



COE COLLEGE®

Faculty Handbook

Updated May 2016

FOREWORD

Since 1970, twelve editions of the *Faculty Handbook* have been printed and distributed to the faculty. Because alterations are made in the handbook each year, the printed edition rapidly becomes out of date. With the endorsement of the Executive Committee of the Faculty, the handbook is being made available on Coe's intranet. This will allow changes and amendments to be incorporated into the document as soon as they are approved. While printed copies will still be prepared and distributed periodically to members of the faculty, this electronic copy will be maintained as the official up-to-date version of the handbook.

It is important to note that the Board of Trustees regards the statements of policy found in the *Faculty Handbook* to be guidelines for the operation of the college, aimed at providing direction in decision making. The Board of Trustees specifically does not regard the policy statements in this handbook as contractual terms of faculty appointments.

COE COLLEGE FACULTY HANDBOOK

The statement of policy contained herein does not constitute a part of the contractual terms of a faculty member's appointment and has no contractual implications. It is subject to change by action of the Board of Trustees from time to time, but it would not be expected that changes would be made without prior review and consultation with the Executive Committee of the Faculty. Nor was the prior statement of policy adopted by the Board intended by it to be contractual in nature and no contractual rights are recognized by it. However, if notwithstanding such intention and non-recognition, contractual rights have accrued, such rights shall not be deemed waived by a faculty member signing a contract for an academic year after the adoption of this policy.

Coe College's academic program and services and employment opportunities are open equally to all persons, regardless of race, color, national or ethnic origin, religion, age, gender, sexual orientation, gender identity, or disability. Coe's policies comply with all applicable laws and regulations regarding nondiscrimination and are coordinated by the Executive Vice President.

General Procedure for Amending the Faculty Handbook: Proposals for amendment or change of provisions involving the *Faculty Handbook* may be submitted by any full-time faculty member to the appropriate faculty committee or to the faculty in meeting. Such measures, when submitted, will be processed through the same channels as any other faculty business requiring the eventual approval by the whole faculty. Approval by the faculty shall be in meeting, and will require the presence of a quorum, with two-thirds of those present voting in favor. Proposals to change the *Faculty Handbook* may also be initiated by any member of the Board of Trustees through the appropriate trustees committee, or to the trustees in meeting. Such proposals approved by the trustees normally will be referred to the appropriate faculty committee, or to the faculty as a whole, for comment, suggested changes, alternate proposals, or other action which may befit a given situation including if appropriate a vote of approval or disapproval. The results of any faculty action on any proposal shall be communicated to the Board of Trustees by the Secretary of the Faculty through the President of the College. Since the Board of Trustees has sole authority in all matters of institutional policy, any faculty action relative to such measures, whatever their origin, is advisory rather than binding upon the Board. Final action on such measures rests with the Board as a whole or, between Board meetings, with its Executive Committee.

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I. Administrative and Faculty Structure and Ranks

A. Definitions

Academic Year

The academic year is defined as comprising the week before the start of the fall term, fall term, spring term, and May term.

Board of Trustees

The Board of Trustees is the governing body of the college. Its bylaws can be found in appendix A of this handbook.

Officers of the Faculty

The officers of the faculty shall consist of the President of the College (hereinafter referred to as the “President”), the Dean of the Faculty (hereinafter referred to as the “Dean”), and the Secretary of the Faculty. Nothing in this handbook is to be taken as altering or intending to alter any statement of the duties and responsibilities of the President and the Dean as such statements may be set forth by the Board of Trustees. The statements here are merely intended to indicate the relationship of these officers to the organization of the faculty.

President

The President is the chief executive officer of the college and makes decisions on all hiring at the college.

The President, if present, shall preside at all meetings of the faculty and shall be the official medium of communication between the faculty and the Board of Trustees, as provided in the Bylaws of Coe College (see Appendix A).

The President shall call special meetings of the faculty if and when appropriate or when petitioned to do so by fifteen members of the faculty; serve as an ex officio member of all committees of the faculty except the Faculty Welfare Committee and the Committee to Advise the President on Retention, Promotion, and Tenure.

The President may, subject to approval of the Board of Trustees, appoint the Dean to assume any of the duties and responsibilities of the President during any disability or prolonged absence of the latter.

Dean

The Dean is the Chief Academic Officer of the college and makes recommendations for faculty hiring and other personnel needs in Academic Affairs to the President.

The Dean shall preside at meetings of the faculty in the absence of the President. The Dean shall serve as chair of the Committee on Academic Policies and ex officio member of all committees of the faculty except the Faculty Welfare Committee and

the Committee to Advise the President on Retention, Promotion, and Tenure. The Dean shall be responsible for the programming of the meetings of the faculty, and in the absence of the President, call special meetings of the faculty as may be deemed appropriate or upon petition of fifteen members of the faculty.

Secretary of the Faculty

The Secretary of the Faculty shall be a faculty member with tenure, elected for a three-year term by the faculty.

The duties of the Secretary of the Faculty shall be the normal expected duties of a secretary of an organization, including the maintaining of minutes of all meetings of the faculty, a record of actions taken, and a file of reports submitted. The minutes shall be those referred to in the Bylaws of the Board of Trustees (see Appendix A).

The Secretary of the Faculty shall maintain the *Faculty Handbook*, making a copy available to all new and continuing faculty members.

The Secretary of the Faculty shall be assisted by a recorder who will be present at all meetings of the faculty.

Department Chairs and Program Coordinators

The faculty is divided into academic departments, with each faculty member assigned to the most appropriate department. Each department has a designated chair. In addition, each interdisciplinary program has a designated coordinator.

Department chairs are appointed by the Dean in consultation with the faculty of the department and with the approval of the President. The usual term of such appointments is three years and may be renewed; if unusual circumstances warrant, a one- or two-year appointment may be made.

Program Coordinators are appointed by the Dean in consultation with the faculty who teach in the program and with approval of the President. The term of appointment is typically for three years and may be renewed.

College Marshal

The College Marshal shall plan and arrange for the conduct of formal academic processions at Baccalaureate and Commencement ceremonies and such other events as specified by the President of the College. The Marshal is a member of the faculty and is appointed each year by the President of the College. The Marshal names assistants from the faculty and students.

B. Classifications of Faculty

Voting Faculty Membership

The voting faculty of the college shall consist of the President, the Dean, active tenure-track faculty, active tenured faculty, full-time faculty with renewable

appointments, tenured faculty on phased retirement during those terms they are teaching or performing equivalent service to the college, and librarians with faculty rank. This sum, excluding those on sabbatical or other approved leaves, shall provide the basis from which the calculation of a quorum, or of other quotas, shall proceed, subject to any restrictions or special provisions specifically cited for each such calculation. Voting faculty do not include emeriti faculty, visiting faculty, adjunct faculty, part-time faculty, teaching artists, faculty receiving early retirement benefits, or faculty on phased retirement in terms they are not teaching or performing equivalent service to the college.

Full-time Faculty

Tenure-track faculty

Persons who are hired in approved tenure-track lines with note of this in their contracts. Tenure-track faculty can hold the rank of instructor, assistant professor, associate professor, or professor.

Tenured faculty

Faculty who have earned tenure, defined on page 17. Tenured faculty can hold the rank of instructor, assistant professor, associate professor, or professor.

Faculty with renewable contracts

Persons who are hired as full-time faculty members with at least one quarter of their assigned duties non-teaching. Non-tenure track, full-time faculty can hold the rank of instructor, assistant professor, associate professor, or professor. No more than 10% of the approved full-time faculty lines, excluding librarians, may be ones with renewable contracts.

Visiting faculty

Full-time faculty members who hold temporary full-time appointments. The usual term of appointment for visiting faculty members is one academic year. A visiting appointment cannot be extended beyond six years. Visiting faculty can hold the rank of Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor.

