

## **FOREWARD**

### **Welcome to Cuttington University**

This handbook was prepared under the direction of Dr. Stephen Kaifa, Vice President for Academic Affairs with assistance from Dr. Joshua Giddings, Associate Vice President for Academic Affairs and Secretarial support from Magdalene N. Bono and Alfred Holmes in the first semester of 2007, September.

While the provision in this handbook will ordinarily be applied and enforced as stated, Cuttington University reserves the right to change, add or amend any provision listed or written therein, including but not limited to faculty rights, workload, termination provisions, change of status/rank, transfers and other requirements without actual notice to individual faculty. However, every effort will be made to keep faculty advised of any new information and/or changes in provisions listed in this handbook. Faculty has the responsibility to read this handbook as well as other official announcements and notices.

This handbook presents the rules and regulations affecting the teaching faculty and staff of Cuttington University in Suakoko, Bong County, Liberia. The rules and regulations in this handbook are binding on all full-time and part-time faculty members until changes have been officially approved by the Faculty Senate, Academic Vice President, President, and the Board of Trustees or its Executive Committee.

## **MISSION STATEMENT**

The primary mission of Cuttington University is to fulfill the paramount mission of higher education which is to serve the human person and society. Cuttington is dedicated to this mission by offering all students an intensive educational experience in liberal arts tradition: natural science, theology, agriculture and rural development, social sciences, education, health sciences, humanities and research. The curriculum takes into account modern advances in new information technology and applications, striving to produce highly qualified graduates of strong moral fiber, who exemplify a commitment to the betterment of society and abiding faith in God. Cuttington is committed to the enhancement of life in the surrounding communities through a comprehensive service-learning program.

## **GOALS**

Cuttington University's goals include the following:

- a. Reaching out to communities in all areas of specializations;
- b. Striving towards self-reliance;
- c. Student center approach in all issues;
- d. Striving towards academic excellence at all levels: certificate, diploma, degree and post graduate;
- e. Diverse faculty and student exchange programs;
- f. Faculty development especially in African universities;
- g. Establishing reliable revenue sources;
- h. Increasing enrollment;
- i. Establishing campuses in other parts of Liberia;

- j. Expanding academic programs according to national needs, at the same time maintaining the highest quality in education.

## **ADMINISTRATIVE COMMITTEES AND STRUCTURE**

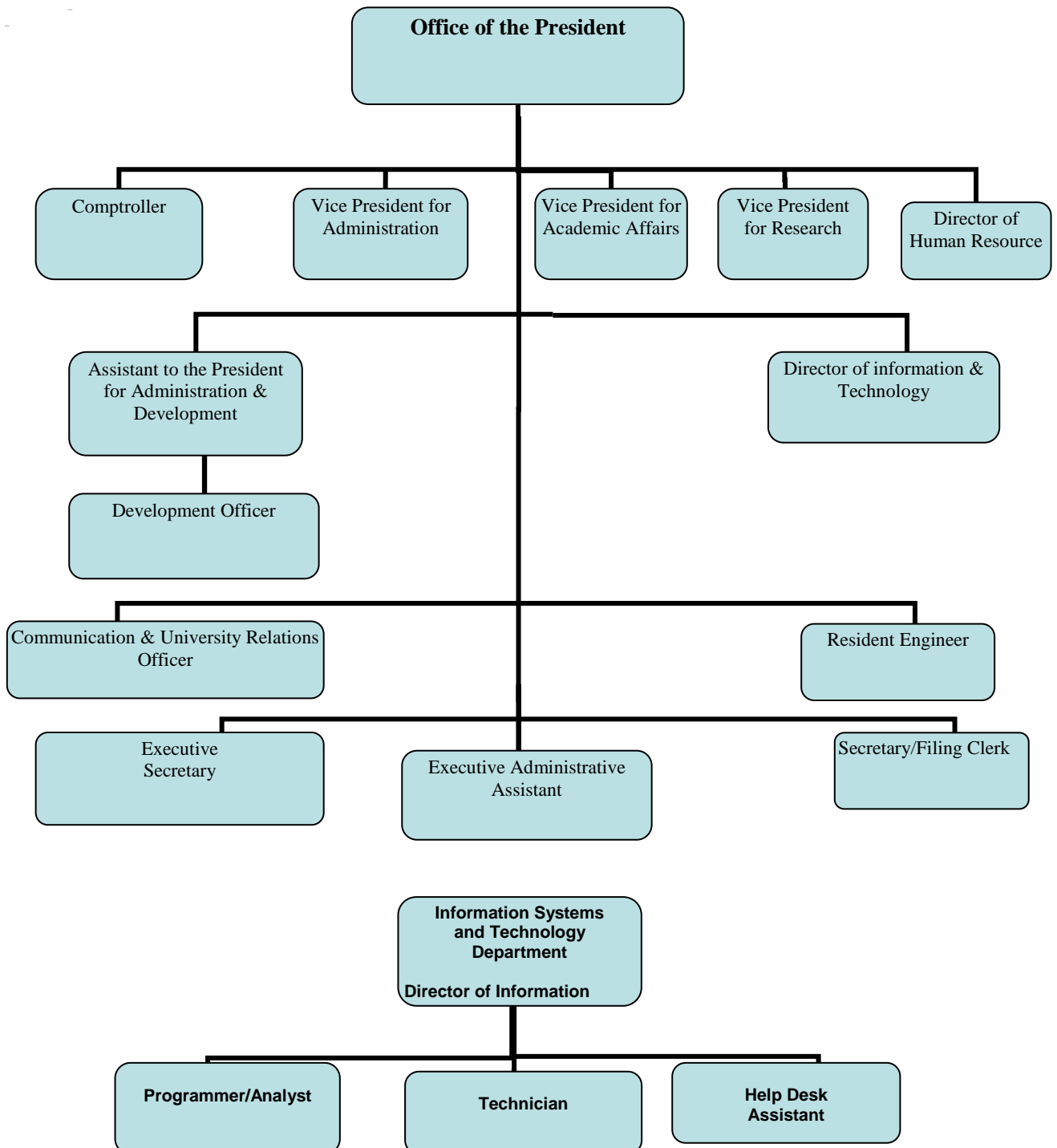
### **The Executive Council**

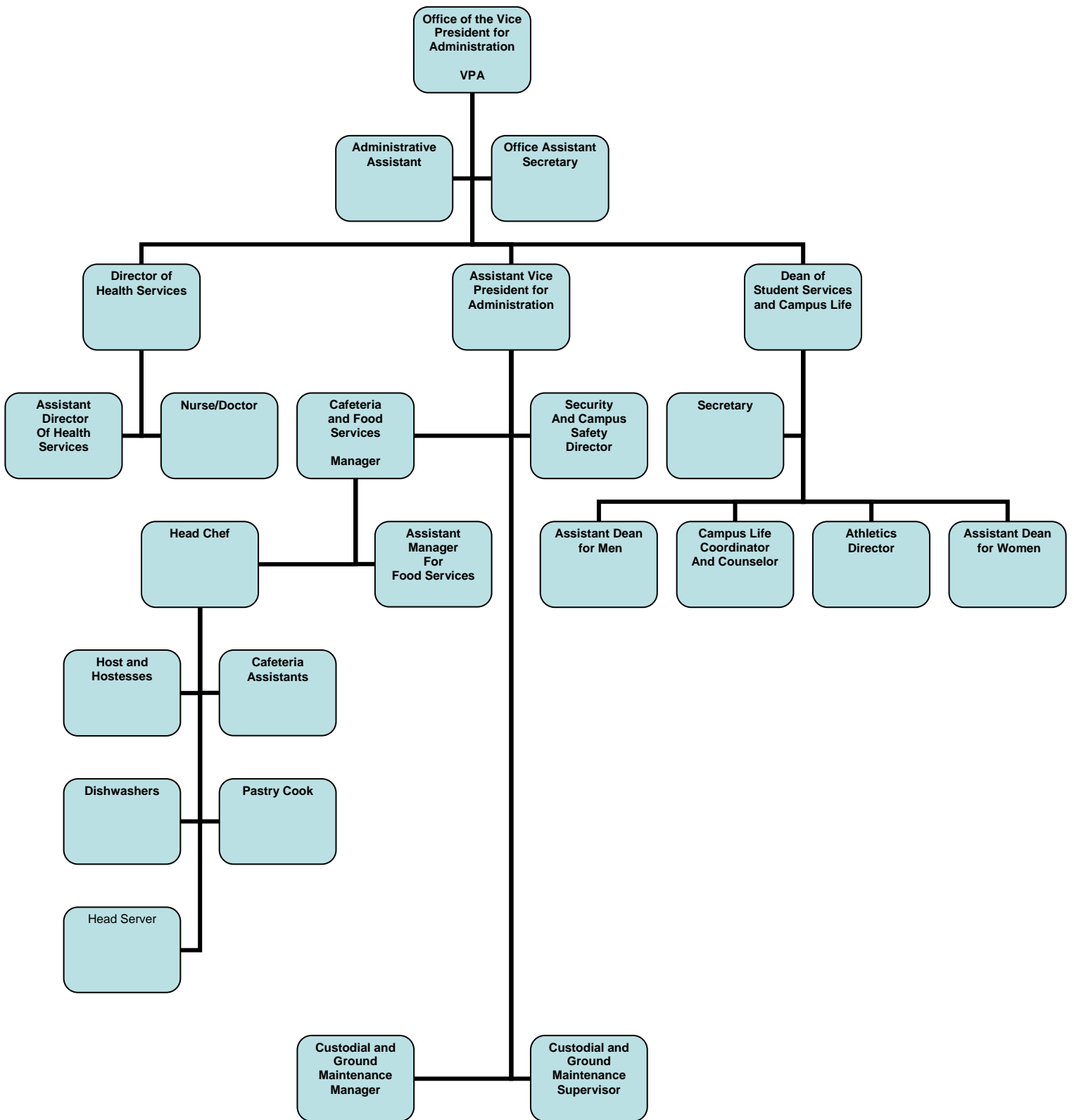
The body within the University which shall be primarily responsible for advising the President of the University shall be known as The Executive Council.

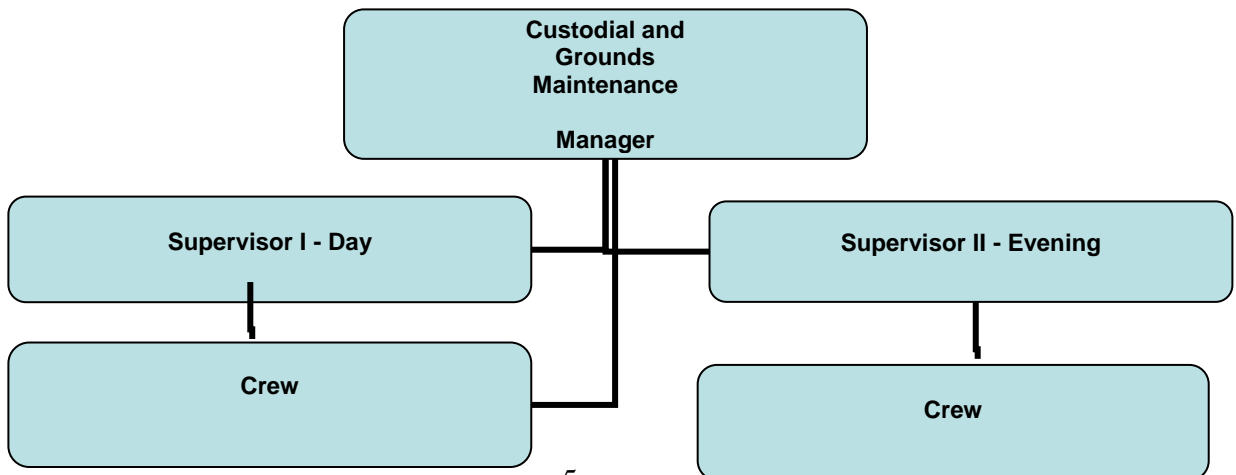
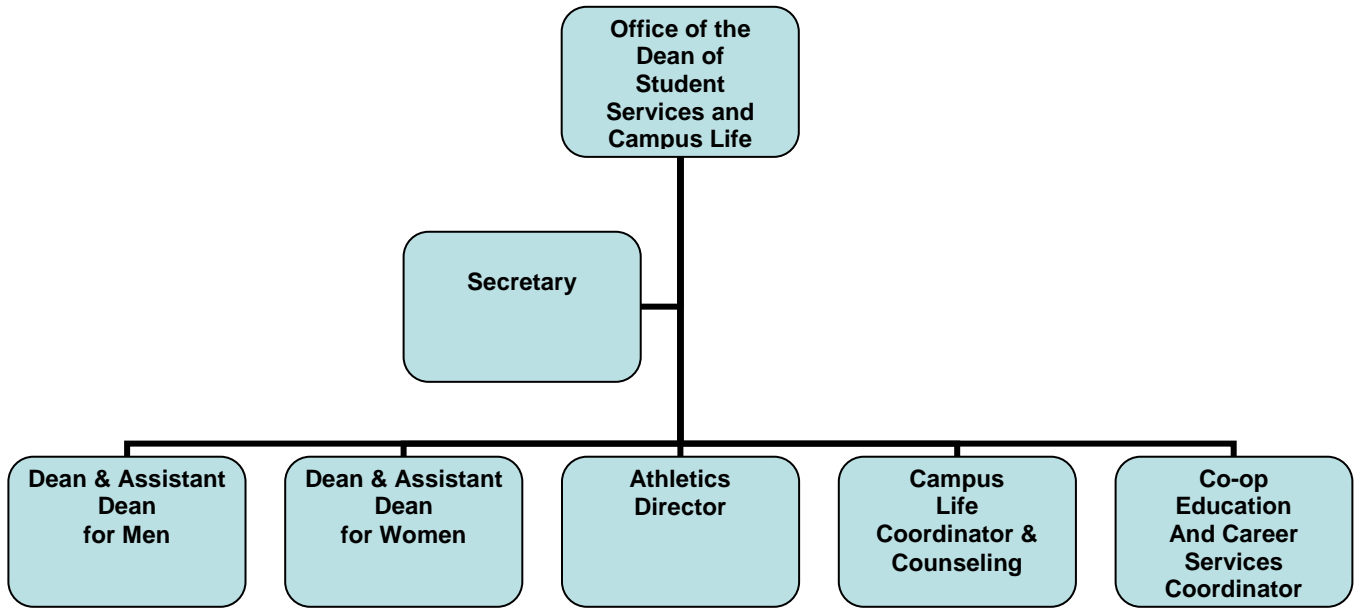
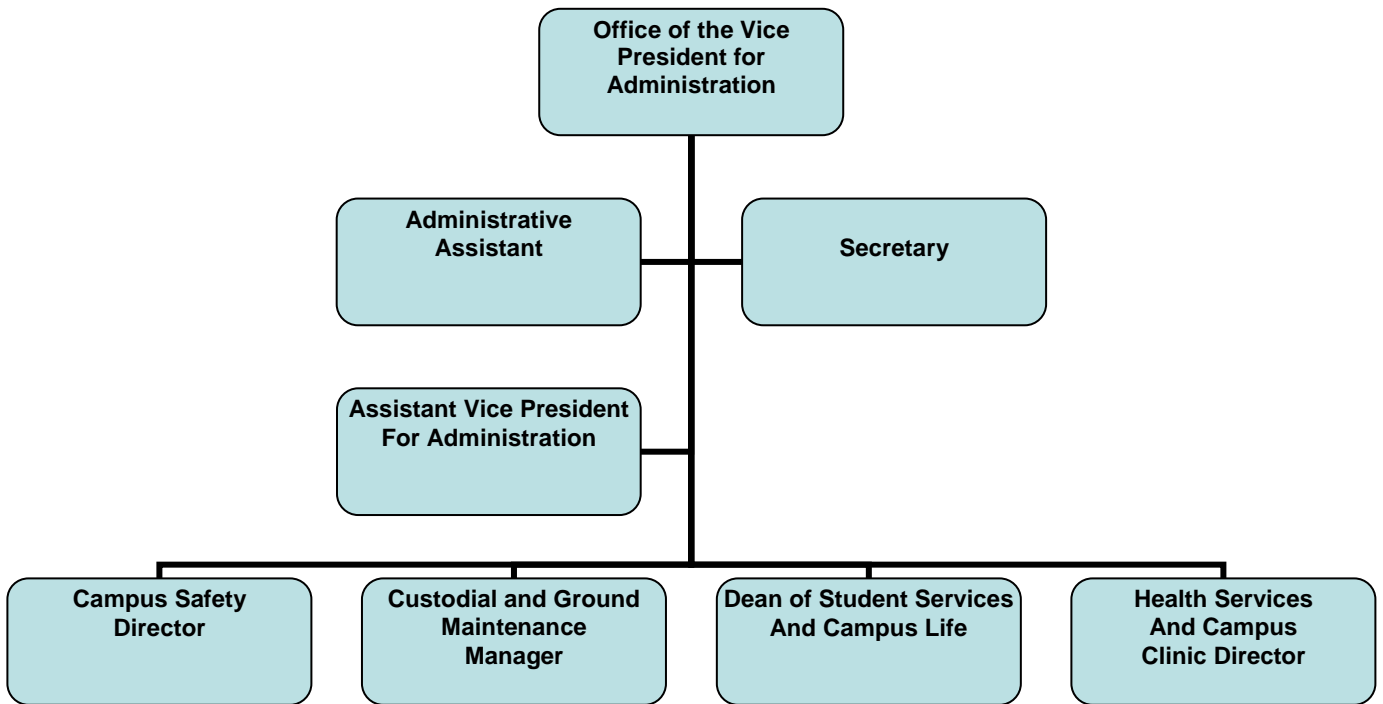
- a) The Executive Council shall be responsible for advising the President upon his request in any matter within the jurisdiction of the President , and in addition, shall be responsible for advising in the following areas:
  1. the formulation of long range goals and plans;
  2. the organization and administration of the University;
  3. the establishment, function and composition of the committees of the University;
  4. the formulation of personnel policies;
  5. the allocation of the budget;
  6. the handling of disciplinary matters involving faculty, staff and students;
  7. receiving reports on University activities which the President deems sufficiently important to call to the attention of the Council;
  8. expressing its view on any issue requested y the Board of Trustees;
  9. deciding upon University-wide regulation of a non-academic nature affecting students, faculty, and staff;
  10. approving the University Calendar;
  11. approving plans and procedures for the conduct of the student recruitment program;
  12. receiving proposed amendments to the rules and regulations of the University, approving or rejecting such proposed amendments and to instruct the President to notify the Board of Trustees at its next meeting of any amendments so approved by it;
  
- b) The Executive Council shall consist of the following members:
  1. the Vice President for Administration
  2. the Vice President for Academic Affairs
  3. the Vice President for Research and Development
  4. the Dean of Students;
  5. the Special Assistant to the President;
  6. the Heads of Colleges and Departments;
  7. the Chief of Finance/;
  8. the Registrar;
  9. Director of Libraries;
  10. other heads of administrative areas who are required to report directly to the President as designated by him;
  11. two members of the faculty who shall be elected by the instructional staff for each academic year;
  12. Representative from foreign Assistance Organization as designated by the President.

