexually harassed should immediately contact one of the following:

1. Immediate Supervisor
2. Vice President for Academic Affairs
3. Director of Personnel

A faculty or staff member who is told of an incident of sexual harassment by an individual, who seems unsure as to how to deal with the situation, should consult the appropriate person listed above. Failure to act is considered negligence. Willful false accusations of sexual harassment will not be tolerated.

**Procedures for Handling Inquiries**

Inquiries about sexual harassment need not begin with a formal complaint nor necessarily result in such a complaint. Inquiries can be made without disclosing specific details such as names and places. Confidentiality will be respected for those making inquiries.

The administrative procedure for handling complaints of sexual harassment ensures that there is uniformity in the steps taken to resolve the matter even though more than one official is designated for receiving complaints or inquiries. Initial emphasis is placed on resolving the situation through informal mediation; however, there is also a formal complaint procedure allowing for formal investigation, hearings, and appeals.
Informal Review Procedures

If a complaint is directed against any of the persons listed above, another person will be designated by the President.

1. The complainant's choice of one of the persons listed above will serve as a mediator. The mediator will listen to the complaint and assist the complainant in clarifying his or her experiences or feelings.

2. The mediator will advise the complainant of the option of the informal and formal hearing procedures.

3. At the request of the complainant, the mediator will talk to the accused harasser without revealing the identity of the complainant in an attempt to work out a satisfactory solution.

4. If both parties are satisfied with the outcome of the mediation process, the matter ends there.

5. If the accused harasser is not willing to participate in the mediation process, the mediator will inform him or her of the formal hearing procedures.

6. If the complainant is not satisfied with the informal hearing, he or she may take the matter through the formal grievance procedures.

Formal Review Procedures

A formal hearing may be requested by the complainant or by the administration, if a resolution cannot be reached formally.

1. If a College employee wishes to have a formal hearing, the standard grievance procedure listed in the *Staff Handbook* should be used.

2. If a student wishes to have a formal hearing the procedure outlined in the *Student Grievance* section of this *Handbook* should be used.

3. Permanent records of all formal complaints and their resolution are retained in the Personnel Office or the Office of the Vice President for Academic Affairs. The privacy of all persons involved in a complaint will be protected.

Protection Against Retaliation

Retaliation against anyone seeking information on sexual harassment, filing a
sexual harassment complaint, or serving as a witness is forbidden. If you feel that you are being retaliated against, you may report the matter to the persons listed above. Appropriate disciplinary action will be taken against anyone found to be taking retaliatory action.
Appendix E

LANE COLLEGE
JACKSON, TENNESSEE 38301

Faculty Clearance Form

Name __________________________________ Date __________________________

REGISTRAR’S OFFICE ________________________________________________

Grade Reports returned Yes_______ No__________________________

If no is checked, give reason(s)______________________________________

Registrar __________________________________________________________

____________________________________________________________________

LIBRARY ____________________________________________________________

Books Returned Yes_________ No__________________________

$ paid for unreturned book(s)

Librarian ____________________________________________________________

____________________________________________________________________

ACADEMIC AFFAIRS

Absentee Reports Submitted Yes_______ No_____

Grade/Roll Book(s) Submitted Yes_______ No_____

Keys returned Yes_______ No_____

If keys not returned, give reason(s):____________________________________

Files completed  
Yes______ No_____

Vice President for Academic Affairs

-------------------------------------------------------------

BUSINESS OFFICE

Forwarding Address  
Yes______ No_____

Inventory check  
Yes______ No_____

If no, give reason(s)
______________________________________________

Director of Management Services

NOTE: This form must be presented to the Cashier in order to receive final check.
Appendix F

LANE COLLEGE
JACKSON, TENNESSEE 38301

Student Dress Code

As members of the Lane College community, it is expected that, at all times, students show good judgment and common sense in wearing attire. Students are expected to dress neatly and appropriately for classes, residential living (including eating meals in the dining hall), and all College events and activities. Clothing may in no way be so extreme as to be distracting or disruptive.

The following are considered unacceptable and may not be worn at Lane College:

- Clothing that allows under garments to be visible
- Slacks, jeans, shorts, significantly below the waist
- Shorts/skirts/dresses shorter than finger tip length
- Biking shorts/pants
- Hats and/or other head gear while inside a building (males and females)
- Half shirts, tube tops, tank tops, halter tops, see-through garments, muscle shirts, athletic shirts
- Tops or shirts which expose any portion of the midriff or breasts clothing which has cutouts or holes in the body
- Shirts or other clothing which display messages or illustrations of a profane nature, have sexual connotations, or display advertisements or suggestive statements relating to drugs, alcohol, or any illegal substance

*The Vice President for Student Affairs and the President have final authority with respect to interpretation of this policy.*
Appendix G

LANE COLLEGE
JACKSON, TENNESSEE 38301

Policy on Faculty Conduct

Purpose

The Policy on Faculty/Staff Conduct is designed to: (1) set parameters with respect to conduct between employees and students; (2) protect employees and students; (3) ensure that power is not abused; and (4) preserve the College's good name and reputation. It seeks to maintain an environment that virtually eliminates the possibility for even the appearance of conflict of interest. It is not intended to discourage constructive interpersonal relationships or to infringe on personal rights.