Adjunct Faculty, Part-time Faculty, and Teaching Artists

Persons whose teaching services to the college are designated as less than full-time shall not establish eligibility for tenure and are not voting members of the faculty. These faculty members must be fully and specifically informed in writing, at the time the appointment is made, of all terms, conditions and limitations relative to that appointment.

Adjunct faculty

Adjunct faculty members normally teach four courses or their equivalent on a regular, yearly basis and assume significant departmental responsibilities beyond classroom duties. Any such departmental responsibilities are to be taken on in consultation with the department chair and the Dean. Adjunct faculty may apply for faculty development funds through the Office of the Dean and are eligible to apply for some internal grants.

Part-time faculty

Part-time faculty members teach up to four courses a year and are not expected to perform any service to the college beyond teaching. They are not eligible to receive faculty development funds.

Teaching artists

Teaching artists teach music lessons only. They are not eligible to receive faculty development funds.

Emeritus Faculty

Emeritus status is conferred by the Board of Trustees on recommendation of the President.

A faculty member who has completed ten or more years of continuous full-time service leading up to phased or full retirement and who has attained a tenured appointment shall on full retirement at or after the age of sixty-two be eligible for appointment as emeritus at the rank attained.

For the purposes of determining eligibility for this status, leave time authorized by the Board of Trustees shall be regarded as continuous service.

Categorization of Faculty by Division

For purposes of categorizing the faculty according to related departments or by divisions, departments are grouped as follows:

Humanities

- Art and Art History
- English
- Foreign Languages
- History
- Music
- Philosophy and Religion
- Rhetoric
- Theatre Arts

Social Sciences

- Business Administration and Economics
- Education
- Library
- Physical Education
- Political Science
- Psychology
- Sociology and Anthropology

Sciences

- Biology
- Chemistry

Mathematical Sciences
Nursing
Physics

II. Faculty Rights, Responsibilities, and Opportunities

A. Definitions

B. Faculty Rights

As a guide for faculty rights, Coe College uses AAUP's "Recommended Institutional Regulations on Academic Freedom and Tenure (2013 Revision)." This document can be found in Appendix B of this handbook.

C. Faculty Responsibilities

Teaching load

Full-time teaching is defined as instructing in six full courses in an academic year, or the equivalent in instruction-related activities, or in temporary or ad hoc administrative service, as may be designated specifically in individual appointments.

Syllabi

A syllabus should be provided for each course taught at Coe. The syllabus should include the basic expectations for the course, course requirements, means of meeting with faculty outside of class, an academic integrity statement, an ADA statement, and a FERPA statement. The syllabus should also state the number of hours of work that is expected outside of class in an average week, making sure that the total number of hours spent in and out of class for a term meet or exceed 180 hours for a one course-credit course. The office of the Dean will provide a document that can be attached to syllabi, which contains the required academic integrity statement, the ADA statement, the FERPA statement, and the statement regarding required hours of work.

Availability outside of class

One of the central values of the college is that students should have access to their instructors for the purposes of teaching, advising, mentorship, and academic guidance. Faculty are expected to make themselves available to help students outside of class, and to clearly indicate on their syllabi when and where they will be available.

Meeting during finals week

The two hours scheduled for exams are counted as course time. All faculty should make sure that their classes meet during this time, unless students have final papers or projects due on the scheduled exam date in lieu of an exam.

Professional Development

Faculty are evaluated in part on their continuing professional development, which can take many forms and is defined within departments. To support their professional

development, eligible faculty may apply for funding through the office of the Dean of the Faculty.

Service

Advising

Advising is one of the important duties of full-time faculty members, who serve as academic advisors for students. In this role, faculty are expected to make time to formally meet with their advisees at least once each academic term, in order to provide mentorship and to discuss course selection.

College-related activity

Each full-time faculty member is expected to support college-related activities. All full-time faculty are required to attend faculty meetings, and to serve on a standing committee or equivalent responsibility (such as College Marshal or Secretary of the Faculty). Each faculty member should also support the work of her or his department, including recruiting efforts, or interdisciplinary program.

Faculty are further encouraged to support college initiatives and to contribute to the life of the campus. Such college-related activities might include supporting admission initiatives, serving as a faculty advisor to a student group or an ACM program, or attending events like lectures and performances.

D. Faculty Opportunities

ACM Liaisons / Directorships

The Associated Colleges of the Midwest (ACM) coordinates 14 off-campus study programs for consortial students. Coe assigns a faculty advisor for each of these programs. The faculty advisor's responsibilities include recruiting students and supporting them in the application process, as well as attending an annual meeting.

Several of the ACM study abroad programs host faculty directors, coordinators, and instructors. Coe faculty have the opportunity to apply for these positions. The call for applications for these positions is coordinated by the office of the Dean.

Professional Development Support

In addition to annual funds available through the Dean's Office and the Committee on Faculty Development (CFD) for support to stay current in a professional field, every year the College grants earnings from endowed funds to support professional activities and student-faculty collaborations. This competitive grant application process takes place in the early spring term.

Sabbatical Leave

Members of the faculty on continuous tenure may be granted sabbatical leaves when they have established eligibility. This leave is granted to strengthen the institution and to enhance the professional development of individual faculty members.

It is the policy of the college to be liberal in interpreting various kinds of activities that are appropriate for sabbatical leaves. Sabbaticals are often used for activities such as (but not limited to) pursuing advanced study, conducting research, or improving teaching performance. Each request for leave will be judged on its own merit, but in no case will the granting of leave occur automatically. The college will strive to support applications of merit while taking into consideration the availability of funds and the need for effective operation of the college.

Eligibility and lengths of sabbatical leaves

- A faculty member must be tenured to be eligible for a sabbatical leave.
- A faculty member may request one of two lengths of sabbatical leaves:
 - One term (fall or spring) at full salary or
 - One year at half salary
- After the first leave, a faculty member must serve for four successive years as a faculty member before taking a term leave and must serve for six successive years as a faculty member before taking a year leave.

Note that under unusual circumstances, with written approval of the dean, a person may arrange to accumulate eligibility for leave so as to request two terms of leave at full pay, or one year at full pay. To receive such leave the individual must establish eligibility.

In computing the years of service required to establish eligibility for a sabbatical leave, no service performed before the granting of a given sabbatical leave may be counted in establishing eligibility for a subsequent sabbatical leave. The time on personal or professional leave will not count toward years of service unless explicitly noted in the written approval of the leave.

An approved sabbatical leave remains a benefit-eligible position. Faculty on sabbatical leave who are receiving a fractional salary shall receive applicable fringe benefits that are based on the reduced sabbatical salary. However, the college will continue to contribute seven percent (7%) of the regular annual full-time salary of the faculty member to the college's 403(b) retirement plan, provided that the faculty member contributes at least three percent (3%) of her or his reduced salary. The college's match based on the full salary is subject to federal laws that govern qualified retirement plans, which may require the college to reduce its match.

Application process

A faculty member applying for a sabbatical leave must write a proposal that outlines the plans and objectives of the leave. A copy of the proposal is reviewed by the department chair before it is sent to the Dean. The proposal is then reviewed in turn by the President and the Board of Trustees.

In every case of sabbatical leave, the faculty member must provide

- a. A written commitment to return to the college for a period of at least one academic year following the leave and
- b. A written report of the outcomes of the sabbatical leave as they pertain to the stated goals and objectives in the application.

Professional and personal leave

Subject to approval by the Dean, and the President and in consultation with the department chair, a full-time tenured faculty member may be granted a leave of absence of up to one year. Unless noted in writing from the Dean, the leave shall be without stipend from the college.

Leaves without stipend of up to one year for full-time faculty members not on continuous tenure shall be arranged for, if at all, based on their merits and in consultation with the department chair, the Dean, and the President.