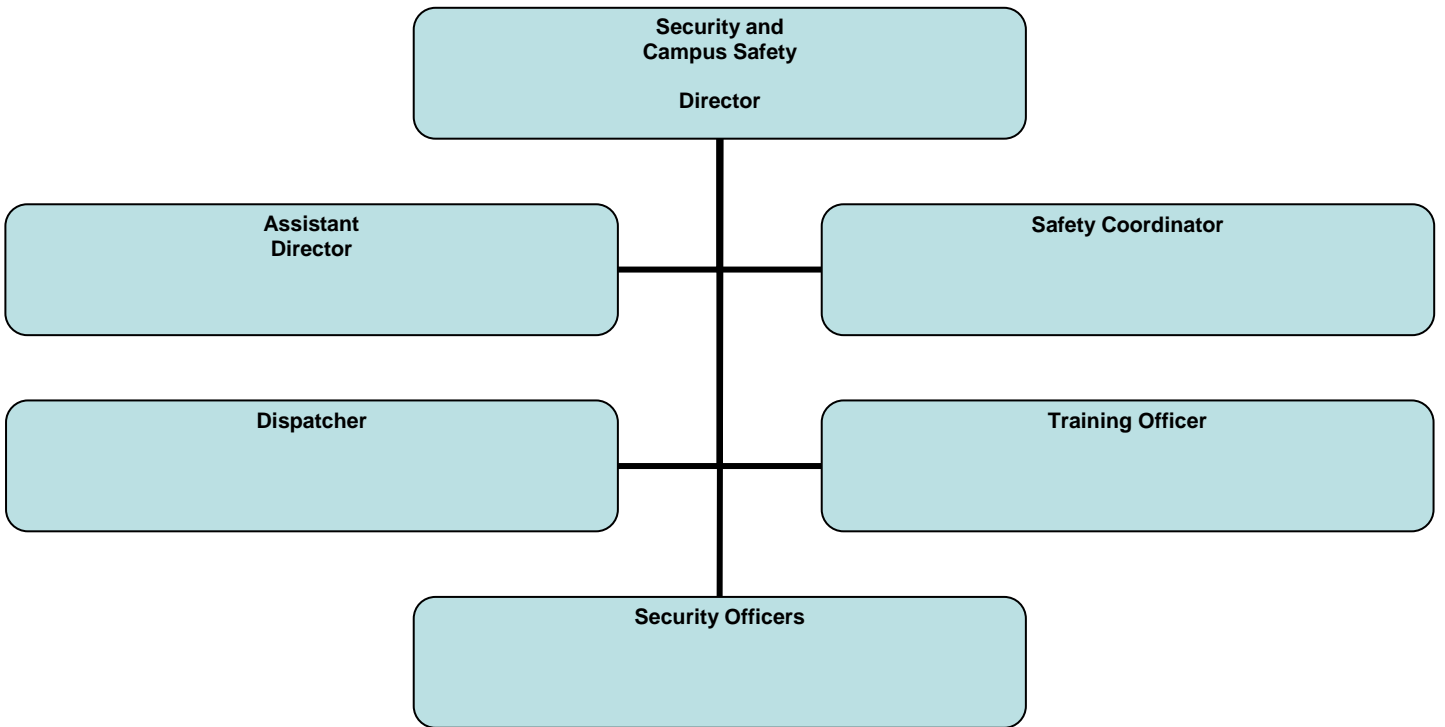
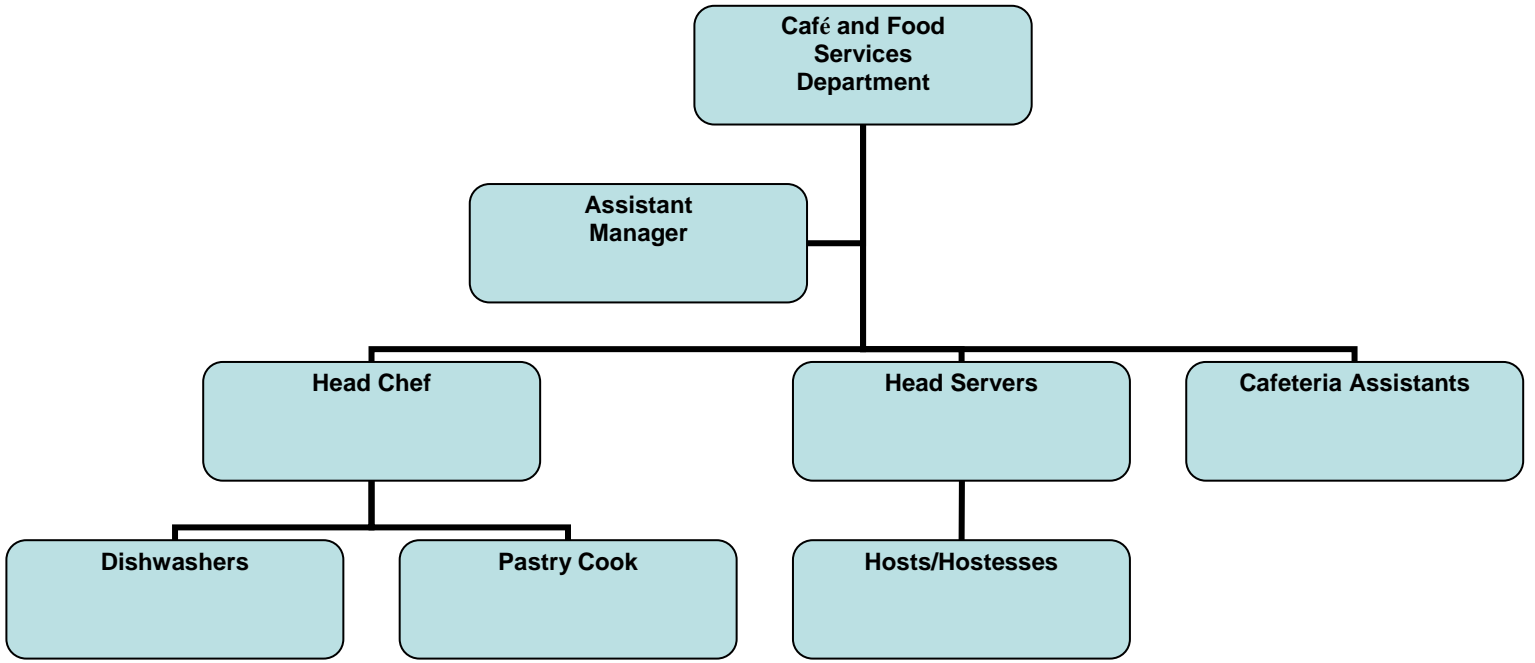
The President of the University shall be Chairman of the Executive Council and the Special Assistant to the President shall be secretary of the Council.

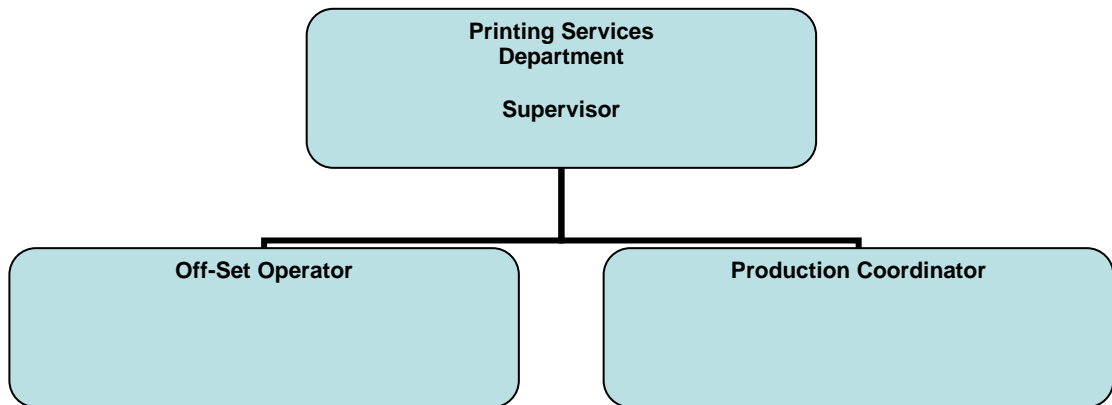
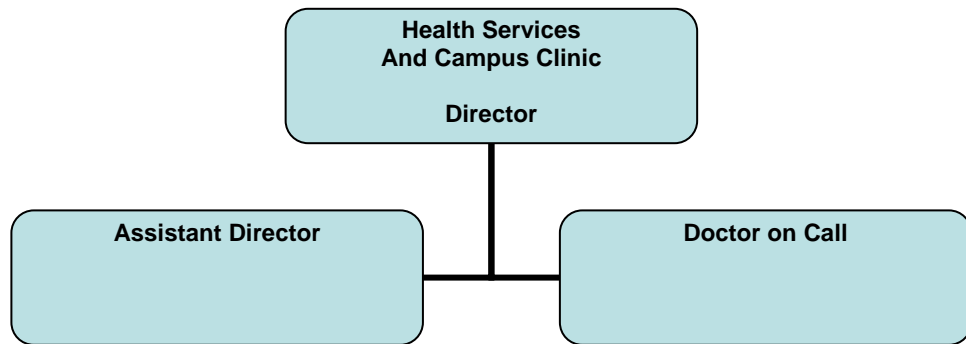
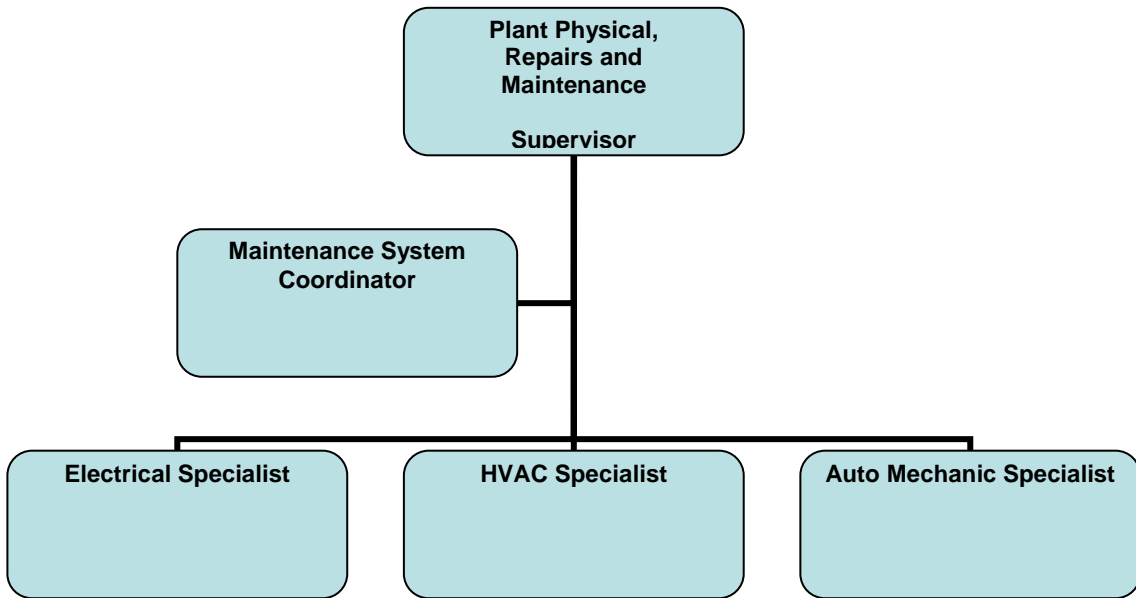
- c) The Council shall meet regularly on a day and at an hour to be determined by the President of the University.

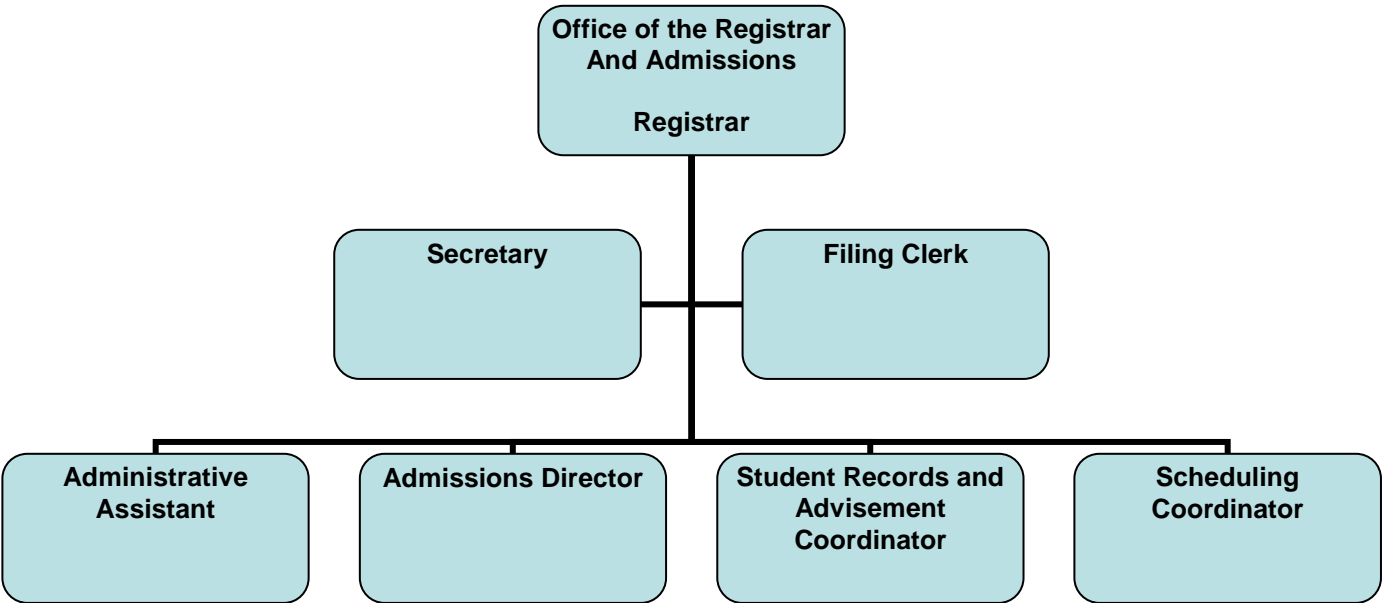
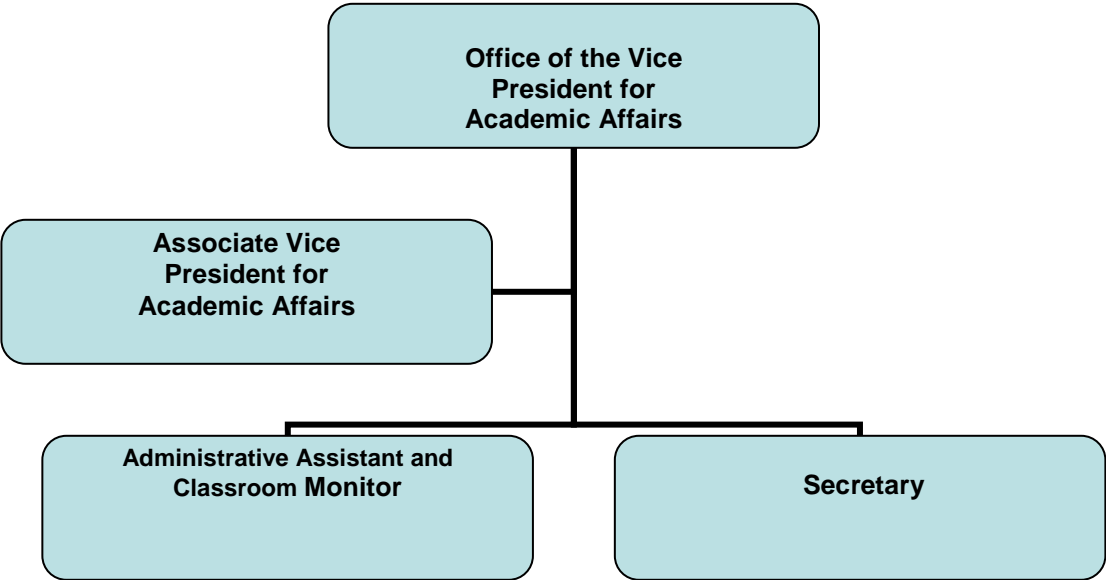
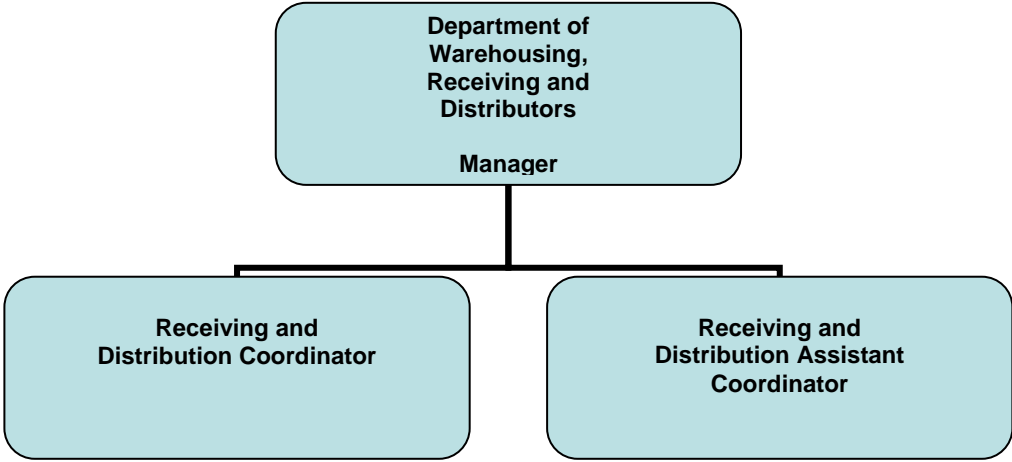