Background

The most basic right of the student is the right to learn in an atmosphere that is free of encroachment of that right. The student also has the right to be treated fairly, and with respect and dignity from all College employees, in the classroom as well as outside of the classroom.

Faculty and staff have the responsibility to respect students and to conduct themselves in a manner that is professional and reflective of the high values or ethics to which Lane College subscribes.

Professionalism is fostered by an atmosphere of mutual trust and respect. It is also natural that academic and administrative interactions between students and employees may lead to personal friendships which do not pose a problem. The College is concerned when the extent and nature of those friendships interfere with the Mission of the College and/or jeopardize employees' management ability, thus impairing their teaching or administrative effectiveness.

The College is likewise concerned when associations between employees and students result in an atmosphere which is not optimally conducive to the living/learning environment. These objectionable relationships can occur on campus or off campus, and between members of the same or opposite gender. While romantic or sexual relationships between employees and students are unacceptable, so are certain other social circumstances which involve fraternization between employees and students. The College believes that students should view faculty and staff as authoritative figures, and not as peers or equals.

Unacceptable social relationships between employees and students may also be exploitive or coercive in nature. Situations of this nature can create a conflict of interest whereby the employee can consciously or unconsciously exert undue
influence over the student. The student may feel powerless and obliged to consent to certain behavior or activities in exchange for a satisfactory grade, preferential treatment with respect to student accounts, dining hall or housing privileges, or other rewards, whether or not the employee intends to bribe the student.

Situations of this nature can also adversely affect the living/learning environment for other students and employees, resulting in disrespect, distrust, and an overall reduction in the effectiveness of the educational program.

**Policy Statement**

As a higher education institution affiliated with the Christian Methodist Episcopal Church, and one which subscribes to high moral values for all members of the community, Lane College hereby prohibits the following conduct between employees and students, either on or off campus:

1. Sexual harassment as defined in the College’s policy statement found in the *Faculty Handbook* and *Staff Handbook*
2. Consensual romantic or sexual relationships
3. Social fraternization which involves use of alcohol or illegal drugs

**Sanctions**

Violators of this policy will be subject to sanctions ranging from letters of reprimand to dismissal, based on the severity of the offense. Sanctions may also be imposed in the event a faculty member is convicted of a misdemeanor or felony charge. Furthermore, sanctions may be imposed on any individual who willfully brings false charges against another.

For faculty, the administrative procedure outlined under Faculty Grievance Procedures and Appendix D (Sexual Harassment) of the *Faculty Handbook* will be followed in the case of infractions against this policy. For staff, the administrative procedures outlined under Sections XXII (Staff Grievance Committee Procedures) XXXI (Sexual Harassment) will be followed in the case of infractions against this policy.
Appendix H

LANE COLLEGE
JACKSON, TENNESSEE 38301

HIV/AIDS Policy

Lane College will guarantee persons(s) with AIDS all the legal rights of these individuals. Such persons will be made aware of existing support services available both on and off campus which could be appropriately used by them.

Members of the College community who have HIV infection, whether they are symptomatic or not, should be allowed regular job attendance and performances in an unrestricted manner in compliance with state or federal laws prohibiting discrimination against handicapped employees as long as they are physically and mentally able to perform their duties.

Employees with HIV infection will have access to all campus facilities.

The College will not routinely request employees to respond to questions about the existence of HIV infections; however, the College will encourage those with HIV infections to inform the Vice President for Academic Affairs and/or the Director of Personnel so as to direct them to the proper sources for medical care, support, counseling, and education.

The College will not engage in a program of mandatory HIV antibody testing.

Information about persons known or suspected as having HIV infection will be treated in the confidential manner that is prescribed by professional, ethical, and legal standards.

Each member of the College community is to be treated fairly and with respect and dignity by all members of the community. Therefore, the College condemns all forms of emotional and/or physical abuse of persons known or suspected of being infected with HIV.
Conflict of Interest Policy Statement

Purpose

It is the policy of the College that members of the faculty and staff shall refrain from accepting gifts and factors of significant monetary value ($50 or more), or engaging in private business or professional activities where there is or would appear to be a conflict between their individual private interests and the interests of the College.

The purpose of this policy is to assure all who look to the College for teaching, service, leadership, and otherwise work for the College of our dedication to the welfare of the College and its students to the exclusion of ulterior motives and external influences.

Effective Date

This policy is effective immediately.

Eligibility

This policy applies to all officers, faculty, and employees of the College.

Conflict of Interest

A conflict of interest exists when any individual covered by this policy has a relationship or engages in an activity that impairs or adversely influences his or her judgment with respect to policies and actions which promote the best interest of the College and the public good, and/or impairs or adversely influences the performance of his or her duties to the College.