Time spent on leave authorized under this section may not be counted as service toward establishing eligibility for sabbatical leave with stipend unless specified in writing before the leave is taken.

Benefits will be determined and placed in writing at the time of the leave request, and may not be available depending upon the duration of and reason for the leave.

III. Faculty Personnel Policies and Procedure

A. Initial Appointments and Contract Lengths

Tenure Track, hired as instructor or assistant professor

Initial appointment to the faculty shall normally be made at the rank of Instructor or Assistant Professor.

The normal sequence of contracts for tenure-track faculty hired as an instructor or assistant professor shall be as follows: two (2) two-year contracts, followed by a three-year contract. In this contractual period of seven (7) years, the first six (6) years shall be designated as probationary. If any member serving in such rank is not to be reappointed, the Dean shall so notify the member in writing on or before June 1 if the year succeeding thereto is to be the terminal one.

During the sixth year of service in the normal sequence of contracts, tenure review will occur, and the faculty member(s) affected shall be informed of the tenure decision no later than June 1 of the sixth year. If tenure is denied, the seventh year shall be the terminal year. If tenure is awarded, service will continue and the seventh year will be the first year of service under tenure. The issuance of contract letters to faculty in the sixth year of service may be delayed until after the tenure decision has been made, provided that the faculty member is informed in writing of the tenure decision of the board before June 1.

On occasion it may be desirable to hire a faculty member who has had some teaching experience, but not enough to hire at the associate professor level. In this case, the Dean, in consultation with the appropriate department chair and search committee, may hire with up to two years of prior experience counting toward tenure, and the faculty's member first-year review letter from the Dean will include this information. The contract sequence remains the same as for an assistant professor hired with no credit toward tenure until the year of the tenure decision. A request from a faculty member with credit toward tenure for a deferral or a denial by the Board of Trustees of an application before the sixth year of service at the college will not preclude future application for tenure, in so far as it is undertaken within the established contract period.

The Board of Trustees may, upon the recommendation of the President, grant continuous tenure to an Instructor, Assistant Professor, Associate Professor, or Professor at any time prior to those above provided.

In unusual or extraordinary circumstances, such as, but not limited to, an exceptional record of teaching and scholarship that significantly exceeds expectations for tenure, an assistant professor with no credit for prior teaching may apply for tenure prior to the sixth year. It is recommended that prior to such an application, the faculty member consult with the department chair and the Dean. (Consultation should not be interpreted as tacit or outright approval or disapproval.) A request from the faculty member for a deferral or a denial by the Board of Trustees of an early tenure application will not preclude future application for tenure, in so far as it is undertaken within the established probationary period.

Tenure-track hired at associate professor or professor level

Since the purposes of the college will be served best by the selection of the best possible members of the faculty, it may be desirable upon occasion to make initial appointments at the rank of Associate Professor or Professor.

Initial appointments to the rank of Associate Professor or Professor shall be for a term of two years which may be followed by a second appointment for a term of two years. If any member appointed to such rank is not to be reappointed for an additional two years, the Dean shall so notify the faculty member in writing on or before June 1 prior to the beginning of the last academic year of the appointment. A faculty member serving under a second two-year appointment shall be informed by June 1 of the first year of such an appointment whether the fourth year at the college shall be the terminal year or whether tenure will be granted.

The terminal degree plus a meritorious record in academic or other relevant work shall be expected of those who are appointed to the rank of Associate Professor or Professor. Extensive experience relevant to the academic duties of the appointee may occasionally warrant granting the rank of Associate Professor or Professor to individuals who have not attained the terminal degree.

Full-time faculty with renewable contracts

Individuals who have full-time faculty status with an initial appointment at Coe College that involves them in administrative or other non-teaching duties for more than one-fourth of their assignment are eligible for three-year renewable contracts after their first seven years at the college, but do not qualify for a tenured appointment. Such individuals must be fully and specifically informed in writing, at the time the appointment is made that they are serving in a position that is not eligible for tenure.

The sequence of contracts for such individuals during the first seven years of service is identical with that of a tenure-track assistant professor. Such individuals may be considered for promotion on the same schedule with respect to time in rank as faculty members holding tenure-eligible positions. Criteria for evaluation will be those appropriate to their respective job descriptions.

At the request of the President, the Board of Trustees may convert these positions to tenure-track positions, where the faculty member who holds the position—whether newly hired or continuing from the renewable position, may then need to serve the probationary period for a tenured position.

Visiting faculty

Initial or any future appointments are for one year, with no expectation of renewal. Appointments can be made with the rank of visiting instructor, visiting assistant professor, visiting associate professor, or visiting professor, with agreement of the candidate, department chair, and the Dean.

Adjunct faculty

Adjunct faculty are appointed annually with one-year contracts. If an adjunct contract will not be forthcoming in the subsequent academic year, the adjunct faculty member will be notified in writing no later than April 1 of current academic year.

Part-time faculty and teaching artists

Part-time appointments are made each term, with no expectation of renewal.

B. Guidelines and Procedures for Tenure, Promotion and Renewable Contracts

Evaluation Process

This section describes when someone may apply for tenure or promotion as well as summarizes the criteria and process for each.

Probationary contracts in the first six years

Full-time faculty hired in a tenure-track position as well as faculty hired on a renewable contract receive probationary contracts until they earn tenure, receive notice that they are starting their terminal year, or, in the case of renewable contract positions, work continuously at the college for seven successive years.

Evaluation during the second year for the second two year contract (through the fourth year) will be based primarily on teaching and college-related activities but with most emphasis on teaching. The materials required at this stage are listed in *Materials*, following this section.

Consideration for a three-year contract (through the seventh year), in the faculty member's fourth year, normally will require that the candidate possess a terminal degree. A terminal degree usually is defined as a doctorate or M.F.A., and is determined by the discipline. At this point in the evaluation process, there is a shift in the kind of criteria emphasized. Teaching is still of principal importance but non-teaching professional activities and college-related activities will be given considerable weight as well.

Tenure

A tenured appointment means that the appointment shall continue until the resignation or retirement of the faculty member, subject to termination by the college according to the provisions in section III. A tenured appointment relates to faculty status and not to specific assignments of duties. Appointments which result in the granting of tenure must receive the approval of the Liberal Arts Experience Committee of the Board of Trustees upon recommendation of the President.

Tenure shall be granted only to those candidates who best qualify for it. A terminal degree will be prerequisite for consideration for tenure except in unusual circumstances. In the evaluation for tenure, teaching will still be of principal importance, but a record of professional growth and development and participation in college-related activities must be demonstrated as well. Decisions on the awarding of tenure shall be made on the basis of objective, job-related criteria, which shall be relevant to measuring or determining a candidate's qualifications; such criteria shall be made known to all potential candidates prior to the beginning of service to the college. As outlined in this Handbook, all candidates are evaluated periodically and kept advised concerning the progress toward tenure.

If an Instructor or Assistant Professor, hired in a tenure-track position, is reappointed to serve after the sixth year of continuous service as a member of the faculty (except under terminal appointment), the faculty member shall acquire the status of tenure.

If a faculty member, hired in a tenure-track position, initially appointed to the rank of Associate Professor or Professor is reappointed to serve after the fourth year of continuous service as a member of the faculty (except under terminal appointment), the member shall acquire the status of tenure.

The President shall have the option of proposing to the Board of Trustees an especially well-qualified faculty member for consideration for tenure at any time prior to those above provided.

Limitations and Exclusions: Persons whose appointment involves them in administrative or other non-teaching duties for one-fourth or more of their assignment

(faculty with renewable contracts) do not qualify for a tenured appointment. Full-time faculty members whose teaching services are not performed in successive terms of successive academic years shall not establish eligibility for a tenured appointment. For this determination, professional leaves of absence approved by the Board of Trustees are considered part of continuous service. In unusual cases, exceptions to this policy may be granted by approval of the Liberal Arts Experience Committee of the Board of Trustees upon recommendation of the President.