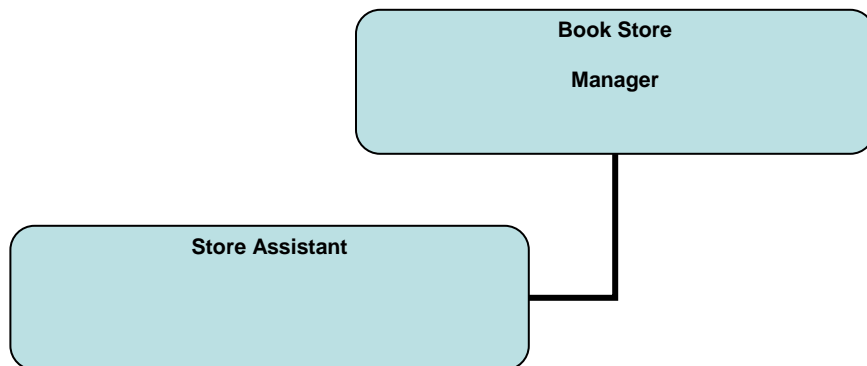
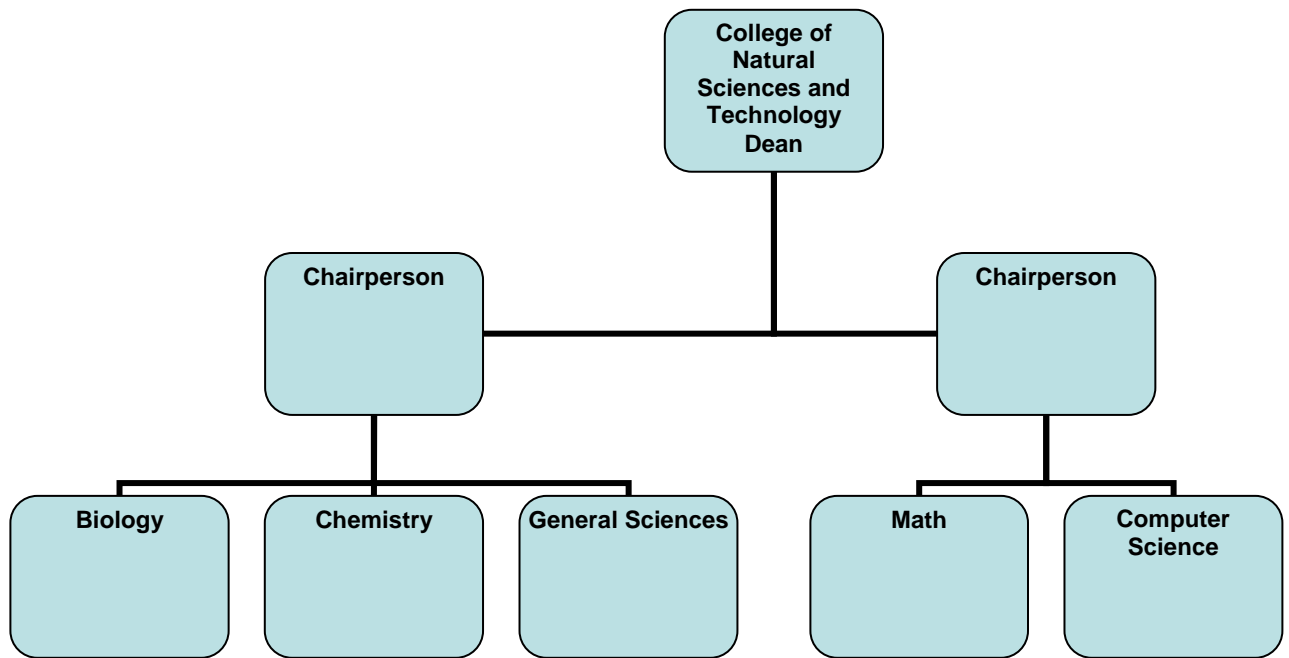
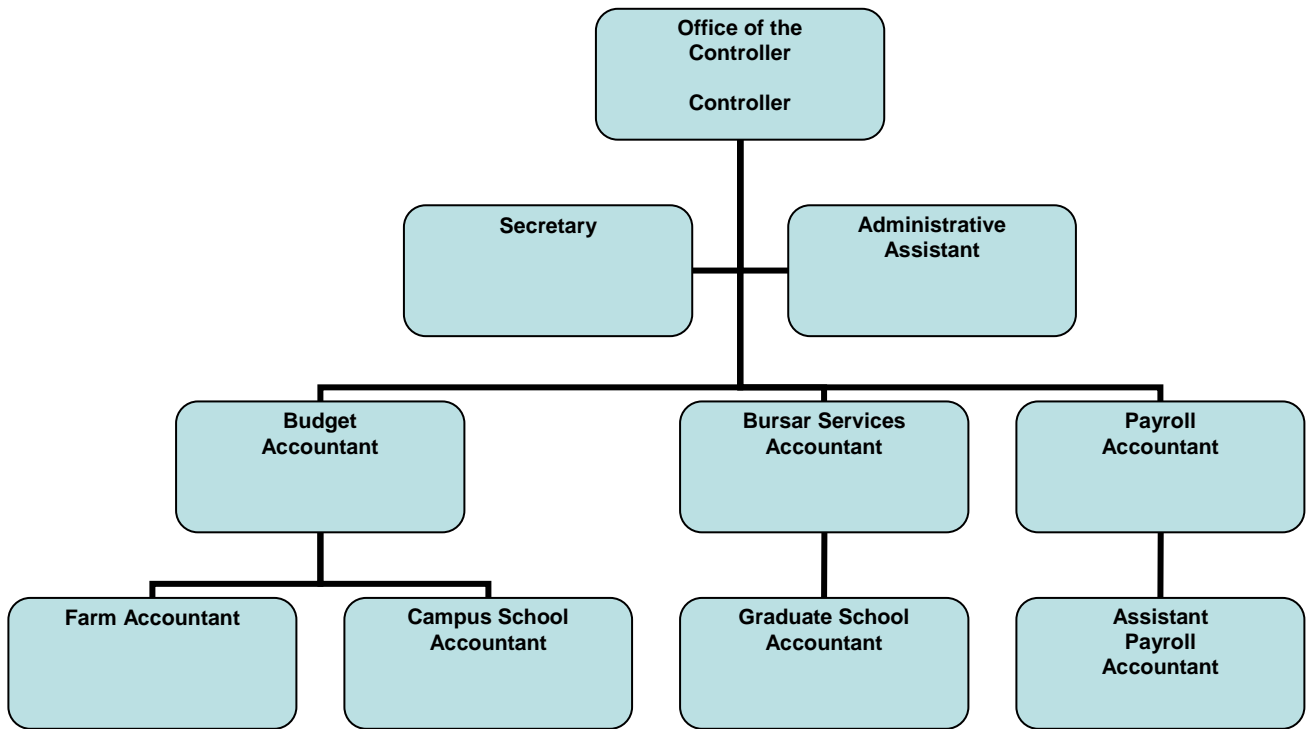


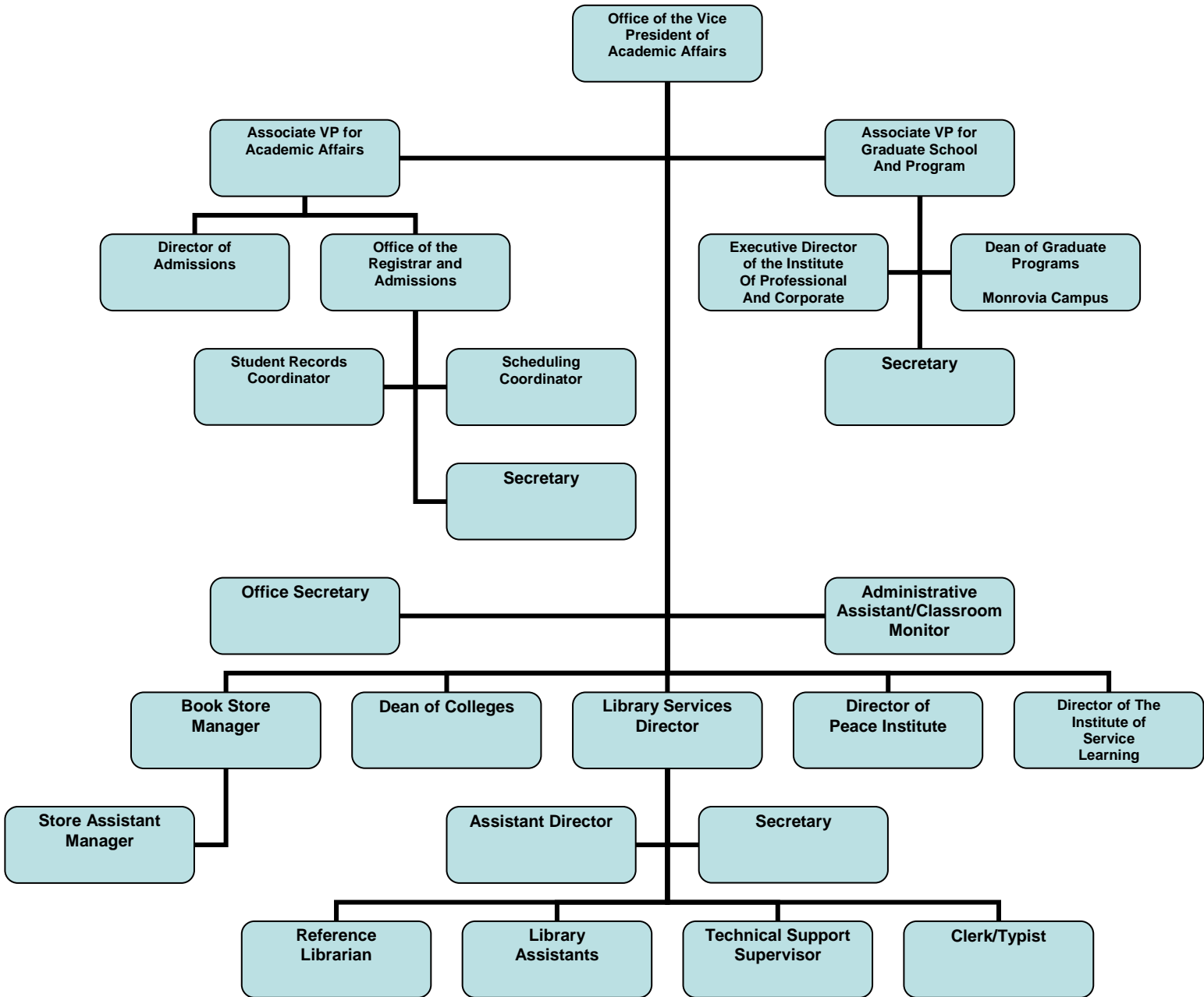


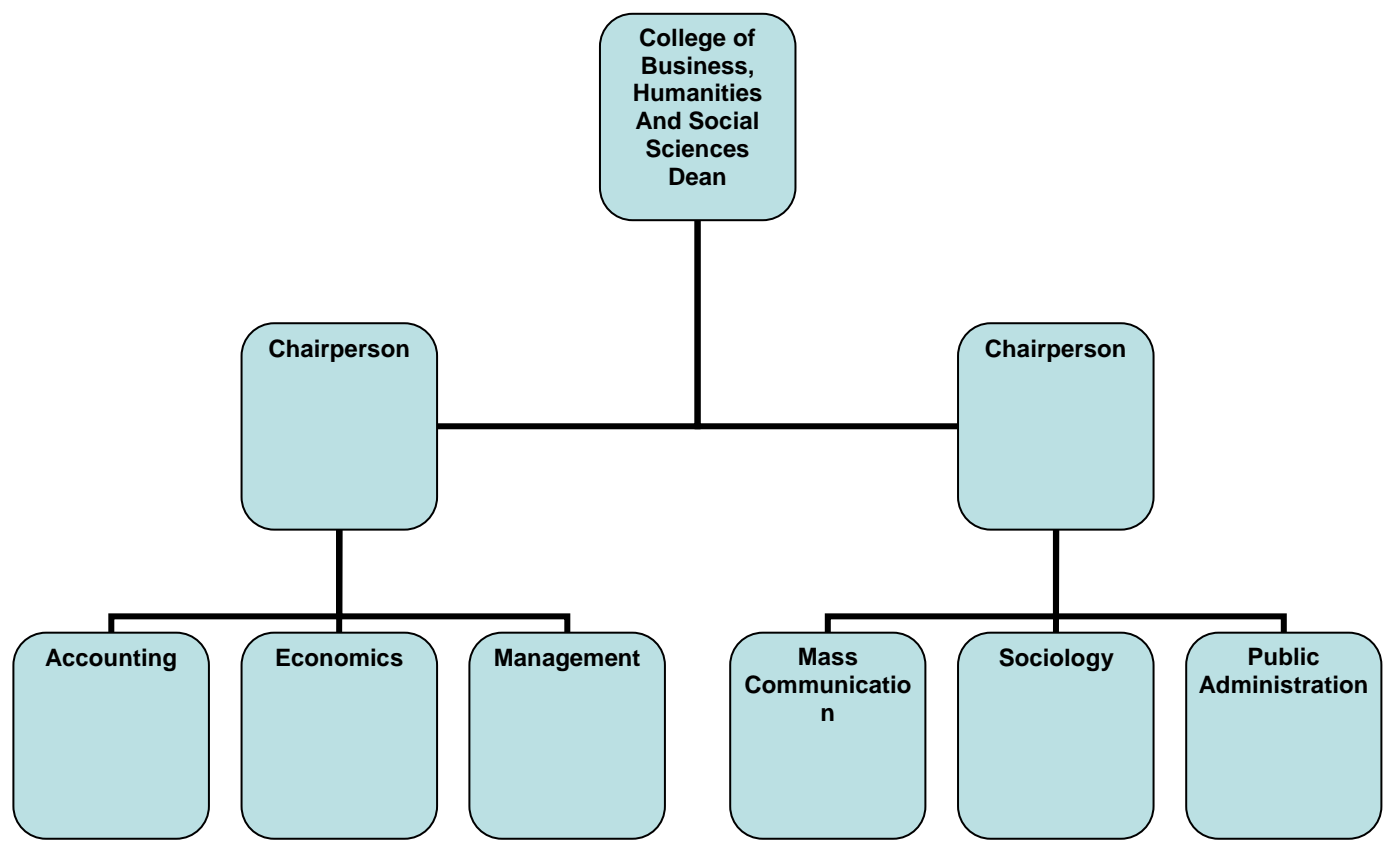
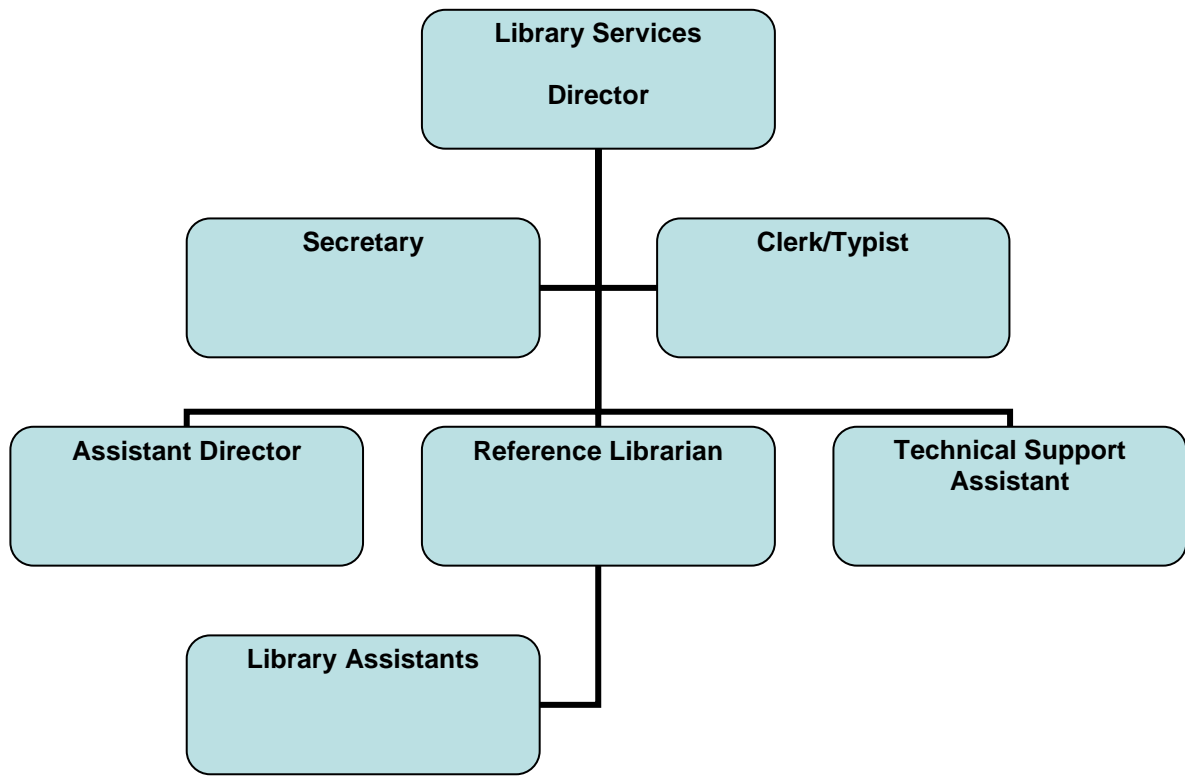