A conflict of interest exists when a person benefits financially, either directly or indirectly, from his or her employment or appointment by the College, excluding Compensation and financial benefits paid or granted by the College.

Disclosure

In any case where a conflict of interest exists or the appearance of a conflict of interest may exist, it shall be the duty of the person covered by this policy to disclose his or her interests. The disclosure shall include any interest in the organization or entity which my benefit from the person’s association with the College, including any benefit derived from the association by the person’s immediate family.
Staff or faculty who perceive a conflict of interest shall not attempt to resolve the conflict nor determine the extent to which the conflict has an adverse effect on the College.

Instead, full disclosure of all facts, circumstances, relationships, and activities shall be made to the following:

1. Officers shall report to the President.
2. Faculty shall report to the Vice President for Academic Affairs.
3. All other employees shall report to their immediate supervisor, who in turn shall report to the appropriate officer of the College.

Where warranted, a written disclosure statement which details the circumstances surrounding the conflict of interest may be required. This statement shall be signed by the person making the disclosure.

**Waiver**

All employees are strongly encouraged to avoid relationships and activities which may constitute a conflict of interest. However, under very special circumstances, the College may determine that participation in certain associations are in the best interest of the College and in the public good. In these instances, a signed waiver agreement shall be issued by the President and/or the Board of Trustees with a copy to the College Attorney.
Conflict of Interest

Disclosure Form for Faculty and Institutional Officers

In order that Lane College may avoid even the perception of impropriety, each institutional officer is asked to disclose any relationships that may give rise to a conflict of interest with the College between the institutional officer or a member of the employee’s family.

Please complete the following disclosure form and return to:

Office of the President
Lane College
545 Lane Avenue
Jackson, TN 38301

Are you aware of any relationship that exists with Lane College between yourself and/or a member of your family that may represent a conflict of interest?

_______YES  _______NO

If yes, please list or elaborate such relationships and the details of annual or potential financial benefits as you can best estimate them. (Attach additional sheets if necessary.)

Certification

I, _____________________________, certify that the foregoing information is true and complete to the best of my knowledge, on this day, ______________________.

________________________________________
Signature

________________________________________
Title
INTELLECTUAL PROPERTY RIGHTS

The purpose of the Lane College policy on intellectual property is to foster the free and creative expression and exchange of ideas and knowledge; to preserve traditional academic practices and academic freedom; and to establish principles and procedures for the ownership of copyrightable and patentable materials. Therefore, this policy covers all types of intellectual property. The following examples are not exhaustive: writings, art works, musical compositions and performances, software, literary works, trademarks, discoveries, and inventions.

Definition

"Work for Hire" is defined as a work prepared by an employee within the scope of his or her employment. Such work is supported by a direct allocation of institutional resources such as time, facilities, and monies; or such work is commissioned by the College.

Policy

Ownership of intellectual property will be deemed to be held by the College when the property is created as a work for hire, or

1. work is commissioned by the College;
2. property results from research that is supported by a federal grant or third party; and
3. when work is created on Lane College time with the use of the College facilities.

Intellectual property will be owned by the creator when

1. it is unrelated to the employee's job responsibilities incidental or insignificant use of college resources have been involved in the creation of the work;
2. the intellectual property has been developed outside the defined area of research or expertise of the creator; and
3. the development has been made on the personal, unpaid time of the creator, the intellectual property is embodied in a professional/scholarly, educational, literary, musical, or artistic work in the author's field of expertise. Notwithstanding the creator's ownership rights, the College reserves the right to royalty-free use of textbooks, manuals, and manuscripts that have been published in the professional literature for use in the college's teaching, research, and service programs.
Joint ownership will likely occur when a work is created by multiple employees. Examples include such items as multimedia courseware and distance learning materials where various faculty and staff have contributed to the final product. In cases of joint ownership, the proceeds of any commercialization of the product will be shared by the parties pursuant to a formal agreement only after the college has recouped any direct costs incurred for equipment and materials and costs paid to third parties.

Courseware

The College will assert limited rights of ownership when the development of courseware is self-initiated by faculty. That is, primary ownership will remain with the creator; however, Lane College will pay no royalty, rental fee, or other consideration when that courseware is used for instruction at the College. Additionally, the creator is prohibited from using the courseware in a manner that competes in a substantial way with the for-credit offerings of Lane College.

Legal Protection

If intellectual property belongs to the College, the administration will secure the copyright, patent, or trademark. Individuals who own a created work must secure protection themselves, at their own expense.

Disputes

Any dispute that arises under this policy shall be reviewed by the Faculty Welfare Committee. Their recommendation will be presented to the President of the College who will make the final decisions on disputed matters.
EXHIBITS
EXHIBIT B

OFFICE OF THE PRESIDENT ORGANIZATIONAL CHART
EXHIBIT C

ORGANIZATIONAL CHART
ACADEMIC AFFAIRS
Exhibit E

Organizational Chart
Student Affairs