Renewable contract

Faculty holding renewable contracts follow the same evaluation process as a tenure-track instructor or assistant professor for the first seven years without tenure implications. If such persons are retained beyond the seventh year, they will be eligible to receive renewable three-year contracts. Evaluation for contract renewal will be made in the penultimate year of the current contract. Evaluation by CAPRPT will be based upon the materials listed in the next part of this section.

Promotion

Any promotion shall take effect at the beginning of the Academic year following the approval of promotion.

Promotion to Assistant Professor

The master's degree or its equivalent shall be the level of academic attainment normally expected of those appointed to the rank of Instructor. Individuals appointed to or promoted to the rank of Assistant Professor shall generally be expected to have further work toward the terminal degree, specialized training, or experience which warrants bestowing the higher rank of Assistant Professor.

A faculty member whose initial appointment was at the rank of Instructor may apply for promotion to the rank of Assistant Professor during the probationary years of service.

Promotion to Associate Professor

The terminal degree (except in unusual circumstances) plus a meritorious record in academic or other relevant work shall be expected of those who are promoted to the rank of Associate Professor. Extensive experience relevant to the academic duties of the appointee may occasionally warrant granting the rank of Associate Professor to individuals who have not attained the terminal degree.

In the evaluation for promotion to Associate Professor, teaching will still be of principal importance, but a record of professional growth and development and participation in college-related activities must be demonstrated as well.

Tenure is not contingent upon promotion to associate professor. Although under normal circumstances a candidate will apply for both at the same time, a faculty member may be tenured without promotion to associate professor. In special cases, probationary faculty may also apply for promotion to associate professor without applying for tenure.

If, in addition to applying for tenure, a candidate concurrently applies for promotion to Associate Professor, the same information used in making the tenure decision will be used for the promotion decision. If the candidate applies for promotion at a later time, additional, updated materials must be submitted.

Promotion to Full Professor

The terminal degree plus a meritorious record in academic or other relevant work shall be expected of those who are promoted to the rank of full Professor. Extensive experience relevant to the academic duties of the appointee may occasionally warrant granting the rank of full Professor to individuals who have not attained the terminal degree.

For promotion to full Professor, teaching effectiveness will be of principal importance, but a continuing record of professional growth and development and participation in college-related activities must be demonstrated as well. While a minimum length of service cannot in fairness be imposed as a necessary precondition to application for promotion to full Professor, petition for such promotion made prior to the eighth year of service in rank as Associate Professor will be regarded as application for early promotion. In seeking this, a candidate must furnish an extraordinary record of teaching, professional growth and development, and service to the college.

Material

The Dean's Office maintains an evaluation file within each faculty member's personnel record. The evaluation file includes written statements of all evaluations of performance which have bearing on decisions concerning tenure, retention or termination, and promotion in rank. The faculty member has access to his or her evaluation file and shall be afforded opportunity to discuss such evaluations with the appropriate administrative officers before such written evaluations become a part of the faculty member's personnel record. The faculty member may also include a statement in his or her file in response to evaluation materials.

The personnel record will be made available as follows: the personnel record of the faculty member may be inspected by the member and by appropriate administrative officers of the college, and it may be introduced as evidence in all relevant and proper circumstances, but it shall otherwise be confidential except as noted above for the evaluation folder. However, the faculty member may waive such confidentiality of this personnel record.

In reviewing any candidate, CAPRPT, the Dean, and the President will have access to the faculty member's evaluation file and will use all possible sources of information to make a balanced recommendation. No single source is to be given undue weight in the evaluation process. If the Dean or the President anticipates making a recommendation different from that of CAPRPT, a meeting will be arranged among all parties in order to discuss the evidence and attempt to reach an agreement before that recommendation is

made a part of the candidate's evaluation file or is sent to the Board of Trustees. This provision does not bind the Dean or the President to follow CAPRPT's recommendation nor does it bind CAPRPT to follow the Dean's recommendation; it merely assures that any points of disagreement are aired fully before any recommendation is made.

Evaluation Schedules

Tenure-track—hired at instructor or assistant professor level

Evaluations will be conducted annually during the first six years of employment, or until tenure is awarded, whichever is sooner. The evaluation procedure for probationary instructors and assistant professors during the second, fourth and sixth years is set forth later in this section. For the two-year contract renewal, evaluation will occur in the second year of service. For the three-year contract renewal, evaluation will occur during the fourth year of service. In the sixth year, evaluation will be made regarding tenure.

Evaluation in other years, conducted by the department chair and reviewed by the Dean, will require the following:

1. A summary of student evaluation data
2. A report furnished by the candidate
3. An evaluation of the candidate by the department chair. (In the event that the department chair is the subject of evaluation, the Dean will appoint a substitute for the chair in the evaluation from the following: a person who has previously served as the chair of the candidate's department; a senior member of the candidate's department; or a chair of a cognate department.)

These evaluation materials as well as a summary evaluation from the Dean will be included in the candidate's evaluation file.

Tenure-track—hired at associate or full professor level

Evaluations will be conducted while employed at the college annually until tenure is awarded. The evaluation procedure for probationary associate and full professors during the first and third years is set forth later in this section. Evaluation for the two-year contract renewal will occur during the first year of service. In the third year, evaluation will be made regarding tenure.

Evaluation in the second year, conducted by the department chair and the Dean, will require the following:

1. A summary of student evaluation data
2. A report furnished by the candidate
3. An evaluation of the candidate by the department chair. (In the event that the department chair is the subject of evaluation, the Dean will appoint a substitute for the chair in the evaluation from the following: a person who has previously served as the chair of the candidate's department; a senior member of the candidate's department; or a chair of a cognate department.)

These evaluation materials as well as a summary evaluation from the Dean will be included in the candidate's evaluation file.

Post-tenure

Four years after earning tenure, and at four-year intervals thereafter, each faculty member will be evaluated. If application for promotion occurs in a year when evaluation would not otherwise take place, then subsequent evaluation will occur at four year intervals thereafter. The following will be required:

- a. Summary of student evaluation data
- b. A report furnished by the candidate to the department chair describing activities in teaching, professional growth and development, and other contributions to the college. As a part of this report, a projection of future activities will be included.
- c. An evaluation of the candidate prepared by the department chair. The chair's evaluation will include:
 - 1) a judgment of the faculty member's teaching effectiveness;
 - 2) an evaluation of the faculty member's professional growth;
 - 3) comments on the candidate's non-teaching college-related activities;
 - 4) comments on student evaluation data.

In the event that the department chair is the subject of evaluation, the Dean will appoint a substitute for the chair in the evaluation from the following: a person who has previously served as the chair of the candidate's department; a senior member of the candidate's department; or a chair of a cognate department.

Faculty on renewable contracts

The schedule for evaluation for such individuals during the first seven years of service is identical with that of faculty holding probationary appointments as an instructor or assistant professor in the prior part of this section. Such individuals may be considered for promotion on the same schedule with respect to time in rank as faculty members holding tenure-eligible positions. Criteria for evaluation will be those appropriate to their respective job descriptions.

Adjunct faculty

Upon initial appointment, Adjunct faculty members are reviewed annually by the department chair and every two years by the Dean. After four years of continuous service, review by the department chair and the Dean will take place every three years.

Evaluation involving the Chair and Dean will include the following:

- A summary of student evaluation data
- The candidate report that includes comments on teaching effectiveness, with supporting evidence and interpretation of student evaluations. These reports need only address teaching and other departmental responsibilities; at the candidate's option, the report may also include a discussion of professional growth and development, comments on non-teaching college-related activities (as appropriate for the candidate's specific position), and any other relevant information the candidate wishes to have considered.
- The department chair's evaluation that includes comments on teaching effectiveness. It may also include a discussion of professional growth and development, and information on non-teaching college-related activities (as appropriate for the candidate's specific position).
- Evaluation letters from three faculty or staff colleagues with comments on the evaluated faculty's teaching and other relevant work at the college.
- Additional materials submitted at the discretion of the candidate.