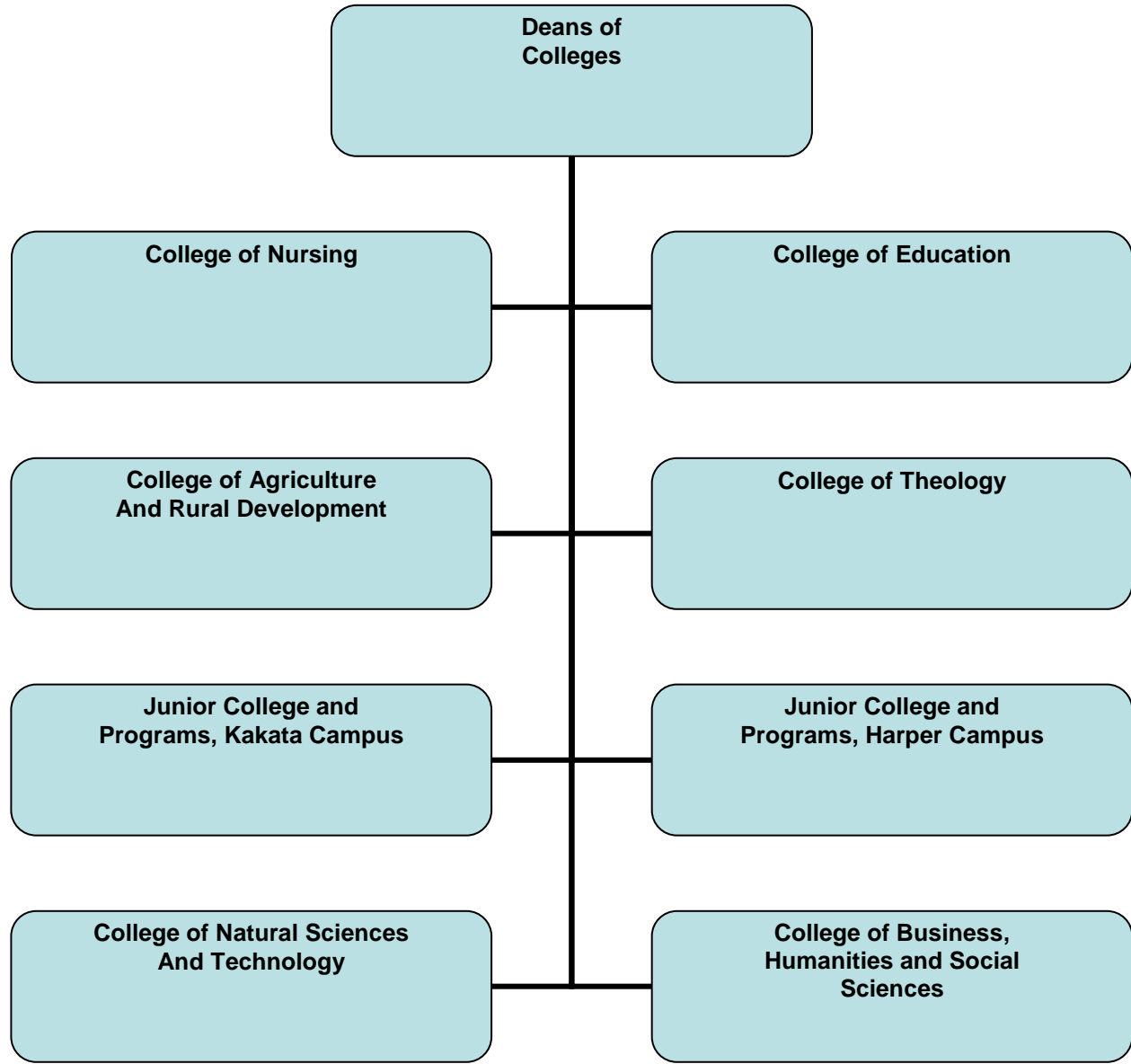












## **THE FACULTY SENATE**

The Faculty Senate is the body within the University that shall be primarily responsible to advise the President of the University on academic and related matters.

### **Members of the Faculty Senate**

1. The President of Cuttington University-Chairman
2. The Vice President for Academic Affairs-Vice Chairman
3. The Associate Vice President for Academic Affairs-Recording Secretary
4. Dean of the Various Colleges
5. The Dean of Admissions, Records and Registration
6. The Chief Librarian
7. Academic Department Heads
8. Directors of Academic Programs
9. Administrative Head of the Graduate School
10. Vice President for Research and Development
11. Two Faculty Representatives from each college to serve a two-year term of office.

### **Functions of the Faculty Senate**

1. To Provide Cuttington University with a body to deliberate on and plan matters relating to faculty welfare in the areas of instructional and research activities, curriculum, service, promotion, incentives and fringe benefits;
2. To clear prospective graduates whose names have been submitted to the Faculty Senate by the various colleges and programs and forward same to the President of the University who shall in turn present them to the Board of Trustees for confirmation;
3. To propose to the President, for his approval and/or submission to the Board of Trustees all recommendations which shall enhance the academic program and life of the institution.
4. To meet on the last Tuesday in every month at 7:00p.m at venue to be announced or whenever the chairman deems it necessary to call emergency meetings.

## **FUNCTIONS OF DEANS OF COLLEGES**

The duties and responsibilities of the Deans of Colleges shall be:

1. Making recommendations to the Vice President For Academic Affairs with regards to the employment of additional personal, the dismissal of any member of faculty or staff for inefficiency or any other justifiable reason, promotion and salary increase based upon evaluation of the performance of staff and faculty, and leaves of absence;
2. Supervising teaching and research including the following categories:
  - a. Promotion of faculty research;
  - b. Preparation of summaries of department grades and allocating teaching loads;
  - c. Evaluation of the University Library and preparation of lists of additional materials to be recommended for purchase for the Library;
3. Keeping records of staff achievements and programs;
4. Making long-range plans for the needs of the departments in terms of physical facilities, equipment and supplies;

5. Submitting an annual report to the Vice President for Academic Affairs on the operations of his college;
6. Determining the use of text books and other instructional materials in collaboration with his faculty;
7. Assisting with the academic advisory programs, appointing advisors, etc

### **Functions of Department Heads**

The Department Heads in their respective colleges shall be responsible to assist the Deans of Colleges in the performance of their duties.

#### Deans 'Responsibility for Instructional Program

The Dean of each college and the Director of each program of Cuttington University shall be directly responsible for the instructional program of his particular College, Program or School, including such related matters as attendance, and absences of instructors, staff members and students. Make-ups and re-instatement of students shall also be under the supervision of the various Deans and Directors.

#### Department Heads' Responsibility for Class Attendance

Heads of Departments are responsible to account for the participation of their staff in the instructional program. Within twenty-four hours they shall report to the Dean, Director or Division chairman the absence of any teacher from his post of duty.

### **Committee on Faculty Promotion and Academic Coordination**

The committee of Academic Deans and two faculty representatives shall constitute the committee on Faculty Promotion and Academic Coordination. This committee shall be responsible:

1. To establish procedures and provide regulations for all Faculty appointments and promotions;
2. To revise the existing framework of Faculty and Staff awards periodically;
3. To seek out opportunities for establishing Faculty and Student Exchange programs, encourage participation in them and formulate guidelines and criteria for Faculty Exchange Programs;
4. To formulate guidelines for the establishment of junior colleges, graduate programs and measures for continually evaluating them;
5. To encourage the establishment of inter-disciplinary studies and establish guidelines for the functioning of such studies.
6. To seek opportunities for Faculty to participate in professional conferences and serve as consultants; and stimulate and encourage Maximum Faculty participation in these respects;
7. To advise the Director of the Peace Studies and Conflict Resolution Program; and
8. To advise the Director of the Service Learning Program.

### **Academic Standing Committee (ASC)**

The Associate Vice President for Academic Affairs shall serve as Chairman of the Academic Standing Committee. Other Members shall include the Academic Deans and the Dean of Admissions and Records, who shall serve as Recording Secretary.

### **Role of the Committee**

The role of the Academic Standing Committee consists of:

1. Recommendations to the Curriculum Committee of changes in Curriculum.
2. Recommendations to the Faculty Senate regarding academic standing and eligibility of any student to receive the degree.
3. Investigation and clarification of academic rules involving students on probation and those in good standing.
4. Transference of credit from other academic institutions.
5. Handling of any exemptions for individuals to the published curricula. (If Colleges or departments want to make exemptions to college or major requirements for "individual case", letter explaining such should go to the Vice President for Academic Affairs and the ASC for approval.)
6. Reviewing of academic records with warnings, etc, and recommending to the Vice President for Academic Affairs, to suspend or drop students.
7. Readmission of former students.
8. Handling of cases of academic dishonesty (plagiarism and/or cheating).

### **Areas of Responsibility**

1. Permission given or withheld for:
  - a. Academic overloads or under loads.
  - b. Independent study for credit during the vacation time.
  - c. Transfer of credits from other institutions
  - d. Exemption from required courses.
  - e. Exemption and credit by examination or other special arrangement.
  - f. Readmission of any former student to the University after the student has been out for one or more semesters.
  - g. Dropping any course after the established drop-date.
  - h. Special arrangements to meet graduation requirements when an individual fails to graduate at the time expected because of lack of an hour or so, or lack of a point or so, or both.
2. Decision made Regarding:
  - a. Suspension or dismissal of any student for academic reasons for action by the Administration.
  - b. Imposition of formal conviction and penalty for cheating, plagiarism, any form of academic dishonesty.
  - c. Retention of a student who is on academic probation.
  - d. Designation of a student as a special student enrolling in particular courses or designation as a degree candidate.
  - e. Enforced change of major.
3. Formulation of policies, procedures, or recommendations to the Faculty Senate in connection with all of the areas mentioned in the above in connection with:

- a. Probation regulations and enforcement thereof.
- b. Classification of students: freshmen, sophomore, etc.
- c. Class attendance
- d. Acceleration
- e. Auditing of courses
- f. Grading Systems, Points, etc.
- g. Grades of Incomplete
4. Any other student related academic matters not mentioned above.

### **THE CURRICULUM COMMITTEE**

The Vice President for Academic Affairs shall serve as chairman of the Curriculum Committee. Other members shall be all Academic Deans, two student representatives, the Chief Librarian and others appointed by the Vice President for Academic Affairs.

**This Committee shall be responsible:**

1. To seek, advise and consult with the various colleges and programs as to the nature, goals and objectives of their curricula;
2. To study the general education requirements of the University and determine whether they are in keeping with the educational needs and training objectives of the programs and colleges of Cuttington University.
3. To periodically review the curricula of the various colleges and programs with a view to determining whether they are in harmony with the goals and objectives set by the colleges and programs of Cuttington University;
4. To undertake comparative studies of the scope and content of the curricula of Cuttington University and of other universities so as to provide a basis for the institution of improvement in course offerings and a basis for the furtherance of academic cooperation with other universities.
5. To seek to improve those facilities of Cuttington University which are immediately related to the area of instruction in the hope of achieving high academic performance;
6. To attempt to stimulate student interest in certain academic areas by assisting programs and colleges in the development of curriculum innovation;
7. To make recommendations to the Faculty Senate and the college and programs in keeping with the findings of the Committee's investigations.

**The Admissions Committee**

The Registrar and Dean of Admissions shall serve as chairman of the Admissions Committee. Other members shall include appointed subject and evaluation specialists, as well as any other deemed necessary by the Vice President for Academic Affairs.

**The Committee shall be responsible:**

1. To set policies governing Cuttington University examinations;
2. To set procedures for administering examinations at Cuttington University;
3. To coordinate the scheduling of Cuttington University examinations;
4. To devise a system of uniform evaluation of students in various courses at Cuttington University;
5. To arrange for the design of suitable examinations for admissions and placement and to provide for the administering of these examinations;

6. To prepare and submit operational budget for Cuttington University Admissions and Placement Examinations; and
7. To devise a system for the security of examinations and set forth the necessary disciplinary measures.

### **Committee on Faculty Welfare**

Members of this committee shall be appointed by the President of the University. The committee shall be responsible:

1. To make recommendations for the improvement of existing salary structure in accordance with the existing cost of living , etc;
2. To make recommendations for the establishment of a “superannuation scheme” and represent the interest of the faculty in its implementation;
3. To make recommendations for providing the faculty with a comprehensive life and health group insurance policy;
4. To make recommendations for the establishment of a faculty center;
5. To be responsible for organizing all faculty social activities and for securing the necessary appropriation from University authorities;
6. To periodically review faculty housing scheme and assist the implementation of an effective University policy;
7. To make recommendation that will ensure the availability of transportation for official use by the faculty;
8. To set standards governing professional productivity, effectiveness in the classroom, student guidance and research;
9. To make recommendations for the provision of adequate physical facilities; instructional materials, equipment, supplies for the effective performance of their duties; use of the facilities and maintenance of same;
10. To make recommendations for faculty participation in the vacation school and the adequate and prompt compensation;
11. To make recommendations for the institution of an effective communication system including postal service, computer service, etc.
12. To make recommendations that shall stimulate and promote mutual respect among faculty, staff, administration and students;
13. To develop guidelines for inducing high faculty commitment; and
14. To make recommendations effecting faculty work load.

### **AD-HOC COMMITTEES**

Ad-hoc committees are appointed by the President of Cuttington in addressing specific issues.

### **ADMINISTRATIVE ORGANIZATIONS**

The University is organized into four major administrative areas: (1) administrative affairs, (2) academic affairs, (3) financial affairs and (4) student affairs. Under the leadership of the President, the administration is responsible for the daily operation of the university, the formation of general policy, personnel matters, and student discipline. The following administrators are the major officers of the university.

**President:** The president is elected by the Board of Trustees and is charged with implementing policies adopted by that body. The president is the chief educational and administrative officer of the university.

**Vice-President for Administration:** The vice-president for administration reports directly to the president. He oversees all administrative matters, including purchasing, operations, maintenance of physical plant, insurance, and property control.

**Vice-President for Academic Affairs:** The vice-president for academic affairs is the chief academic officer, reporting directly to the president. This officer has primary responsibility for the development and administration of policies and programs in the areas of academic standards, curriculum, instruction, scheduling of course offerings, and faculty personnel matters.

**Vice President for Research and Development:** He is responsible to oversee all internal and external researches conducted by members of the faculty and reports directly to the President of the university.

**Associate Vice President for Academic Affairs:** The Associate Vice President for Affairs assists the Vice President for Academic Affairs in his functions and reports directly to him.

**The Associate Vice President for Graduate Studies:** The Associate Vice President for Graduate Studies oversees the overall operation of the Graduate School, located in Monrovia and reports directly to the Vice President for Academic Affairs.

**Associate Vice President for Natural Science Research:** He conducts research in Natural Sciences and reports directly to the Vice President for Research and Development

**Associate Vice President for Social Sciences:** He conducts research activities in Social Sciences and reports directly to the Vice President for Research and Development.

**Chief of Finance:** The chief of finance is the chief financial officer of the university and reports directly to the president. This officer is responsible for the **areas of accounting and financial reporting**, budget preparation, administration and control.

**Dean of Students:** The Dean of Students serves as the chief advisor to the president on student affairs and regulations. This officer exercises administrative responsibility over assigned functions relative to university student activities, including athletic activities, residential life, cultural and social life, student health and institutional counseling.

**Registrar and Dean of Admissions:** The Registrar and Dean of Admissions is the chief custodian of all students' academic records and other personal information. He also oversees all enrollment procedures of the University (i.e. placement exams, transfer, registration etc.)

## **FACULTY RIGHTS AND PROFESSIONAL OBLIGATIONS**

Cuttington University recognizes and upholds the following rights of full-time faculty:

**RIGHTS:**

- (1) to be governed by clear terms of a contractual agreement ;
- (2) to receive full compensation for work done under contractual agreement;
- (3) to receive full and impartial evaluation by the appropriate supervisor for promotions and salary increments according to the set policies of the institution,;
- (4) to apply for extended contract after a semester probation and initial contract of three years;
- (5) to assume protection of the University in matters of academic freedom.

**OBLIGATIONS:**

The following obligations pertain to each faculty member:

- (1) to promote the spiritual atmosphere on the campus;
- (2) to pursue the objectives of the University as expressed in the mission statement and to work toward the realization of these objectives while in the service of the university;
- (3) to meet financial responsibilities promptly to avoid embarrassment to the university;
- (4) to respect the rights of students and co-workers as each seeks to make satisfactory adjustment to an academic climate.
- (5) to participate in the social and cultural life of the University and community in an effort to foster good morale and good will;
- (6) to observe and enforce the regulations of the University;
- (7) to give service to the University based upon the contractual agreements; and
- (8) to continue to improve personal growth and/or professional standing.

**SUPERVISION AND MONITORING**

Deans and Chairpersons of programs are required to supervise and monitor the attendance performance and conduct of their respective instructors/professors on a daily basis. Deans and Chairpersons are also required to submit to the VPAA office at the end of every week a written report of the supervision and monitoring performed.

Instructors/Professors who constantly fail to report to scheduled class sessions without prior permission from the Chairperson, Dean or VPAA will incur a monetary penalty of \$25.00 USD per missed session to be deducted from the pay check for that month. This will be considered an unexcused absence. Instructors/Professors with bachelors' degree are allowed up to 10 minutes and Master's and Ph.D. holders are allowed 15 minutes respectively, for lateness to class after which students are allowed to leave class unless prior arrangements were primed and/or extenuating circumstances caused the lateness will be treated as an absence and the instructor will be penalized by a \$25.00USD deduction from the pay check for that month.

**CONTRACT TERMINOLOGY**

A contract issued between Cuttington University and a faculty member at a specified salary rate implies that the faculty member is engaged to perform services within the spirit

of the arrangement. The general implications of this statement are contained in the following:

- (1) The term “instructor” will be used here to represent faculty member who is employed to teach 50% or more of the expected load for a full-time faculty member.
- (2) The term “services” includes: work performance, class sessions for the course of instruction assigned, 0 for student advisement, meetings, participating in university functions and special assignments.
- (3) The instructor shall render services when the university is in session as specified by the academic calendar. The agreement and schedule determine the period of service.
- (4) Before full-time instructors become engaged in other activities where regular hours are served and fees or salaries are received, they shall present the matter to their supervisor(s) for approval. However, the normal pursuit of non-compensational, civic, religious or scholarly activities are expected and encouraged.
- (5) Faculty members are expected to be available a minimum of 30 scheduled hours per week or 6 hours per day.

Additional responsibilities within the context of teaching, research, and community service may be entered into by the faculty. The University acknowledges that it does not have an unlimited claim on the instructor’s time. Service to the University is designed to operate within the limits of the above items and to terms outlined in conditions for promotion and elevation in ranks.

#### **APPOINTMENT OF FACULTY MEMBER**

All faculty appointments are subject to the approval of the President of Cuttington University. Faculty members shall be appointed by the President upon the recommendation of the vice-president for academic affairs in consultation with the appropriate college dean.

The faculty agrees that neither he nor any person acting on its behalf will cause, authorize, and engage a strike action against Cuttington University. The willful absence of a faculty member from his/her position for extended time, the failure to report for duty for 14 days or more or refusal to perform his/her duties of employment as defined in his employment contract and/or as set forth in this guideline will lead to termination.

#### **A. PROCESS OF SELECTION**

When a vacancy occurs for a faculty in a college or a new position is to be filled, the dean of the college has the responsibility to: (1) Inform Vice President for Academic Affairs (2) Vice President for Academic Affairs inform the Human Resource Department to

advertise the vacancy; (3) form a Selection Committee; (4) receive applications, transcripts and letters of recommendation; (5) screen applications; (6) invite selected applicant(s) to the campus for interviews; and (6) recommend the successful applicant(s) to the Vice-President for Academic Affairs. The Vice-President for Academic Affairs will present a recommendation to the President, who has the ultimate authority to approve or reject the recommendation.

All new vacancies are to be appropriately advertised in compliance with Liberian Labor Law regulations. Upon approval, the President will offer the candidate (through the Human Resource Department) a written contract or letter of appointment. The contract or letter of appointment is not considered valid unless it bears the signatures of both the president or his proxy and the appointee.

## **B. PROBATION**

All initial appointments, including appointments to ranked positions, are probationary. Instructors will be on probation for one semester or one year depending on which ever period is specified by the Human Resource Department, unless where a waiver is granted. The granting of an extended contract will terminate the employee's probationary status.

### **NOTE:**

- (1) It is the responsibility of the college dean to guide new faculty members during the probationary period.
- (2) The Human Resource Department will establish the procedural standards that will be followed in determining the conditions under which extended contract will be granted, provided no standards so imposed will contradict or vary from the terms set out in this Handbook.
- (3) Qualifications for extended contract are:
  - (a) Teaching and performance;
  - (b) Professional growth and development, as reflected in attendance. At professional meetings, coordinating and/or sponsoring workshops, seminars, etc; publication of articles, and books; and educational travel s or tours;
  - (c) Community service – i.e. church, civic, and work social activities;
  - (d) Participation in campus activities; e.g., organizational sponsor-ship, committee leadership, and attendance at religious, cultural, and educational programs;
  - (e) Advisory services to students;
  - (f) Loyalty to Cuttington University (allegiance to the purpose of the institution).

### **C. CONDITIONS OF WAIVER**

A waiver of probationary status may be granted to in-coming faculty at the assistant professor level with at least four years of full-time teaching at an accredited college or university immediately before employment at Cuttington University. Prior experience may be counted toward the probationary period up to a maximum of three years.

### **D. PROCEDURE FOR RE-APPOINTMENT**

In general, the academic Vice President, in consultation with the College Dean, recommends the faculty member for re-appointment, and where applicable, for extended contract, promotion, and salary increments. Recommendations are made to the president by the Vice President for Academic Affairs at the end of the academic year, after a satisfactory evaluation process which will consist of the following: a) Faculty self evaluation, Dean/Chair evaluation, Peer evaluation, Student evaluation.

- 1) A letter of appointment and reappointment shall be provided to a faculty member in writing at least 30 days before the start of an academic semester except in unforeseen and extenuating circumstances occur, which prevent providing 30 days advanced notice at the current level (status) of employment.
- 2) Instructors not notified of termination of contract at the end of the Academic year may presume that they have been recommended for continuous employment.
- (4) All contracts of re-appointment will be ratified at least one month before the expiration of the contract currently in force, providing all conditions for ratification have been met.

### **QUALIFICATIONS, RANKS, AND PROMOTION**

A distinction is made between the academic degrees earned and the academic title and rank. Appointment to a position on the faculty specifies the instructor's status in terms of rank. A distinction is made between instructorship and professorship. Within the professorship, a further distinction is made between the ranks, which in ascending order are assistant, associate, and full professor. A position in any of these ranks entitles the bearer to be called professor. Special titles not referring to rank may be visiting professor, lecturer, and professor emeritus.

In general, an instructor is expected to pass through the scale in order, from lower to higher ranks, so that the full professorship implies previous service as an associate professor; the associate professor implies previous service as an assistant professor; and the assistant professor implies previous service as an instructor.

### **PROMOTION**

Attainment of minimum scholastic requirements in terms of degrees or graduate credit may make the instructor eligible for consideration for elevation or promotion if he/she has maintained that level for more than three years of service to the university, but does not constitute an automatic claim to promotion or elevation.

- a. Instructor performance as indicated by records of the college dean;

- b. Professional degrees and achievement;
- c. Scholarship as evidenced by both publications and unpublished papers presented at professional conferences;
- d. Continuity of professional development every two years for holders of the Master's and every four years for holders of the Ph.D. degree.
- e. Academic advising services to students;
- f. Service on college committees;
- g. Membership and activity in professional and learned societies;
- h. General Service in the university and/or community.

### **MINIMUM QUALIFICATIONS AND PROMOTIONS FOR VARIOUS RANKS**

Faculty members must serve a minimum of three years at a given academic rank to be considered for promotion to the next highest rank. For conditions reducing the probation period, for new appointees see "Appointment to Faculty." The levels of faculty rank include the following:

#### **A. Instructor/Lecturer**

- 1. Bachelor's degree with three years of related professional experience with at least one year college level teaching, or
- 2. Master's degree; with one year teaching experience at the collegiate level or related experience.
- 3. Evidence of acceptable personal and professional qualifications; and
- 4. Evidence of definite plan to continue professional growth and development.

#### **B. Assistant Professor**

- 1. Master's degree with five years teaching experience at a collegiate level, or
- 2. An earned doctorate (Ph.D. or equivalent terminal degree in the area of competence) or evidence of research and/or further study (normally one should have a minimum of 30 hours beyond the master's degree). At least three years of teaching experience at college or university level.
- 3. Evidence of growth in personal and professional qualifications (evidence of scholarship and achievement in areas of special competence as indicated through membership in learned societies, publications, professional journals, or outstanding work in some field of human endeavor).

#### **C. Associate Professor**

- 1. Earned doctorate (Ph.D. or the equivalent terminal degree) in teaching discipline from an accredited institution with five years teaching experience or Master's degree with,
- 2. At least nine years of successful teaching experience, or its equivalent, six years of which must be on the college level/university level.
- 3. Superior growth in personal and professional qualifications and evidence of original research. (Evidence of scholarship and achievement in areas of special competency as indicated through membership in learned societies, publications, professional journals, or outstanding work in some field of human endeavor.)
- 4. Master's degree with 10 years teaching at the collegiate level.

#### **D. Professor**

1. Earned doctorate (Ph.D.) or the equivalent terminal degree) in teaching discipline from an accredited institution with,
2. At least six years of successful teaching experience, or its equivalent, four years of which must be on the college level.
3. Superior growth in personal and professional qualifications and evidence of original research. (Evidence of scholarship and achievement in areas of special competency as indicated through membership in learned societies, publications, professional journals, or outstanding work in some field of human endeavor).

\* Teaching experiences do not include teaching assistantships as a graduate or undergraduate student.

#### **EMERITUS STATUS**

Upon recommendation of the Academic Standing Committee and approval of the president, members of the faculty who, upon retirement, and hold at least an associate professorship and who have served twenty or more years on the faculty of Cuttington University are eligible to be considered emeritus status.

#### **EXTENDED CONTRACT**

1. A full time faculty member, who has completed three successful years of teaching at Cuttington University may apply and be eligible for an extended contract of three years.
2. Applications for extended contracts are received by the Human Resources Department in conjunction with the committee on Faculty Promotion.
3. Requests for change in rank or extended contract with written documentation are to be submitted the College Dean, stating qualifications for the request based on the criteria stated in the Handbook. The College Dean forwards the request to the Academic Vice President who will forward all materials to the Committee on Faculty Promotion.
4. Once a faculty member has been awarded an extended contract, his or her employment will be automatically renewed annually. This written extension will state any new status and/or salary scale of the employee.
5. Requests for change in rank or extended contract are to be submitted with written documentation to the college dean, stating qualifications for the request based on the criteria stated in the Handbook. College deans will forward the request along with comments and/or recommendations to the vice president for academic affairs. The vice president for academic affairs will forward all materials to the Promotion Committee. The committee will make its recommendation to the vice president for academic affairs who make the ultimate promotion in rank decision.
6. During the period of an extended contract, appointments will be automatically renewed annually until the expiration of the contract.

**Note:** (see Faculty/Staff Handbook for more details on contract)

#### **TERMINATION OF SERVICES**

A Faculty appointment may be terminated in several ways and for a variety of reasons, including:

1. Expiration of Contract;
2. Retirement;
3. Resignation;
4. Release;
5. Dismissal;
6. Death

### **1) Expiration of Contract**

The employment of faculty terminates with expiration date of the contract. The university will be under no obligation to make any statement, formal or otherwise, if it fails to renew the contract or to reappoint.

As a matter of policy, Cuttington University assumes the obligation for holding in strictest confidence any records pertaining to causes and circumstances of a faculty member's non-reappointment.

### **2) Retirement**

Retirement is voluntary termination of services with the institution after 20 years of service with CU or upon attainment of age 70 which ever comes first.

### **3) Resignation**

Resignation is the termination of service by voluntary or negotiated action of a faculty member. It implies that the faculty member conceives it to be his/her advantage to sever connections with the university, or that a resignation may mutually benefit the university and the faculty member. A resignation should always be submitted in writing to the president of the university with copies to the college dean and the vice president for academic affairs at least 30 days prior to the date when it is to take effect. Failure to comply with this provision will cause the university to adjust the salary for the final work period to the Liberian Labor Law minimum wage rate.

### **4) Release**

Release is the termination of services of faculty before the end of the contract period. Release is instigated by the university when it finds itself compelled to reduce the number of faculty members or to make a change in personnel because of a change in circumstances from those which were prevalent when the original contract was made. Release will be made only with good cause. Among other recognized grounds for release will be the following:

1. financial exigency of the university,
2. change of program requiring realignment of personnel, and
3. physical or mental disability of the faculty so serious that he/she can not perform duties properly.
4. cancellation of programs and low enrollment

Faculty will be compensated for the time worked.

### **5) Dismissal**

Dismissal denotes termination of service at the instigation of the university during the contract period. Every faculty member, whether probationary or under extended contract,

may be dismissed for adequate cause. Among recognized grounds for dismissal are the following:

1. incompetence,
2. neglect of duty,
3. malfeasance,
4. intentionally providing false information,
5. contumacious conduct by the faculty member,
6. delinquency and moral turpitude (gross or repeated violation of the ethical code),
7. serious scandal in the community or constituency focusing on the faculty member involved,
8. national security or immigration problems, and
9. physical or mental disability of the faculty member so severe that he/she cannot perform his/her duties properly.

### **FACULTY WORKLOAD**

The normal work load for the full-time faculty member is 15 hours per semester. Faculty may be asked to increase their work load to 18 credit hours per semester. Release time is granted to those who have special administrative and/or research assignments. The normal work load for the college dean is 6-12 hours per semester. (See section on Release Time)

#### **Faculty Work load is calculated in terms of:**

1. Semester Credit Hours – thirty (30) semester credit hours for the academic year.  
Three to six semester credit hours in the vacation school.

An instructor generally spends 15 clock hours of instruction for each semester hour awarded. The vice president for academic affairs must approve all classes with less than ten (10) students. This approval must be given before the last day to add a course.

Academic advising, membership on university committees and sponsoring student organizations extra curricula activities are considered inseparable aspects of a faculty member's activities. However, full-time instructors involved in special recruitment may meet load requirement using release time formulae. Release time provisions are used where applicable (See release Time). Instructors may also meet the minimum load requirement by teaching additional semester hours. These hours must be scheduled in addition to the instructor's normal class schedule if they are to be counted for credit.

Over-load is defined as teaching load credit hours in excess of (30) per academic year or in excess of 15 credit per semester for full time faculty.

### **FACULTY RELEASED, SCHEDULED AND UNSCHEDULED TIME**

Faculty scheduled time means the thirty hours per week which faculty members spend in class, office hours, committee assignments and laboratory preparation. In the case of instructors not having thirty scheduled hours per week, research hours are considered part of the faculty work load.

Upon recommendation of the college dean and approval from vice president for academic Affairs, a faculty member may be granted release time from scheduled hours for funded and non-funded research, depending upon the nature of the research and time involvement. When a faculty member is released from a course, the university will make arrangements for handling that course.

### **GRANTS AND CONTRACTS**

All faculty members are encouraged to write and submit proposals for program funding. Special grants add to the academic vitality of the colleges and offer faculty the opportunity to conduct research, direct or participate in special programs, and add to the literature.

The university may offer an incentive to grant developers. The formula for this award is determined by the President but not more than 10% of the grant amount. Salaries in any funded program should be based on the institutional contracted amount for personnel involved and may not exceed established rates for consultants, travel, etc. Full Time CU employees engaged in outside employment full time will have a salary reduction by CU by 50% and those on special purpose leave will get no salary or benefit from CU during the leave. A special purpose leave is only one semester after which CU can not guarantee or hold a position for the employee.

### **STATEMENTS ON RELEASED TIME**

Effective First semester 2007 the following measures will take effect for existing and future appointments to these positions: Deans, Chairs, Directors and Coordinators.

Release time from teaching by members of the Full-Time faculty due to appointments to any of the following positions: Deans, Chairs, Directors and Coordinators of academic programs at Cuttington main campus in Suakoko, Kakata Junior College, and Monrovia Graduate Program.

1. Deans \_\_\_\_ 6 credits hours per semester excluding vacation school sessions.
2. Coordinators and Directors \_\_\_\_ 6 credit hours per semester excluding vacation school sessions.
3. Chairs \_\_\_\_ 3 credit hours per semester ... 4 credits hours for the Natural Sciences and 3 for all other courses excluding vacation school sessions.

### **Overload Schedule**

- (a) Deans \_\_\_\_ a maximum of three (3) courses or its equivalent of 9 credits per semester excluding vacation school sessions.
- (b) Chairs, Coordinators and Directors \_\_\_\_ a maximum three (3) courses or its equivalent of 9 credits per semester.
- (c) Full-Time Faculty \_\_\_\_ Teaching load is 15 credits and overload of a maximum of two (2) courses or its equivalent of 6/8 credits.
- (d) Adjunct Faculty \_\_\_\_ Teaching load a maximum of 3 courses or its equivalent of 9 credits.

**Note:** Any other arrangement(s) that deviate from the above must be approved by the VPAA.

## **A. CLASS SESSION**

The class session is the formal meeting between the instructor and students in a course of instruction. The vice president for academic affairs, associate vice president for academic affairs and college deans reserves the right to visit classrooms for observation and/or to assist with special problems.

## **OFFICE HOURS COURSE OUTLINE, REGISTRATION/ADVISE SCHEDULE OF CLASSES**

### **Office Hours**

No later than the second week of classes, each faculty members shall deliver to the chair and the dean his schedule of office hours and also officially post on his office door of a minimum (180 minutes) per week Monday through Friday (1 hour per day for a minimum of three days).