Annual reviews by only the Chair in the first and third year will not require additional materials from the evaluated faculty member or from peers.

Process

Evaluation of tenure-track faculty will be based on four categories of information: student evaluation of faculty, the candidate's report, the department chair's evaluation, and peer evaluations.

Student Evaluations:

By use of the following procedures, data from student evaluation of faculty will be collected from all courses taught at Coe College:

At some time during the last two weeks of the Fall and Spring terms, as designated by the instructor, students will be sent via email a link to the standardized student evaluation, approved by the faculty, to be completed during class time.

The Registrar's office will make reports available to the faculty for each course in which students completed evaluations. These reports will include all information provided by the students including comments. In addition, summary reports of the numerical data will be created for the Dean's office and for department chairs. These reports will be printed as needed for inclusion in the faculty member's evaluation file, for use by the Dean and CAPRPT and President when evaluating faculty.

Departments and individuals may create their own evaluation instruments to be circulated in addition to the standardized form. Inclusion of such data in the personnel file shall be at the option of the individual faculty member; data included must be in a form permitting ready interpretation of their significance and relevance.

The Candidate's Report

The candidate's report will include the following:

- A. Comments on teaching effectiveness, with as much supporting evidence as possible, including summary of student evaluations;
- B. A narrative describing professional growth and development and future plans for professional development;
- C. Comments on non-teaching college-related activities, including but not limited to advising, departmental and institutional service, and college-related activity.
- D. A narrative recital of any other information the candidate wishes to have considered.

The Department Chair's Evaluation

The department chair's evaluation of the candidate's effectiveness should be based on documentable evidence derived from direct contact with the candidate's teaching (such as classroom visits; review of examinations, syllabi, textbooks, grading standards, course assignments, and student evaluations), knowledge of their support for college-related activities, and understanding of the professional development expectations. Judgments may also be based on interviews with students and other sources of information. The chair shall clearly indicate the kinds of sources and the ways they have been used in the evaluation.

An evaluation of the candidate's performance during the current year at Coe, noting any significant changes in the level of performance should be included. This evaluation should be used to make recommendations on the candidate's future at Coe, and to help the candidate assess realistically past and future professional growth.

An evaluation of the candidate's participation in college-related activities and professional growth development and in relation to plans to continue such development in the future. A candidate in the fourth year, being considered for a three-year contract, may not have had sufficient time to show significant professional development, but such a candidate will be expected to show capacity and plans for effective professional growth in the future. Professional work in, or logically related to, the candidate's area of academic training, subject to peer review and/or evaluation, is to be regarded as the clearest evidence of capacity. The chair's evaluation of the candidate's record of professional development shall rely as much as possible on objective evidence supplied by the candidate.

Before submitting an evaluation, the chair will have a personal conference with the candidate, discussing the candidate's report and chair's findings and opinions regarding the candidate's teaching, professional growth and development, and college-related activity. The candidate will sign the dated evaluation, which signature shall attest only that the candidate has read and discussed the evaluation with the chair, and not that the candidate agrees or disagrees with the evaluation in part or as a whole. The evaluation, along with any written response the candidate may choose to make to it, is then forwarded to the Dean.

Peer Evaluation

Peer evaluation will be provided as follows:

For any evaluation that requires peer evaluation, three faculty colleagues, one of whom is not in the discipline or department of the candidate, and, if possible, two from the department or program, shall be invited by the candidate to provide an evaluation, including observations on the candidate's teaching effectiveness, professional growth, and participation in college-related activities.

For a tenure candidate, all tenured members of the candidate's department must write an evaluation letter for the candidate, which includes observation on the candidate's teaching effectiveness, professional growth and development, and college-related activities. In this case, if more than two tenured faculty, other than the chair, are in the department, the candidate will have more than three peer evaluations.

Evaluation Timeline

Evaluation in the second year, fourth year, and sixth year (tenure evaluation) of faculty initially appointed at the rank of Instructor or Assistant Professor, evaluation in the first year and third year (tenure evaluation) of faculty initially appointed at the rank of Associate Professor or Professor, evaluation for contract renewal of faculty with renewable three-year contracts, and evaluation of faculty who have applied for promotion will be conducted using the following chronology:

- The candidate prepares a report and requests that other evaluation materials (see B above) be submitted to the Office of the Dean of the Faculty for review by CAPRPT and by the Dean.
- CAPRPT reviews the candidate's materials, asking for clarifying information if needed, and determines the recommendation it plans to make for the candidate.
- If CAPRPT foresees a possible adverse recommendation, the candidate shall be invited to appear before the committee prior to the submission of the committee's recommendation.
- The Dean reviews the candidate's materials, asking for clarifying information if needed, and determines the recommendation he or she plans to make for the candidate.
- If the Dean or the President anticipates making a recommendation different from that of CAPRPT, a meeting will be arranged among the Dean, President, and CAPRPT in order to discuss the evidence and attempt to reach an agreement before that recommendation is made a part of the candidate's permanent file or is sent to the Board of Trustees. This provision does not bind the Dean or the President to follow CAPRPT's recommendation nor does it bind CAPRPT to agree with the Dean or the President; it merely assures that any points of disagreement are aired fully before any recommendations are made.
- CAPRPT sends a written recommendation letter to the President, independent of the Dean.
- The Dean sends a written recommendation letter to the President, independent of CAPRPT.
- The President informs the Dean and CAPRPT of the recommendation he or she will make to the Board of Trustees.

- The Dean sends copies of both CAPRPT's and the Dean's letters to the candidate, together with a cover letter that states the recommendations, being made by CAPRPT and the Dean, to the President . The letter also includes the President's recommendation to the Board of Trustees.
- The Dean invites the candidate to speak with the Dean about any concerns or needed clarifications.
- A copy of the cover letter is sent to the candidate's chair with the stipulation that the information is confidential. Copies of CAPRPT's recommendation, the Dean's recommendation, and the cover letter are also placed in the candidate's evaluation file.
- The Board of Trustees acts on the recommendation made by the President.
- The President or Dean by proxy informs the candidate in writing of the decision of the Board of Trustees once it is available. A copy of this letter is placed in the candidate's evaluation file.

Evaluation in the first year, third year, and fifth year of faculty initially appointed at the rank of Instructor or Assistant Professor, and the evaluation in the second year of faculty initially appointed at the rank of Associate Professor or Professor will be conducted using the following chronology:

- The candidate prepares a candidate report and requests that the department chair write an evaluation.
- After the chair and the candidate discuss the candidate report and chair evaluation, they are both sent to the Office of the Dean of the Faculty for review by the Dean.
- The Dean writes an evaluation letter, which is sent to the candidate and placed in the candidate's evaluation file.

Evaluation of tenured faculty members will be conducted using the following chronology, with a review of the materials listed on page 21:

- The candidate prepares a report and requests that the department chair write an evaluation.
- After the chair and the candidate discuss the candidate report and chair evaluation, they are both sent to the office of the Dean of the Faculty for review by the Dean.
- The Dean, after reviewing the evaluation materials, may write a letter to include in the evaluation file and/or meet with the faculty member to discuss the materials.