### **Course Outline**

No later than the second week of classes, each faculty member shall deliver to his classes, the chair and the dean his classes course outlines/syllabi. The outline should vividly contain the following information: Course title and number, textbook name, author and edition, what will be taught, chapters to be covered or material to be done, assignments, field trips, testing, evaluation method and grading policies, etc.

### **Registration advisement**

Registration will begin for the following semester by the 12<sup>th</sup> week of the current semester to allow ample time for the process. Specific dates and time will be determined through consultation by the registrar office.

Each faculty member is obligated to provide six hours of in-person on-floor student advisement and registration assistance per semester during the scheduled registration period. The hours can be spilt into two registration days of three hours each or one lone day of six hours.

### **Schedule of Classes**

The scheduling of classes shall be the collective responsibility of the Associate Vice President of Academic Affairs, the Deans, the Chair and the Registrar.

Below are general explanations relating to the conduct of the instructor's course of instruction:

It is the duty of the instructor to meet his/her classes promptly, regularly, and to keep daily attendance progress records.

Instructors may not change assignment of courses, rooms, or hours as assigned without the specific consent of the college dean and/or the vice president for academic affairs.

Instructors are to make arrangement for classes during anticipated absences by consulting with the college dean and/or the vice president for academic affairs.

Instructors are responsible for equipment and other inventory assigned them. College deans are required to make yearly inventory reports of equipment and programs in their areas.

Request for field trips or any co-extracurricular experiences that are planned outside the assigned room should be cleared through the college dean and/or the vice president for academic affairs. When students are leaving campus their names are to be cleared with dean of students. Transportation, when needed, should be requisitioned through the Administration at least one week prior to the time of the scheduled event. A written plan should be prepared by the instructor justifying the basis of the trip or experience and its relationship to the course.

An instructor should hold mid-term and final examinations where applicable as scheduled by the registrar's office unless special permission is granted to deviate.

Roll books with student progress and attendance records are to be turned in to the office of the registrar at the end of each semester. Students should be notified of excessive absences. (see also absence permit in current catalog)

An instructor may recommend dropping a student from his/her course for just reasons (see current catalog for withdrawal procedures)

The book store is the official agency for the sale of books and supplies for all academic course work.

Instructors may correct a mistake in reporting a final grade by obtaining a change of grade form from the registrar's office. This form must be approved by the vice president for academic affairs.

Smoking is not permitted in classrooms or in corridors of campus buildings.

### **PART- TIME FACULTY**

The selection and recruitment of part-time or adjunct faculty members follow the same procedures as for the selection and recruitment of full-time faculty members. All part-time faculty appointees are required to submit applications, credentials, and health certificates unless they are already employed by the university in non-teaching positions. Part-time employees work out the number of classes in relationship to the amount of work they expect to get paid for; this is worked out with the major area supervisors.

### **STUDENT APPEAL OF FINAL COURSE GRADE**

Students should be protected from prejudice and capriciousness in awarding of grades. They are entitled to a reasonable explanation of their performance in relation to the standards of the course.

The basic relation in grading lies always between the student and faculty member involved. Therefore, any question about grading should be pursued promptly on this level, including any adjustment that is deemed appropriated. The first week after receipt of grade will be allowed for this face-to-face discussion of the grade. This is the first level.

If at the end of this time there is no resolution of the issue, the student has one week to file a letter of appeal with the college dean. This letter of appeal must state the reasons why the student feels the grade was awarded in a prejudicial or capricious manner and be accompanied by such evidence as would support that case. This letter of appeal initiates the second level. The college dean may rule in favor or against the appeal.

The third level of the appeal is the formal petition to the Academic Standing Committee (ASC). The completed petition must be filed before the end of the third week of receipt.

The ASC will vote to hear the case if the petition (including action of the college dean) creates a reasonable doubt as to the fairness of the grade. The faculty member will be heard if he or she so desires. The ASC may decide on the issue or appoint a review committee.

### **FACULTY PRIVILEGES AND BENEFITS**

- a) On campus parking areas (no-assignment)
- b) Faculty members have the rights to use the library services at all times when the college is in session.
- c) Tuition remission for eligible full time faculty, spouse and biological children age 25 younger up to six credits per semester only.
- d) Housing and/or housing allowance for instructor/lecturers and above only.
- e) Electricity (certain kilowatts per month or reduce rate)
- f) Water (certain gallons per month or reduce rate)
- g) Employees paid campus food services
- h) Parental Leave of childbirth of up to sixty days
- i) Bereavement Leave of up to five (5) days in observance of the death of a spouse, father, mother, child, sibling, grandparents, or parents of a spouse.
- j) Personal Leave of up to 2 days for the observance of religious holiday
- k). Sabbatical Leave is awarded by the Board of Trustees upon recommendation of the Vice President for Academic Affairs and the President for a semester.
- l) Health care services at the Agape Clinic
- m. Hospitalization at Phebe Hospital

#### **Work year**

A faculty shall continue to be employed for a contract year beginning September 16 of each year and ending July 14 of the following year. Faculty members are required to assist with registration during the contract year up to eight hours. Faculty who assist with registration during the off contract period (period before the start of classes) will be paid hourly rate.

#### **Yearly Base Salary**

Faculty salary adjustment shall be based on

- a) Master's degree adjustment
- b) Doctorate degree adjustment
- c) Recognition for Professional Development adjustment
- d) Longevity adjustment (more than 12 years of service beginning in the year 2002)
2. Promotion in rank adjustment

Faculty can choose the 10 month academic year salary payment option or 12 months.

Please advice the finance/payroll office for the 12 month option as 10 month is the default option.

### **B. CLASSROOM REQUIREMENTS**

Our supporting “clients” are like us. They are turned “on” or “off” on the basis of what they hear, see and read. Our personal tastes and desires at times must be secondary to the welfare of the university as a whole. The level of interest we get from our “clients” will not only depend on what we do, but also on how we impress them with our speech, dress and written material.

It becomes necessary as we face the present and future challenges for survival to state clearly some reminders in these areas for employed personnel.

## **1. SPEECH**

- a. Use good English and proper enunciation at all times.
- b. What we say to students and our “clients” about the college should be positive.
- c. Vulgar and/or profane language will not develop respect for any person, nor will it promote the objectives of Cuttington University. Such language is prohibited in and out of the classroom.
- d. Speaking with a smile is a tradition at Cuttington University

## **2. DRESS CODE AND SOCIAL RESTRAINTS**

- a. Appearance can not be ignored as a factor that contributes to developing opinions at Cuttington University
- b. As employees, our dress must be appropriate to the role we play.
- c. There is nothing designed in this section to destroy individuality in dress nor to promote conformity to any standard code of dressing.
- d. Some limitations on dress and social behavior for instructors while on duty are the following:
  - No smoking in restricted areas.
  - Do not use alcoholic beverages in connection with class time or office hours.
  - Do not serve or use illegal drugs with students.

## **3. WRITING**

- a) Next to speech and appearance in building the image of the university is the ability to send out letters and written materials that are neat, clean, and free from errors in grammar and construction. Each of us must be sensitive to the public relations effect of written or printed material sent out by the university from any area.
- b) A policy of proofing all materials (letters as well as other materials) is a good one. We can help each other by calling attention to items we detect as errors coming from each other.

As employees, we have the right to question these general guidelines and share in modifying them, if needed, but we **DO NOT** have the right to violate them.

## **C. EXTRA CLASS ACTIVITIES**

Non-class programs are a necessary part of any good university and are encouraged by Cuttington University. They are however, secondary to organized class programs and religious life of the university. No non-class activity (for practice or otherwise) is to interfere with organized class program, planned university religious program (i.e. Sunday school, vesper, etc.) or any other planned university program.

## **D. FORMS AND REPORTS**

- 1) Instructors will be called upon for periodic and miscellaneous reports and forms during the school year. Major administrative officers are to make annual reports to the president. Other staff members may be called upon to make periodic or annual reports.
- 2) Students are officially enrolled in class only if their names appear on a class roster from the registrar’s office.

- 3) Courses in which there is a registration of less than ten (10) persons should be called to the attention of the registrar's office at once so that the required minimum registration may be arranged, if possible, or the course dropped before the last day for change of program.
- 4) An outline of each course including the name, author, and date of publication of the textbook to be used; the course title and number; overview of content to be covered; name of instructor and any other information desired must be filed with the college dean not later than five (5) days after the semester begins. The first paycheck will not be released until this item has been reported to the personnel office by the college dean as having been satisfied.
- 5) Early registration is a required function of the university. Each instructor is required to verify a student's registration as a condition for the student to remain in class. The subsequent paycheck will not be released until compliance with this requirement has been verified.
- 6) Cuttington University uses the Quality Point system per semester hour: A-Excellent; B-Good; C-Average; D-Poor; F-Failure; W-Withdraw; I-Indicates incomplete.
- 7) The student class lists submitted to the instructor by the registrar at the beginning of the semester are used to report the final grade of the student. At the end of the semester these lists, complete with final grades are brought to the registrar's office by the instructor. These grades will be recorded in the roll book by the instructor and submitted on the regular list at the end of the respective semester. Salary checks to be issued following a grading period will be held until grades are properly recorded.
- 8) A copy of each final examination is to be filed with the college dean immediately following the test. They are to be identified with name, the number and title of the courses and the date of the examination. Salary checks to be issued immediately following a testing period will not be issued until this requirement has been reported by the college dean as satisfied.
- 9) At the close of the Semester, each instructor will have filed the following before his/her final check salary check for the semester will be cleared by the office of the vice president for academic Affairs.
  - a) The class roll book, properly marked in accordance with the uniform system including class attendance, names of student and grades;
  - b) Student class lists corresponding with the official roll book;
  - c) All official lists of each course filled out and all "incomplete" grades explained on special forms;
  - d) Satisfaction of obligation to library;
  - e) Satisfaction of obligation to college dean
  - f) Return of cap and gown, if rented; and
  - g) Satisfaction of obligation to business office.

#### **E. TEXTBOOKS AND SUPPLIES**

The following represent some general procedures concerning the acquisition of books and supplies for instructional purposes:

- 1) A textbook for course may not be changed without special permissions of the college dean and Vice President for Academic Affairs.
- 2) Cuttington University faculty will submit book orders to the appropriate school official, who will in turn submit orders to the business office not later than three months before the beginning of the semester in which they will be used

**Note:** Book orders will detail author, title, publication, edition and whether text might be used for same class again. Only an estimate can be given the business office on the number of texts. The appropriate official will give the business office a follow-up on the approximate number of extra texts when such information is available

- 3) Instructional supplies and equipment for each college are requisitioned on forms supplied monthly through the college dean. The college dean compiles requisitions of the college. The dean shall submit those items approved to the vice president for academic affairs for approval and transmission to the finance office. The budget for instructional supplies for each college is based on the needs of the college and the financial condition of the university.

#### **F. OFFICE HOURS**

Each instructor is expected to post and observe regular office hours. It is the obligation of the instructor to grant students the right to consultation with instructor at convenient hours. Office space is assigned by the college dean.

#### **G. REQUIRED MEETINGS**

- 1) Faculty development workshop is held prior to the beginning of each academic school year. Attendance is expected of all full-time and annual contracted part-time faculty members. Its purpose is to study, discuss and plan for the instructional program;
- 2) Combined Faculty-staff Meetings are held at least once per semester. Other meetings may be called by the president and/or the executive council. All faculty are required to attend these meetings;
- 3) Faculty and/or college meetings are held monthly. The schedule is to be set by the academic vice president and college dean respectively; and
- 4) Major committee assignments are made by the executive council of the University at the beginning of the school year based on: a) choice of employee, b) needs of the Committee, and c) work load of faculty. Committees set their own place and time for meetings. Generally, employees are not assigned to more than two standing committees.

**Note:** Instructors who fail to attend classes and/or required meetings without cause approved by the college dean, academic vice president and/or president may have salary adjusted by two hours for each required meeting. Monthly salary will be converted to one day by using the 1/30<sup>th</sup> method and the 1/30<sup>th</sup> method will be converted to hourly salary by using six hours for total number of daily hours to be worked.

#### **H. SPECIAL ASSIGNMENTS**

The duties of instructors may include special assignments which the administration may consider necessary to the proper functioning of the university and compatible with the generally accepted view of a full work load. Such assignments may include representing the university at professional meetings, acting as a special delegate at the request of the administration, and serving on special committees.

#### **I. PERSONAL SICK LEAVE DAYS AND HOLIDAYS**

It should be noted that personal/sick days are not a “right” but a privilege. In order that the employees may be compensated for the day, the leave must be approved by the immediate supervisor. Under no circumstances will a faculty member be compensated for a personal leave day without prior approval of the immediate supervisor. Also, in the event the University has to incur expense to accomplish the work of the employee in the employee absence, where no previous arrangement for class coverage has been approved, then the employee will not be compensated for the time missed.

1. Absence for sick reasons without verification in writing from a licensed physician may be treated as personal absences;
2. All personal absences must be approved by the immediate supervisor and/or major area supervisor prior to taking the days. Taking the days without prior approval may cause for salary adjustment;
3. Designated holidays are to be taken at the specified time unless special approved by the employee, supervisor and the President.
4. Monitoring of this system must be done through accurate monthly reporting by major area supervisors. The tabulation of results is the responsibility of the Director of Human Resource and must be verified by the time card and or written report.

#### **J. LEAVE OF ABSENCES FOR FACULTY AND STAFF**

A leave of absence may be requested when the absence is primarily for the purpose of professional self improvement through study or travel, for health reasons, or when the leave is offered by way of special appointment. A study leave of absence may be granted (with or without pay) only to faculty members who have had two years of service at the university, except by special provision. Leaves may be granted for one semester or a fraction thereof. As general policy, no instructor is granted more than two semesters consecutively. Instructors do not forfeit their seniority status while on leave of absence, however no other benefits will accrue during the employer absence. Application for leave should be made to the college dean and/or academic vice president. The academic vice president makes his/her recommendation to the president for approval.

Faculty absent from class for personal or sick reasons must adhere to the university’s policy on personal sick leave absences and complete the regular absence report form or be subject to pay deduction for period absent. All absences must be approved in advance except on emergencies (whether for personal, illness or university business).

#### **1. 1. ABSENCES**

- (1) Instructors may be granted permission to attend professional meetings or to perform other professional duties. Permission must be secured in advance from the college dean and/or academic vice president. Arrangements for regular campus duties will be made in consultation with the college dean.
- (2) Instructors attending conferences or meetings at the expense of the university are expected to attend all sessions. They are to make a written report with copies to the college dean and academic vice president.
- (3) Absence for death in the immediate family may not exceed 5 days per semester.

## **2. EMERGENCIES**

When an instructor must be absent from work due to any emergency he/she must notify his/her college dean and/or academic vice president as soon as possible. Salary adjustment will depend upon the nature of the case.

## **3. HABITUAL ABSENCES**

The university reserves the right to terminate employees for chronic unexcused absences. (Exceeding fourteen days).

## **4. SUPERVISION AND MONITORING**

Deans and Chairpersons of programs are required to supervise and monitor the attendance performance and conduct of their respective instructors/professors on a daily basis. Deans and Chairpersons are also required to submit to the VPAA office at the end of every week a written report of the supervision and monitoring performed.

Instructors/Professors who constantly fail to report to scheduled class sessions without prior permission from the Chairperson, Dean of VPAA will incur a monetary penalty of \$25.00 USD per missed session to be deducted from the pay check for that month. This will be considered an unexcused absence. Instructors/Professors with bachelors' degree are allowed up to 10 minutes and Master's and Ph.D. holders are allowed 15 minutes respectively, for lateness to class after which students are allowed to leave class unless prior arrangements were primed and/or extenuating circumstances cause the lateness will be treated as an absence and the instructor will be penalized by a \$25.00USD deduction from the pay check for that month.

## **5. FURTHER STUDY**

- 1) Full-time employees may not enroll for more than six semester credit hours in any one semester (2 courses) except by special permission.
- 2) All lost time from regular work hours for faculty must be arranged for in a manner satisfactory to the college dean and/or academic vice president spelled out in detail in the written request for study; and
- 3) Faculty members who desire more than six hours per semester may have their work load adjusted to part-time status.

## **STATEMENT OF ACADEMIC FREEDOM**

Cuttington University firmly believes in the principles of academic freedom. This freedom is one of the foundation stones of the democratic way of life and the university is dedicated

to its preservation. Instructors at Cuttington University, therefore, are given the right and have an obligation to seek and teach the truth. It is held that only in such an atmosphere of freedom can they make their fullest contribution to the total education of Liberia's youth. Accompanying these rights, however, are certain responsibilities. In the community, instructors are entitled to the full enjoyment of their rights as citizens, and the university respects and defends these rights. However, the institution expects instructors engaged in affairs of a public nature to conduct themselves in a manner befitting the profession, and in all such public activities to avoid creating the impression that they are representing the university unless authorized to do so.

## **SALARY SCALE FOR FACULTY**

### **Salary Payment**

Cuttington University follows a general policy of paying equal pay for equal work.

- 1) Salaries for faculty are considered as beginning as stipulated in the official contract or letter of appointment with the first check issued at the first pay period.
- 2) Monthly salary checks are issued on the last Friday in each calendar month. Pay checks for part-time, temporary faculty employed for a semester or vacation school are issued on the last day of the work period after clearance by the college dean..
- 3) Monthly rosters of faculty will be submitted to the personnel office specifying any absences and/or salary adjustments to be made. These reports are to be submitted by the college dean on the 15<sup>th</sup> day of each month before checks can be drawn.

## **SOME BASIC PRINCIPLES FOR ADMINISTRATOR-INSTRUCTOR AND INSTRUCTOR-ADMINISTRATOR**

### **A. Administrator-Instructor**

#### **1. Administrator Officers**

Administrator holding a Master's degree or above may be programmed to teach one to three courses, or three to nine semester credit hours whichever if greater. Classes are to be taught during the contract year and may not substitute for any responsibilities associated with the job function of the administrator except as approved in writing by the President.

#### **2. Compensation for Extra Load**

Compensation will be based on the Standard Operation Procedure (SOP) if one or more courses (3 semester credit hours) are taught. Teaching is not to interfere with the administrative work schedule of the administrator-instructor. It is expected that only one course will be taught in a semester.

#### **3. Verification**

The academic vice president will verify compliance with this requirement in each semester with class loads submitted to the Director of Human Resource for necessary action.

### **B. Instructor-Administrator**

#### **1. Academic Leadership**

The College Dean will enjoy the basic holiday privileges of faculty. They will perform administrative duties for the college and teach up to three courses (9 credits). College deans may also teach three semester credit hours during the vacation session. Salary is based on academic rank.

**Note:** In an academic community, it is sometimes necessary to conduct activities that require faculty to work Saturdays. Faculty will be informed of these duties well in advance to make all necessary preparation for their required participation.

### **FRINGED BENEFITS**

In addition to the salaries the university provides as fringe benefits the following services to annually contracted employees.

1. Social Security – amount set by law
2. Tuition fee remission for faculty member, spouse and biological children while enrolled at Cuttington University after one year of employment – 50%.

Subsidies are contributions awarded to faculty for professional improvement and/or for security. Subsidies may be regarded as casual or incidental income accruing to employees in addition to regular salary.

**A. Subsidies for Professional Improvement or Merit**

1. Leave (discussed elsewhere);
2. scholarship; fellowship, grant-in-aid; stipends; and

**B. Scholarship, et cetera**

Listings for opportunities are posted in the office of Vice President for Administration, Office of Vice President for Academic Affairs, Office of Research and Development and offices of college deans.

**C. Travel Benefits**

A travel and expense allowance is a subsidy granted to members of the faculty and staff as a part of the travel budget of each area or college. The purpose of such allowance is to help compensate the employee for travel expenses incurred in connection with attendance at meetings or organizations and associations, professional, learned and scientific societies. This allowance is requested through the Finance office via office of the academic vice president.

### **ANNUAL INCREMENTS**

Raises are not automatic, but the university reviews salaries occasionally. Increments may be granted from time to time within a given rank until the ceiling for that rank is reached on the basis of the increased value of the service of the employee and the financial ability of the University to upgrade salaries.

Since promotion to the next higher rank is not automatic, one's salary remains fixed when it has reached the ceiling for the rank/position. Thereafter, an increase of salary would depend on one of the following conditions:

1. One may be promoted in rank or change position and thus become eligible for higher salary;
2. One may be recommended as an “exception.”
3. One may be granted an increment by further graduate study;
4. the ceiling of the salary may be raised; and
5. When responsibility increases and promotion occurs, salaries are adjusted accordingly. To encourage internal promotions, the university circulates personnel bulletins and announcements describing openings and anybody qualified is free to apply. Salary arrangements are confidential.

**A. Promotion Increment**

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

**B. Study Increment**

A special increment may be granted when a ranked professor has earned thirty (30) additional semester hours beyond the credit he/she has when his present salary was determined. This increment may be earned a second time when the instructor has earned still another thirty (30) semester hours of graduate credit.

**C. Degree Increment**

A special increment may be provided when a professor earns a Ph.D. or Ed. or equivalent degree while in service.

### **HOUSING**

The university owns several houses, apartment, duplexes, etc. that will accommodate faculty members. These facilities are not adequate to take care of all faculty needs; therefore, they will be assigned according to availability. Faculty members not in university housing will be given housing allowance to find housing outside of the university when university housing is not available.

### **MANAGEMENT RIGHTS**

Cuttington University 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 university. From time to time, however, the president has to make decisions with out prior consultation with co-workers. The president must, therefore, maintain final administrative authority in all matters that affect the operation of the university.

### **PROFESSIONAL ORGANIZATIONS AND LEARNED SOCIETIES**

Instructors are urged to belong to professional organizations and learned societies benefiting their discipline and professional interest. Membership in any professional organization and/or learned society should be reported immediately to the area head and major area supervisors for records and publication.

## **GRIEVANCE**

The following procedures are designed to deal with grievances of minor nature in the workplace. Any faculty member who believes that an injustice has been done to him/her may initiate grievance procedures.

### **1. Informal Discussion**

Any informal discussion between the persons directly involved (a faculty member and a college dean), should take place in a sincere effort to reach an equitable solution to the problem before the persons directly involved have assumed an official or public position that might polarize the grievance and make a solution more difficult to receive, or before the course of grievance is aggravated.

If the informal discussion fails to resolve the dispute, the two parties may wish to have recourse to an objective third party to mediate the dispute, provided that no one attempts to use the character of such information discussions to strengthen the case for or against persons directly involved in the dispute.

If the objective third-party mediator fails to resolve the dispute, the two parties may wish to have recourse to the academic vice president as an impartial third-party mediator, provided that no undue advantage is taken of either of the parties.

### **2. Initiation of Procedure**

If the three levels of informal discussions fail to produce an equitable solution, a faculty member may initiate a wider grievance procedure by presenting his/her grievance in writing to the president who will direct the case to the Mediation Committee/or Committee on Faculty Welfare.

### **3. Grievance Committee (Mediation Committee)**

When a grievance has been presented as stated above, an ad hoc Mediation or the regular committee on Faculty Welfare shall conduct a hearing.

### **4. Hearing Procedure**

- a. The committee shall decide on the basis of written statements from preliminary discussions with the parties involved whether or not there are sufficient grounds to hear a case. If the committee decides that there are insufficient grounds to hear the case, it shall close the case and inform the parties involved. If the committee decides that there are sufficient grounds to conduct the hearing, it shall inform the parties involved;
- b. The supposedly aggrieved party may present the grievance to the Mediation Committee himself/her or he/she may be represented by any other person he/she selects. In the same way the other person;
- c. The Mediation Committee, not parties to the grievance, and their representatives may all present statements and ask questions of each other and the witnesses;
- d. All Mediation hearings shall be open to participants, their representatives and to witnesses presenting information on behalf of the participants to the committee while they are presenting such information or being interrogated before the committee concerning such information;

- e. The party initiating the grievance may withdraw the grievance at any point in the proceedings prior to the time at which the grievance committee meets to consider its decision;
- f. In reaching its decision, the committee shall not consider or review any document or other material to which the parties to the grievance are not afforded access with ample time for response.

**5. Grievance cases must receive prompt attention.**

- a. Preliminary hearings and discussions with parties should be held within 10 days of presentation of the written grievance to the Mediation Committee; and
- b. If sufficient grounds exist for hearing within the next 10 days.

**6. Reports**

The Mediation Committee shall present its official report to the academic vice president, with recommendations for the settlement of the case. The academic vice president shall submit official report of the case to the President.

## **POLICY STATEMENT ON SEXUAL HARASSMENT**

**Policy Statement**

Cuttington University emphasizes her commitment to provide a professional working and learning environment which supports, nurtures and rewards educational and employment free of sexual harassment, inappropriate and disrespectful conduct or communication. Sexual harassment of any kind threatens this type of learning environment in that it compromises institutional integrity and traditional academic values.

**Sexual Harassment:**

Cuttington University defines sexual harassment as an action taken or situation created intentionally to produce psychological or physical discomfort, embarrassment, or ridicule. It may be characterized by, but not limited to:

- a. Unwelcome sexual advances
- b. Unwelcome requests for sexual favors
- c. Conduct (verbal or physical) of a nature that is intimidating, demeaning, hostile, or offensive
- d. Unwelcome and inappropriate touching, patting, or pinching; obscene gestures
- e. Threats or insinuations that a person's employment, grade or other conditions of employment or academic life may be adversely affected by not submitting to sexual advances.

All members of the university community are responsible for ensuring that their conducts and actions do not contravene institutional integrity and traditional academic values.

Cuttington University affirms its desire to create an academic/work environment for all students, faculty and staff, that is not only responsible but supportive and conducive to the

achievement of educational/career goals on the basis of such relevant factors as ability and performance. The use of explicit coercive sexual behavior to control, influence or effect the performance or status of an individual worker or student is strictly prohibited at Cuttington University.

The demand for sexual favors from students for grades by faculty is strictly prohibited. The demand for cash payment (monetary favor) from students for grades by faculty is strictly prohibited.

The sale of tests by faculty and/or staff including department secretaries is strictly prohibited.

College personnel and students are required to maintain an environment which allows all students and all college employees to enjoy the full benefits of their learning experience or work.

### **CODE OF CONDUCT**

Rules and regulations are necessary in every society. The best working conditions prevail where employees conduct themselves with respect and consideration for themselves, their fellow employees, and their employers.

The University has developed a discipline plan that indicates those offenses that normally warrant disciplinary action. Action may include reprimand, suspension and/or dismissal.

#### **Demotion**

It may be necessary to downgrade an employee for just cause into a position of lower classification with a resultant decrease in salary. All demotion actions must be documented in writing and filed in employee's personnel records.

#### **Reprimand**

Either verbal or written reprimand may be made by supervisors for substandard performance, poor attendance and other types of minor offenses. Reprimands are usually preceded by counseling. Written reprimands are a part of the personnel record.

#### **Suspension**

Faculty who become involved in serious attendance, performance or other problems may be suspended from duty by their supervisor(s).

Suspensions may also be made when employees are in a serious breach in discipline such as theft, insubordination, fighting on the job, gambling, et cetera. The latter type of suspension is normally done to permit an investigation prior to taking final action when the offense for which suspension would normally require dismissal. All suspension actions must be given to the employee in writing and must be reported to personnel in writing by the major area supervisor. This information will be entered on the employee's permanent record. No benefits will be paid or accrued to any employee while on suspension.

#### **Probation (Imposed)**

Employees who fail to respond to counseling concerning attendance or performance problems may be placed on "imposed probation" from one to three months on authority of their college dean with approval of the academic vice president. The action must be reported to personnel services in writing where it will be filed in the teacher's personnel

folder. Employees who fail to respond to guidance during their period of imposed probation will normally be terminated. Salary increases will not be given to an employee during this period.

### **Alcohol and Illegal Drugs**

Faculty use of alcoholic beverages during working hours on Cuttington University campus is forbidden. Members of the faculty and staff who do not abide by this long-standing rule at Cuttington University will be refereed for counseling after the first verified offense against this rule. After the second verified offense, offenders will be placed on eight weeks probation and will be called before the Faculty Recruit Committee. After third verified offense, the personnel review committee will, after a fair hearing, make recommendation to the president as to what action it deems necessary, including recommendation for dismissal. Employees who have been recommended for counseling and/or rehabilitation and refuse same within a specified time period will be dismissed.

If there is evidence to suggest that an employee is abusing prescription drugs, the employee will have the right to go before the Faculty Recruit Committee and defend himself or he/she may submit to a voluntary program of counseling and rehabilitation. This program must meet the standard of the Liberian government, and Local health and law enforcement agencies. Refusing to do either of the above will be grounds for dismissal.

It is the responsibility of any employee to notify the university if he/she has been convicted of or accused of any criminal drug statue no later then five days after such conviction or accusation. Non-notification will be reason for immediate dismissal. If an employee has been accused of a criminal drug statue violation by the police authorities, he/she will be suspended without pay immediately. If the employee is found to be innocent through the criminal justice system, he/she will be reinstated with full back pay and benefits.

## **FACULTY EVALUATION REPORT**

All employees will be made aware of this policy at the commencement of employment at the university. A copy of this statement will be given to each employee.

Name of Faculty Member: \_\_\_\_\_

Current Rank: \_\_\_\_\_

Division: \_\_\_\_\_

Department: \_\_\_\_\_

The purpose of this evaluation is to help the faculty member develop his/her full potential as an integral member of the instructional staff and to provide the institution with reasonable academic criteria for granting reappointment and promotions.

Reason for Evaluation:

(Circle or Check One) \_\_\_\_\_ Reappointment, \_\_\_\_\_ Promotion \_\_\_\_\_ Other\*

\*Rationale: \_\_\_\_\_

Each faculty member that is being considered for reappointment or is asking for promotion within rank must prepare verifiable documentary evidence showing/describing each of the following areas listed below:

The following categories are identified in descending order of importance.

The appropriate chair, dean, and VPAA will each verify the authenticity of the documentary evidence of the faculty which will include a classroom visit by the chair as well as a student evaluation during the semester for faculty seeking reappointments.

### **Promotion in Rank**

Faculty seeking promotion, in addition to the four areas listed below, the chairs class visit report, a peer classroom visit report is required; written

Peer Evaluation

Student Evaluation

Chair Evaluation

Dean Evaluation

### **Promotion in Rank**

A promotion committee set up by the VPAA will further examine the documents submitted including the self evaluation and interview the faculty before making a recommendation to the VPAA to accept or reject the promotion application.

#### **SELF-EVALUATION GUIDELINES FOR PROMOTION**

- All years since your initial placement or last promotion are relevant.
- The prior 2 to 3 years are the most significant.
- Identify the year of the activity, particularly for the prior 2 to 3 years.
- The categories appear in descending order of importance; therefore, consistent activities in the first 2 categories for each of the past 2 or 3 years are the most significant.
- When describing activities, add details showing a greater commitment of effort (e.g., if applicable, rather than simply “committee member,” ADD “wrote draft report” or “conducted research for committee,” etc.)
- Descriptions do not necessarily have to be lengthy or in narrative form.
- In most cases, the self-evaluation will not exceed 5 to 6 pages. If “bullets” are used, a few attachments to provide additional information may be included.
- Anecdotal evidence from students may be included, but it is difficult to quantify.
- As you plan for self-evaluations in the coming years, I suggest you meet with your chair and division dean to discuss planned activities.

#### **Evaluation Method/Process**

##### **I. Teaching Effectiveness**

- Please address as many of the following areas as apply to your discipline.

##### **A. Course Content**

- The development of any new courses and your revision of existing courses to include updated information on the subject and new material to provide freshness and variety.

##### **B. Teaching Methodology**

- The subject of course delivery, e.g., your use of technology and innovative techniques in the classroom. Also include the topics of global awareness and diversity (the infusion of multi-culturalism, ethnicity, gender, class, and other issues into the curriculum) if they apply to the subject matter.

## **II. College/Department Service**

- This section could include standing committee membership, participation at in person registrations, involvement in department pursuits, and any other activities that contribute to the enhancement of the academic area specifically and the overall smooth operation of the college in general.

## **III. Professional Growth**

- This area could include academic presentations, participation in scholarly organizations and other higher education activities and individual intellectual pursuits that enhance teaching effectiveness and services to the university.

## **IV. Scholarly Achievement**

- This could include degree work or completion, publications, and formal recognition or honor for individual accomplishments.

## **V. Community Service**

- This could include involvement in community activities, voluntary activities/assistance, involvement in any off-campus leisure interests that add value to any community or persons.

### **For the Evaluator:**

#### **Circle the appropriate response**

- Teaching Effectiveness and innovations  
VG ...G ... S ... U
  - University/Department Service  
VG ... G ... S ... U
  - Professional Growth/Scholarly Achievement VG ... G ... S ... U
  - Community Service VG ... G ... S... U
- VG = very good  
G = good  
S = satisfactory  
U = unsatisfactory

#### **Academic Dean/Chair**

II. In an attachment, summarize the faculty member's strengths and weaknesses and, as applicable, recommendations for improvement in the four categories.

### **III. Recommendation:**

**Circle Appropriate Response**

- Recommendation for:

\_\_\_\_\_ Reappointment (check) **Yes/Accept, No/Reject**

\_\_\_\_\_ Promotion in rank (check) **Yes/Accept, No/Reject**

_____ Signature of Faculty Member	_____ Date
_____ Signature of Chairperson	_____ Date
_____ Signature of Dean	_____ Date
_____ Signature of VPAA	_____ Date

Reviewed by Dean:

Distribution:

Vice President, Academic Affairs

Dean

Chairperson

Faculty Member

**Faculty Evaluation**

The purpose of the faculty evaluation is to develop the teaching potentials of all faculty members and to provide reasonable academic criteria for granting promotion and reappointment.

All faculty members shall be evaluated at least once a semester during the first three years of employment at Cuttington University, thereafter once a year during the next two years and thereafter once every three years.

Faculty members who have applied for promotion in rank shall be evaluated during the semester the application is being considered.

- 1) As part of the evaluation process, a classroom visitation will be conducted by either the chairperson of the department or the dean of that college. Faculty member will be informed a week prior to the classroom visit. In some cases, the classroom visit maybe conducted by both the dean and chair concurrently or separately. This will be followed by:
- 2) A peer evaluation
- 3) Student evaluation
- 4) Self evaluation

The Dean, Chairperson and Peer evaluation shall address areas of faculty responsibility but not necessary limited to:

Teaching Effectiveness

Course content

Teaching materials

Student conduct and attitude towards learning

Contributions to the Department, College and Division

Scholarship, Publications, Research

Professional Growth

Community Involvement

All evaluation reports will be discussed with the faculty first by the dean and then the Vice President for Academic Affairs and then maintained in the faculty member's official personnel file.

### **Student Evaluation Reports**

The student evaluation shall occur on the 12<sup>th</sup> or 13<sup>th</sup> week of the academic semester, except in unforeseen circumstances, it shall occur during the 14<sup>th</sup> week of the semester.

A representative from the Vice President for Academic Affairs/Associate Vice President for Academic Affairs shall conduct the Student's Opinion Report. During the SOR process, the faculty member shall leave the classroom for about 10 to 15 minutes or until the process is complete. Faculty members are not to interfere with and during the process.

Each faculty member evaluated by SOR will be provided with a copy of a summary report of the responses received from his/her students within a responsible time. This report will also be shared with the faculty member's dean and chair.