C. Termination of Employment, and Denial of Tenure or Promotion

Non-renewal or Terminal Contract for Probationary Faculty Members

Any probationary faculty member whose contract is not renewed or who receives a terminal contract shall get a written statement reciting the reasons. Such reasons shall be based upon objective, job-related criteria made known to the faculty member at the time of initial appointment and shall be fully documentable from information contained in the faculty member's evaluation file which shall be open to inspection by the individual. A faculty member on probationary appointment who is informed of non-renewal of a contract or of receipt of a terminal contract, including those who have

been denied tenure, may appeal to the Committee on Faculty Welfare, which will consider only if the decision was or was not the result of adequate consideration. If the Faculty Welfare Committee determines the decision was the result of inadequate consideration, it will request reconsideration by the Committee to Advise the President on Retention, Promotion, and Tenure, by the Dean, or President or by all.

Denial of promotion

A faculty member who is denied a promotion must be informed no later than June 1 of the year of application. The faculty member may appeal to the Committee on Faculty Welfare, which will consider only if the decision was or was not the result of adequate consideration. If the Faculty Welfare Committee determines the decision was the result of inadequate consideration, it will request reconsideration by the Committee to Advise the President on Retention, Promotion, and Tenure, by the Dean, or President or by all.

Termination of faculty for cause

The following will each be considered cause for termination of any faculty member, including those who are tenured:

1. Moral or social conduct unbecoming a member of a college faculty.
2. Refusal to cooperate with others in carrying out college policies which have been approved by the faculty and the Board of Trustees
3. The permanent loss or impairment of physical or mental capacities such as to render a faculty member incapable of carrying out essential duties.

Sanctions other than dismissal

If the Dean or President believes that the conduct of a faculty member warrants disciplinary action, the President will proceed in the manner set forth in Regulation 7 of the American Association of University Professor's "Recommended Institutional Regulations on Academic Freedom and Tenure." (where administration refers to the President and the Dean), included below:

"Procedures for Imposition of Sanctions Other than Dismissal:

(a) If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined in AAUP Regulation 5 (dismissal procedures) will govern such a proceeding.

(b) If the administration believes that the conduct of a faculty member justifies the imposition of a minor sanction, such as a reprimand, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph, or that a minor sanction has been unjustly imposed, may, pursuant to AAUP Regulation 16 (Grievance Procedure), petition the faculty

grievance committee [Faculty Welfare Committee] for such action as may be appropriate.”

Appeal of termination:

A faculty member on a probationary contract must be informed by June 1 if the upcoming academic year is their last year. A faculty member on a probationary contract who is not reappointed, a faculty member denied tenure or promotion, and a faculty member who is sanctioned or fired for cause may appeal to the Faculty Welfare Committee (see pages 65 and 26 for descriptions on how Faculty Welfare Committee handles appeals in the situations mentioned in this section).

Termination of faculty members for exigent circumstances

Termination of any faculty member may occur due to exigent circumstances, with the process described in this section.

Termination of faculty can occur due to the alteration of the college’s academic program, compelled by significant change in the college’s educational and/or economic circumstances (but expressly excluding circumstances of cyclical or temporary changes in enrollment) specifically as follows:

- a. the discontinuance by the college of a program or department of instruction in the faculty member’s area(s) of teaching competence; or
- b. substantial and long-term reduction or elimination of course offerings within a faculty member’s discipline, department or program. Course offerings whose reduction or elimination leads to the termination of a faculty member cannot be restored to the college’s curriculum for a minimum of three consecutive academic years from the date of their withdrawal unless the position is first offered the faculty terminated as a result of the original cancellation on terms comparable to those which would have prevailed had such cancellation not occurred.

A condition of financial exigency for the college, as defined by the American Association of University Professors: “an imminent financial crisis which threatens the survival of the institution as a whole and . . . cannot be alleviated by less drastic means [than the release of tenured faculty].” (See Appendix B)

Factors likely to affect termination for exigent circumstances

The faculty as a whole shall be kept regularly informed of factors likely to affect termination for the causes for exigent circumstances. The Committee to Advise the President on the Budget (CAPB) shall have a primary responsibility in determining whether reductions in faculty are necessary and, if they are found to be necessary, the nature and timing of such reductions. In particular, CAPB shall be continuously and directly involved in the process of determining whether a condition of financial exigency exists. If such a condition is found to exist, CAPB will advise the President on subsequent terminations of faculty employment. The recommendations of the CAPB will be presented to the Committee on Academic Policies, to the College Affirmative

Action Officer, and to the faculty as a whole for discussion and comment. In cases where curricular reductions are proposed by CAPB, the role of the Academic Policies Committee shall be consultative only.

Notice of termination:

For any faculty member whose termination is contemplated for exigent circumstances, at least one year's notice shall be given. The college will endeavor to utilize the services of such faculty member in another field within the college or will afford help in securing employment elsewhere. In retaining and/or reassigning teaching positions, tenured faculty members will be given preference over non-tenured, and more senior tenured over less senior, with seniority referring to continuous service on the college faculty. Every effort shall be made to reassign teaching responsibilities for courses in a manner congruent with the principles of seniority and tenure as set forth above and elsewhere in this handbook, provided that the faculty member so reassigned shall be competent in the teaching area(s) to which reassignment is contemplated. Any necessary determination of such competence shall be made by the Dean in consultation with the department(s) affected by such reassignment. Exceptions to this order of precedence may be made only when following it would lead to serious curricular distortions or imbalances.

Notification and appeal process

The following procedures apply to any faculty member whose termination is contemplated for any cases of exigency.

1. The President shall notify in writing any faculty member whose termination is to be recommended to the Board of Trustees. Such notification shall give information regarding the college's provision for review of the faculty member's case in the form of a hearing by a Faculty Review Committee (see below) should the faculty member wish such hearing. The information supplied shall include the following:
 - a. The reason(s) for termination under AAUP guidelines, and these bylaws;
 - b. The date by which the faculty member who desires a faculty hearing must give written notice to the President requesting such a hearing, said date to be at least ten working days after notification;
 - c. The tentative date (at least twenty working days after notification) on which the hearing will be held;
 - d. The procedures which shall govern the hearing and instructions on how the faculty member is to participate in determining the composition of the Faculty Review Committee if a hearing is requested.
2. The college shall provide the faculty member with the evidence upon which the desired termination is based. Applicable Federal and State Equal Employment and Affirmative Action regulations, as adopted by the college, shall be followed as well

as relevant AAUP guidelines, in particular Clauses c-10 and c-11 under “5. Dismissal Procedures” (where administration refers to President or Dean)

“c-10. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the hearing committee in securing witnesses and making available documentary and other evidence.”

“c-11. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses, disclose their statements, and if possible provide for interrogatories.”

The Faculty Review Committee

Each year at the April faculty meeting, the faculty shall elect a panel of nine tenured faculty members to the Faculty Review Panel. Membership of the Panel shall be apportioned equally among the three divisions of the college (Humanities, Social Sciences, and Natural Sciences) with three representatives from each Division. In the event that a hearing is requested before the President formally requests dismissal action of the Board of Trustees, a five-member Faculty Review Committee will be drawn from the Panel of nine as follows: the President will select two faculty from the Panel and the faculty member requesting the review will also select two members from the Panel. The four faculty thus selected will select a fifth from the remaining five members of the Panel. If agreement cannot be reached on the fifth member, the selection shall be determined by a random drawing among the remaining five Panel members. The five members of the Faculty Review Committee will then select its own chair.

The College Affirmative Action Officer shall be present at the hearing and shall be continuously informed about procedures and results thereof.

After the close of the hearing, the findings of the Review Committee shall be promptly communicated to the faculty member, to the President and, as appropriate, to the faculty as a whole for such further action or decision as may befit the situation.

IV. POLICIES REGARDING CONDITIONS OF FACULTY SERVICE

Faculty Leaves – Personal

Family and Medical Leave Act (FMLA)

1. Overview: The Family Medical Leave Act of 1993 entitles eligible employees of the college to take up to twelve weeks of family and medical leave during the college’s fiscal year. The college will extend FMLA leave to any faculty member who qualifies for such leave. FMLA leave shall run concurrently with any other paid or unpaid

leave relating to a serious health condition that the faculty member may be eligible to take. These paid leave options are described in Sections B through F below.