Faculty are reminded that the Student Opinion Reports (SOR) elicit anonymous student experience with teachers and does not in general constitute a professional evaluation of a teachers' knowledge of a subject matter.

## **Program Review Guidelines**

### **I. General Overview**

This is a brief descriptive summary of your program's operations – its mission, administration, faculty, advisory committee, etc. questions to be addressed are as follows:

- a. What is the name of your program: In which department and division is it located:
- b. What is the mission or purpose of your program?

- c. How does the program support the institution's programmatic mission and current strategic goals?
- d. What are the broad learning objectives of the program, i.e., what are your graduates expected to know, value and be able to do and what behaviors do you want them to exhibit? How are the learning objectives communicated to the students?
- e. What is the curriculum for the program? Provide a current check sheet.
- f. What are the standards for completion of the program? Are they clearly defined and consistent with the learning objectives of the program? How are the standards for program completion communicated to the students?
- g. How are the General Education Competencies addressed in your program?
- h. Is the program accredited by an external accrediting agency? What is the name of the agency and what is the program's current status?
- i. Is the program a joint or regional program involving other two-year or four-year colleges or universities? If so, identify the cooperating institutions and the nature of the collaboration. Provide a copy of any applicable agreement.
- j. Can students complete the program on a part-time basis during the day, evening, weekend or by distance learning? Provide evidence. If not, why not?
- k. What measures are taken to ensure that the content and standards of the day, evening and weekend courses are consistent?
- l. How are students in your program provided with academic credits for work experience? Is the process working? What changes do you recommend?
- m. Does the program have an advisory committee? If so, provide a list of members and the minutes of the two most recent meetings.
- n. What articulation agreements are in place with other four-year colleges and universities?

## **II. Program Review**

This section describes the program review process and recent changes to the program. It should also include specific actions taken to address recommendations made by the Curriculum Committee and any applicable accrediting body during their last reviews.

- a. How often and with whom do you review the curriculum for your program?
- b. How have you review and updated the Library print and media collection relevant to your program?
- c. What recommendations were made by the Curriculum Committee during the last review and how were they addressed?
- d. If applicable, what recommendations were made by the external accrediting agency during the most visitations and how are they being addressed?
- e. What progress has been made in accomplishing the plans identified in the last review?
- f. What additional program or curricular changes have occurred since the last review? What is the rationale for these changes?
- g. To what extent have distance and on-line learning strategies been incorporated into your program's instructional process?

- h. Are there any barriers that may limit access to the program by special populations, including individuals with disabilities and limited English proficiency, and certain other categories?
- i. How has technology been incorporated into the instructional process?
- j. What additional information can you bring to the attention of the Curriculum committee concerning past suggestions and evolutions and strengths and weaknesses of the program?

### **III. Program Resources**

This part of the report describes and assesses the resources provided by the University. The following questions should be addressed.

- a. What University and/or external facilities are utilized for instructional purposes? Does any type of agreement cover the use of the external facilities? If so, provide a copy. Are the facilities adequate?
- b. What percentage of them are the classrooms, laboratories, and specialized facilities intended to support the program in use? Is additional space required? Why?
- c. Are the facilities used for instruction accessible by the disabled? If not, what is required?
- d. Is the instructional equipment that supports the program adequate? If not, what is required?
- e. Do the collections and resources available in the Library adequate to support instruction in your program? If not what is required?
- f. If applicable, are the computer and other technology resources available to support the program adequate? If not, what is required?
- g. How many full-time and part-time faculty members provided instruction in the program during the 1<sup>st</sup> and 2<sup>nd</sup> and vacation sessions of the past academic year?
- h. In terms of the total contact hours for the core courses in the program, what percentage of the instructional time was delivered by full-time and part-time faculty during the 1<sup>st</sup> and 2<sup>nd</sup> and vacation sessions of the past academic year?
- i. Is the number of full-time faculty assigned to the program sufficient to meet the objectives of the program? Explain.
- j. Is the budget for the program adequate? If not, what is required?
- k. What is the gross margin for the program (i.e., the difference between revenue and direct program expenses)? Provide a copy of the programs revenue and expense report.
- l. If the gross margin is negative, what efforts are being made to reduce program expenses or increase revenue?

### **IV. Enrollment**

This part of the report assesses and analyses program enrollment, recruitment and retention. The following questions should be addressed.

- a. If your program is career oriented, what are the current employment projects for the field or discipline? Provide evidence.
- b. What is the one-year to three-year enrollment trend for the program? Is the trend a concern? If so, how is it being addressed?
- c. Is the average class size for the program equal to or greater than the average class size for the university? If not, why? Are there things that can be done to improve the class average?
- d. Are a sufficient number of new students enrolled each year to operate the program efficiently and effectively? If not, what strategies are being used to recruit new students for the program?
- e. What strategies are being used to retain students? What support services are available to the students?
- f. Is program marketing adequate? If not, what is required?

## **V. Outcomes Assessment**

This section of the report assesses and analyses the degree to which program outcomes have been achieved.

- a. To what degree have the graduates of your school achieve the General Education Competencies? Provide supporting evidence. Has the level of achievement changed from the previous review? If so, why?
- b. To what degree have the graduates of your program mastered standards, competencies, or objectives for their major (discipline core)? Provide supporting evidence. Has the level of mastery changed from the previous review? If so, why?
- c. How have full-time students, part-time students, and alumni rated the quality of your discipline specific courses? Provide data. If not good to excellent, explain. Has the rating changed from the previous review? If so, why?
- d. How have full-time students, part-time students, and alumni rated the quality of instruction in your courses? Provide data. If not good to excellent, explain. Has the rating changed from the previous review? If so, why?
- e. What is the graduation rate for students matriculated in your program? Does it equal or exceed the nationwide average for universities in Liberia? If not, why not?
- f. If graduates of your program are required to take a licensing, certification or registration examination into the career, does this pass-rate equal or exceed the national average on the examination? If not, why not?
- g. If your program is career oriented, what evidence do you have that the students are provided with the appropriate knowledge and skills to perform competently on the job?

## **VI. Summary and Plans for the Future**

This section of the report summarizes the strengths, areas of concerns, and plans for the future. Plans for the future should include recommendations for improvement that flow from program concerns. The following questions should be addressed.

**A. Future Plans**

1. What are the major strengths of the program?
2. What are the major concerns of the program
3. What are the plans/objectives for next one to three years?

**B. Data Analysis**

1. Financial data for previous three years (summary and objectives).
2. Enrollment data for previous three years (summary and objectives)
3. Graduate rates for previous three years

**C. Reviewed By/Date**

**Student Evaluation Report Form**

**Name of Course:** \_\_\_\_\_ **Course #:** \_\_\_\_\_ **Section:** \_\_\_\_\_

**Name of Instructor:** \_\_\_\_\_ **Semester:** \_\_\_\_\_

**Name of College/Department:** \_\_\_\_\_

**Select one of the following:**

- 1) Not At All
- 2) To a Limited Extent
- 3) To a Moderate Extent
- 4) To a Great Extent
- 5) To a Very Great Extent

**Course Procedures and Policies (Circle one)**

- 1) A detail course outline/syllabus was provided at the beginning of the course. 1 2 3  
4 5
- 2) Information on course requirements and assignments was provided at the beginning of the course. 1 2 3 4 5

- 3) The grading policy was stated in detail at the beginning of the course. 1 2 3 4 5
- 4) Office hours were announced and generally kept. 1 2 3 4 5

### **The Instructor**

- 1) Is well prepared for class. 1 2 3 4 5
- 2) Knows thoroughly the material being taught. 1 2 3 4 5
- 3) Gives clear and well organized lectures. 1 2 3 4 5
- 4) Speaks clearly and is understandable. 1 2 3 4 5
- 5) Encourages questions and discussion from students. 1 2 3 4 5
- 6) Presents real-life applications of course material. 1 2 3 4 5
- 7) Motivates students to do their best work. 1 2 3 4 5
- 8) Has positive relationship with students. 1 2 3 4 5

### **Instructional Material and Methods**

- 1) The textbook provides good support for the course. 1 2 3 4 5
- 2) The textbook has a good balance of theory and application. 1 2 3 4 5
- 3) A variety of teaching methods was used for instruction. 1 2 3 4 5
- 4) Internet resources were suggested to support the course. 1 2 3 4 5
- 5) Syllabus and other materials were available on the Internet. 1 2 3 4 5

### **How well did you (Student)**

- 1) Develop a good understanding of the course material. 1 2 3 4 5
- 2) Learn to use the course material effectively in communicating to others. 1 2 3 4 5
- 3) Gain knowledge and critical thinking skills from course material. 1 2 3 4 5
- 4) Gain knowledge and critical skills from instructor. 1 2 3 4 5
- 5) What grade do you expect in this course? A B C D F

### **Overall Evaluation**

- 1) The course is difficult. 1 2 3 4 5

- 2) The class size is about right. 1 2 3 4 5
- 3) The pace of the course is about right. 1 2 3 4 5
- 4) My overall rating for this course is **Inadequate** Poor Fair Good Excellent.
- 5) My overall rating for this instructor is **Inadequate** Poor Fair Good Excellent.

## Cuttington University

### Study Leave Policy

Cuttington being desirous of improving the capability and capacity of its faculty/Staff hereby proposes the following categories for training:

#### **Category I: Cuttington University Sponsored Students.**

This area of training applies to Liberian nationals who have been in the employ of Cuttington University (CU) for at least one year. CU will provide funding on a loan basis excluding incidentals to facilitate training in Africa or elsewhere when financially prudent. The employee shall receive full salary for the first six months and will thereafter receive fifty percent of his/her enumeration until his/her return. The employee will pay back forty percent of the total cost of student loan to the University with interest (interest rate will be established) within three to five years period. The employee will be liable to take care of other requirements and incidentals beside fees (tuition, room and board) paid by Cuttington. CU and the employee shall enter into a binding agreement to be referred to as a “contract”. The terms of the contract shall be stipulated within the contract document.

#### **Category II: Donor Agency-sponsored students**

The sponsorship pertains to an employee who has worked for CU for at least one year and has identified a funding source to enable him/her to pursue an advanced degree. CU shall grant the individual a leave of absence for the duration of the training. The employee shall receive full salary for the first six months and fifty percent of his enumeration until he returns if a contract is signed between CU and the individual. If no contract is signed, the employee shall receive no enumeration from the University.

#### **Category III: Self supported or sponsored student**

An employee finding sponsorship on his/her own or through any agency but does not want to enter into an agreement with CU belong to this category. CU shall attest that the individual works for CU but make no financial commitment.

*Note: A candidate cannot alter the area of specialization to another without the consent of Cuttington University.*

**STUDY LEAVE CONTRACT FOR THOSE SPONSORED FROM OTHER SOURCES**

This agreement made and entered into this \_\_\_\_ day of \_\_\_\_\_ A.D. \_\_\_\_\_ by and between Cuttington University, represented by the Board of Trustees by and through \_\_\_\_\_ the President of Cuttington University, hereafter known and referred to as Employer and \_\_\_\_\_ hereinafter known and referred to as the EMPLOYEE, Hereby:

**WITNESSETH**

The employer, for and in consideration of the staff development of employees of Cuttington University hereby agrees to grant the employee a staff development scholarship to pursue a master or doctor's degree and also to grant the employee a study leave for a period of \_\_\_\_\_ A.D. \_\_\_\_\_ and terminating on the \_\_\_\_\_ day of \_\_\_\_\_ A. D.

The employee hereby agrees to carry out his/her studies successfully during the entire period of the agreement abroad and to submit to and observe the Rules, Regulations, of the Cuttington University Personnel Handbook and to submit to and observe the authority of the Employer as represented by the Board of Trustees, by and through the President of Cuttington University.

The employee hereby agrees to maintain minimum a grade point average of 3.0, failure of which the sponsorship/scholarship shall be withdrawn during the period of study. He/she shall also report his/her academic work each semester to Cuttington University.

The employee agrees that he/she will not work for anyone or pledge his services to anyone or institution in and out of Liberia after the completion of his/her studies.

The employee agrees to return to Cuttington University upon the completion of his/her studies and to serve Cuttington University for no less than three to five years.

The employee agrees to file a property bond in the value of no less than ten thousand United States dollars (US\$10,000.00) which shall be converted to the use of Cuttington

University immediately after he/she has failed to return and or work for Cuttington for a prescribed period of three years.

The employee shall receive his/her full salary for a six (6)-month's period, and half of his/her salary during the remaining of his/her study leave.

IN WITNESS WHEREOF, the parties hereto have set their hands this \_\_\_\_\_ day of

\_\_\_\_\_, A.D. \_\_\_\_\_

FOR: CUTTINGTON UNIVERSITY

\_\_\_\_\_ BY \_\_\_\_\_

**WITNESS**

**Henrique F. Tokpa, Ph.D.**

**President/Cuttington University**

FOR: EMPLOYEE

\_\_\_\_\_ BY \_\_\_\_\_

**WITNESS**

**EMPLOYEE**

**STUDY LEAVE CONTRACT FOR CUTTINGTON SPONSORED STUDENT**

This agreement made and entered into this \_\_\_\_ day of \_\_\_\_\_ A.D. \_\_\_\_\_ by and between Cuttington University, represented by the Board of Trustees by and through \_\_\_\_\_ the President of Cuttington University, hereafter known and referred to as Employer and \_\_\_\_\_ hereinafter known and referred to as the EMPLOYEE, Hereby:

**WITNESSETH**

The employer, for and in consideration of the staff development of employees of Cuttington University hereby agrees to grant the employee a **student loan** to pursue a master or doctor's degree and also to grant the employee a study leave for a period of \_\_\_\_\_ A.D. \_\_\_\_\_ and terminating on the \_\_\_\_\_ day of \_\_\_\_\_ A. D.

The employee is bachelor or master holder or equivalent who has worked for Cuttington for at least a year and has a grade point average of 2.75 or above.

The employee hereby agrees to carry out his/her studies successfully during the entire period of the agreement abroad and to submit to and observe the Rules, Regulations, of the Cuttington University Personnel Handbook and to submit to and observe the authority of the Employer as represented by the Board of Trustees, by and through the President of Cuttington University.

The employee hereby agrees not to alter the area of specialization to another without the consent of Cuttington University and will maintain a minimum grade point average of 3.00. He/she shall also report his/her academic work each semester to Cuttington University. The employee loan shall be withdrawn during the period of study if he/she fails to comply with the above condition.

The employee agrees to pay back 40% of the total cost of student loan to Cuttington with interest within three to five years period. The employee will be liable to take care of other requirements and incidentals beside fees (tuition, room and board) paid by Cuttington.

The employee agrees that he/she will not work for anyone or pledge his services to anyone or institution in and out of Liberia after the completion of his/her studies.

The employee agrees to return to Cuttington University upon the completion of his/her studies and to serve Cuttington University for no less than three to five years.

The employee agrees to file a property bond in the value of no less than ten thousand United States dollars (US\$10,000.00) which shall be converted to the use of Cuttington University immediately after he/she has failed to return and or work for Cuttington for a prescribed period three to five years.

The employee shall receive his/her full salary for a six (6)-month's period, and half of his/her salary during the remaining of his/her study leave.

IN WITNESS WHEREOF, the parties hereto have set their hands this \_\_\_\_\_ day of

\_\_\_\_\_, A.D. \_\_\_\_\_

FOR: CUTTINGTON UNIVERSITY

\_\_\_\_\_ BY \_\_\_\_\_

**WITNESS**

**Henrique F. Tokpa, Ph.D.**

**President/Cuttington University**

FOR: EMPLOYEE

WITNESS

EMPLOYEE

## TABLE OF CONTENTS

1. Forward .....	1
2. Mission Statement .....	1
3. Goals .....	1
4. Administration and Structure .....	1
Executive Council .....	1
Faculty Senate .....	3
A. Members of the Senate .....	3
B. Functions of the Faculty Senate .....	3
5. Faculty Senate Committees .....	3
A. Academic Standing Committee .....	4
Role of the Committee .....	4
Areas of Responsibility .....	4
B. The Curriculum Committee .....	5
C. The Admissions Committee .....	6
D. Committee on Faculty Welfare .....	6
6. Ad Hoc Committees .....	7
7. Administrative Organizations .....	7
8. Faculty Rights and Professional Obligations .....	8
9. Contract Terminology .....	9
10. Appointment to Faculty Membership .....	10
a. Process of Selection .....	10
b. Probation .....	10
c. Conditions of Waiver .....	11
d. Procedure fro Re-appointment .....	11
11. Qualification, Ranks, and Promotion .....	12
12. Promotion .....	12
13. Minimum Qualifications and Promotions for various Ranks ....	12
a. Instructor/Lecturer .....	12
b. Assistant Professor .....	13
c. Associate Professor .....	13
d. Professor .....	13
14. Emeritus Status .....	13
15. Extended Contract .....	13
16. Termination of Services .....	14
17. Faculty Workload .....	15
18. Faculty Release, Schedule and Unscheduled time .....	16
19. Grants and Contracts .....	16

20. Statements on Release Time .....	16
21. Statement of Academic Freedom .....	25
22. Salary Scale for Faculty .....	25
23. Some Basic Principles for Administrator-Instructor and Instructor-Administrator .....	25
24. Fringed Benefits .....	26
25. Annual Increments .....	27
26. Housing .....	27
27. Management Rights .....	28
28. Professional Organizations and Learned Societies .....	28
29. Grievance .....	28
30. Policy Statement on Sexual Harassment .....	29
31. Code of Conduct .....	30

# **FACULTY HANDBOOK**



**CUTTINGTON UNIVERSITY**  
Suakoko, Bong County

**Prepared by the office of the Vice President for Academic affairs**

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