2. **Scope of Leave:** FMLA requires covered employers to provide up to twelve weeks of unpaid, job-protected leave in a twelve month period to “eligible” employees for certain family and medical reasons. Faculty members are eligible if they have worked for the college for at least one year, and for 1,250 hours over the previous twelve months. The college will use a rolling twelve month look back period to determine leave eligibility.
3. **Reasons for Taking Leave:** FMLA unpaid leave must be granted for any of the following reasons: to care for the faculty member’s child after birth or after placement for adoption or foster care with the faculty member; to care for the faculty member’s spouse, son or daughter, or parent, who has a serious health condition; or for a serious health condition that makes the faculty member unable to perform his or her faculty duties. Certain kinds of paid leave may be taken in conjunction with FMLA leave. The college does permit paid leave in certain circumstances, as described in this faculty leave policy. See Sections B through F below for additional information.
4. **Advance Notice and Medical Certification:** A faculty member shall provide advance leave notice and medical certification for all FMLA requests, unless the circumstances surrounding the leave do not permit advance notice. A faculty member’s FMLA leave may be denied if the FMLA leave requirements are not met. A faculty member must provide thirty days advance notice when the leave is “foreseeable.” A faculty member is required to provide medical certification from the treating health care provider to support a request for leave because of a serious health condition. At the discretion of the college, the college may require second or third opinions (at the employer’s expense) for the need for leave. Additionally, faculty members shall provide a fitness for duty report to return to work if the leave is due to the faculty member’s serious health condition.
5. **Health/Dental Plan Coverage:** A faculty member who takes a leave of absence under FMLA Leave and who elects to continue participation under the health and/or dental insurance plans shall be responsible for making the required employee’s premium contributions during the period of the FMLA Leave. The manner in which such payments are made shall be as follows:
 - a. **Prepayment:** The faculty member may prepay the contributions that will be due during the FMLA Leave period;
 - or
 - b. **Pay-As-You-Go:** The contributions due during the FMLA leave period may be paid based on the same schedule as these payments would have been due to be paid if the faculty member had not been on FMLA Leave.

A faculty member must pay his or her premium within thirty days of its due date. Failure to pay the premium will result in a loss of coverage as of the last day of the last paid month if payment is not received

6. Job benefits and protection: For the duration of FMLA leave, the college shall maintain the faculty member's health coverage under the college's group health plan. Upon return from FMLA leave, the faculty member shall be restored to his or her original or equivalent position with equivalent pay, benefits, and other employment terms. The use of FMLA leave shall not result in the loss of any employment benefit that accrued prior to the start of the faculty member's leave.
7. Unlawful acts by employers: FMLA makes it unlawful for any employer to: interfere with, restrain, or deny the exercise of any right provided under FMLA; discharge or discriminate against any person for opposing any practice made unlawful by FMLA or for involvement in any proceeding under or relating to FMLA.
8. Enforcement: The U.S. Department of Labor is authorized to investigate and resolve complaints of violations. An eligible employee may bring a civil action against an employer for violations. FMLA does not affect any Federal or State law prohibiting discrimination, or supersede any State or local law or collective bargaining agreement which provides greater family or medical leave rights. For additional information contact the nearest office of the Wage and Hour Division, listed in most telephone directories under U.S. Government, Department of Labor.

Short-Term Disability Paid Leave

1. Benefit Provision: The college will provide a paid leave benefit, to run concurrently with FMLA leave, if applicable, to an eligible faculty member who has experienced a serious health condition rendering the faculty member unable to perform his or her normal teaching and administrative duties. This paid leave benefit may accrue for a maximum of twenty-six weeks (equivalent to 130 working days). Thereafter, if the disability continues, the faculty member may be eligible to receive payment under the college's long-term disability insurance. The long-term disability insurance waiting period is 180 days after the disability has occurred before the insurance carrier starts payments. See the insurance benefits section (Section V, P [p. 31]) for the long-term insurance eligibility requirements and benefits paid.
 - a. Eligibility: Only full-time and adjunct faculty members are eligible for this benefit.
 - b. Accrual of Benefits: Eligible full-time faculty members will be eligible to accrue four weeks of disability pay (1/12 of annual salary) for each four months of service at Coe. Eligible adjunct faculty members will be eligible to accrue three weeks of disability pay for each four months of service at Coe (a 3/4 time accrual). The months of June, July and August will count as months of service, provided the full-time faculty member or adjunct faculty member

taught full-time or three-quarter time, respectively, and continuously from the preceding September. Disability pay may be accumulated up to a maximum of twenty-six weeks. For example, a full-time faculty member who has completed two full years of service will have accumulated twenty-four weeks of disability pay eligibility, and an adjunct faculty member who has completed two full years of service will have accumulated eighteen weeks of disability pay. A faculty member on leave does not accrue additional weeks of short-term disability leave benefit while on an extended leave. An extended leave is defined as a period longer than six continuous weeks. After recovery from the disability and the resumption of duties on a full-time basis at Coe, the person would begin accruing short-term disability paid leave at the rate stated above, and the new benefit earned would be added to any previously unused balance with a total maximum accumulation of twenty-six weeks. A faculty member on leave may remain a participant in the college's employee benefit plans. See Section G below for additional benefits information.

- c. Reasons for Taking Leave: For the purposes of administering this policy, a person shall be considered eligible for leave when, by reason of pregnancy, illness or bodily injury, normal teaching or administrative duties cannot be performed as required by contract.
- d. Evidence of Disability: The college will request medical evidence of the serious health condition, as set forth under the FMLA leave policy. The college reserves the right to request a doctor's recommendation on whether an employee is capable of performing her or his normal job function before returning from disability leave.
- e. Request for Leave: Written request for leave of absence must be made through the Dean, and approved by the President. The Dean will notify the Business Office when a faculty member takes a leave to permit coordination of any paid leave benefit and continuation of other employee benefits, as applicable.
- f. Covering for Faculty on Leave: Covering the teaching and administrative responsibilities of a faculty member on short-term disability leave will be provided for in the following manner and order:
 - i. First (as appropriate), colleagues will cooperate by handling classes and other duties of the faculty member on leave for a reasonable length of time, as determined by the Dean.
 - ii. Second, faculty members assisting with class and duties coverage may be paid additional compensation for overloads when warranted.
 - iii. Third, when adequate coverage cannot be provided as set forth above, a temporary instructor will be hired from outside the college to provide a replacement.

- g. **Pay During Leave and Benefits:** The faculty member with accumulated short-term disability leave shall receive pay during the paid leave which shall equal up to the regular salary of the faculty member, and which shall be paid according to regular payroll practices. All employee benefits shall be provided as set forth in Section G below.

Family Medical Paid Leave

1. **Benefit Provision:** The college will provide a paid leave benefit, to run concurrently with FMLA leave, if applicable, to an eligible faculty member whose qualifying family member (a spouse, domestic partner, child or parent) has experienced a serious health condition, requiring the faculty member to provide care and support for the afflicted family member and rendering the faculty member unable to perform his or her normal teaching and administrative duties. This paid leave benefit shall be paid from the faculty member's accrued short-term disability paid benefit. (See Section B above.) A faculty member may use up to thirty days of such accrued paid benefit each fiscal year.
 - a. **Eligibility:** Only full-time and adjunct faculty members will be eligible for this benefit.
 - b. **Accrual of Benefits:** This paid leave benefit shall be part of and paid from the accrued short-term disability leave benefit and no separate accrual of family medical paid leave shall occur.
 - c. **Reasons for Taking Leave:** For the purposes of administering this policy, a person shall be considered eligible for leave when a qualifying family member incurs a serious health condition, as covered by FMLA leave.
 - d. **Request for Leave:** Written request for leave of absence must be made through the Dean, and approved by the President. Leave shall be requested using the FMLA leave form, and will require appropriate medical certification. The Dean will notify the Business Office when a faculty member takes a leave to permit coordination of any paid leave benefit and continuation of other employee benefits, as applicable.
 - e. **Covering for Faculty on Leave:** Covering the teaching and other duties of a faculty member shall be determined by the Dean, as set forth in Section B,1,f above.
 - f. **Pay During Leave and Benefits:** The faculty member with accumulated short-term disability leave shall receive pay during the paid leave which shall equal up to the regular salary of the faculty member, and which shall be paid according to regular payroll practices. All employee benefits shall be provided as set forth in Section G below.

Child Bearing/Adoption Paid Leave

1. Benefit Provision: The college will provide a paid leave benefit to run concurrently with FMLA leave, if applicable, of up to six weeks to an eligible faculty member who has given birth to a child, and up to three weeks to an eligible faculty member who has adopted a child and who is designated as the primary care giver.
 - a. Eligibility: Only adjunct faculty members who have completed two consecutive academic terms of service and full-time faculty members will be eligible for this benefit.
 - b. Accrual of Benefits: This paid leave benefit shall be deducted from the accrued short-term disability leave. In the event the faculty member experiences any health complications due to pregnancy or child birth, any leave beyond the six weeks of child bearing leave that may be required due to the resulting serious health condition shall be taken under the terms of the short-term disability leave. (See Section B above.)
 - c. Reasons for Taking Leave: For the purposes of administering this policy, a faculty member shall be considered eligible for leave when the faculty member has given birth to a child. The leave is to be taken immediately following the birth or adoption. Child rearing leave may be requested as well, and may run concurrently with the child bearing leave depending upon the timing of the child bearing leave. See Section E below for additional information on this paid leave.
 - d. Request for Leave: Written request for leave of absence must be made through the Dean, and approved by the President. Leave shall be requested using the FMLA leave form as soon as the need for leave is determined, and will require appropriate medical certification. The Dean will notify the Business Office when a faculty member takes a leave to permit coordination of any paid leave benefit and continuation of other employee benefits, as applicable.
 - e. Covering for Faculty on Leave: Covering the teaching and other duties of a faculty member shall be determined in consultation with the Dean, as set forth in Section B,1,f above.
 - f. Pay During Leave and Benefits: The faculty member shall receive pay during the paid leave which shall equal the regular salary of the faculty member, and which shall be paid according to regular payroll practices. All employee benefits shall be provided as set forth in Section G below.

Child Rearing Paid Leave

1. Benefit Provision: The college will provide a paid leave benefit of one term, and a three course teaching load for the remainder of the academic year, to run concurrently with FMLA leave and child bearing leave, if applicable, to an eligible faculty member who has a newly born child or has a newly adopted child.

- a. Eligibility: Only adjunct faculty members who have completed two consecutive academic terms of service and full-time faculty members will be eligible for this benefit. When both parents are employed by the college (whether faculty or administrative), only one employee shall be granted child rearing paid leave.
- b. Reasons for Taking Leave: For the purposes of administering this policy, a faculty member shall be considered eligible for leave when the faculty member has a newly born child or is in the process of adopting a child. For purposes of taking child rearing leave, the process of adopting a child shall include any travel time necessary to pick up the child (domestic or international travel) and the day-to-day duties of caring for the child once placed with the faculty member. The leave should ordinarily commence within six weeks of the birth of the child or adoption of the child, and must be taken within twelve months of such event. Child bearing leave may be requested as well, and shall run concurrently with the child rearing leave. See Section D above for additional information on child bearing leave.
- c. Request for Leave: Written request for leave of absence must be made through the Dean, and approved by the President. Leave shall be requested using the FMLA leave form, and should be submitted at least three months in advance of the beginning of the semester in which the leave will commence (unless circumstances make such notice impossible). The Dean will notify the Business Office when a faculty member takes a leave to permit coordination of any paid leave benefit and continuation of other employee benefits, as applicable.
- d. Covering for Faculty on Leave: Covering the teaching and other duties of a faculty member shall be determined in consultation with the Dean, as set forth in Section B,1,f above.
- e. Pay During Leave and Benefits: The faculty member shall receive pay that equals one-half of the faculty member's regular salary during the paid leave period. As a result, the faculty member shall receive monthly pay for the twelve month academic year which shall equal three-fourths of the regular salary of the faculty member, and which shall be paid according to regular monthly payroll practices. All employee benefits shall be provided as set forth in Section G below.

Extended Family Care Paid Leave

- 1. Benefit Provision: The college will provide a paid leave benefit of one term, and a three course teaching load for the remainder of the academic year, to run concurrently with FMLA leave, if applicable, to an eligible faculty member who has a spouse, domestic partner, child or parent with a serious health condition. Such paid leave may be requested and taken once every five years.
 - a. Eligibility: Only adjunct faculty members who have completed two consecutive academic terms of service and full-time faculty members will be eligible for this benefit. This paid leave may be taken only once every five years.

- b. Reasons for Taking Leave: For the purposes of administering this policy, a faculty member shall be considered eligible for leave when the faculty member has a qualifying family member who has experienced a serious health condition, requiring the faculty member to provide care and support for the afflicted family member and rendering the faculty member unable to perform his or her normal teaching and administrative duties.
- c. Request for Leave: Written request for leave of absence must be made through the Dean, and approved by the President. Leave shall be requested using the FMLA leave form, including the necessary medical certification form, and should be submitted at least three months in advance of the beginning of the semester in which the leave will commence (unless circumstances make such notice impossible, then as soon as possible once the need for leave is determined). The Dean will notify the Business Office when a faculty member takes a leave to permit coordination of any paid leave benefit and continuation of other employee benefits, as applicable.
- d. Covering for Faculty on Leave: Covering the teaching and other duties of a faculty member shall be determined in consultation with the Dean, as set forth in subsection B,1,f above.
- e. Pay During Leave and Benefits: The faculty member shall receive pay that equals one-half of the faculty member's regular salary during the paid leave period. As a result, the faculty member shall receive monthly pay for the twelve month academic year which shall equal three-fourths of the regular salary of the faculty member, and which shall be paid according to regular monthly payroll practices. All employee benefits shall be provided as set forth in Section G below.

Employee Benefits During Faculty Paid Leave

- 1. Benefit Provision: The college shall continue health and dental benefits as provided under Section A,5 above, with the faculty member paying his or her portion of the premium in a timely manner to continue coverage under the college's group plans. Any other employee benefit coverage shall be provided in a pro-rated manner, as provided under the terms of the applicable plan, with the faculty member paying his or her portion of the premium in a timely manner to continue coverage under the college's group plans. Contributions to the college's Section 403(b) retirement plan may be made on behalf of the faculty member as may be permitted under the federal rules that govern qualified retirement plans. Untenured faculty in a tenure-track position may request a one-year delay in tenure when taking a child rearing or extended family care paid leave. Sabbatical eligibility will not be affected for tenured faculty members. Any other benefits that may accrue due to a faculty member's service will be prorated accordingly.

Unpaid Personal Leave of Absence

- 1. Full-time faculty members may be granted leaves of absence of up to one year, which shall be without stipend from the college, based on their merits and in

consultation with the department chair, the Dean of the Faculty, and the President. This unpaid leave would run concurrently with FMLA leave, child bearing leave and child rearing leave, if applicable.

2. Time spent on leave authorized under this Section may not be counted as service toward establishing eligibility for sabbatical leave with stipend.
3. Benefits will be determined at the time of the leave request, and may not be available depending upon the duration of the leave.

Exchange Professorships

Faculty members with continuous tenure may elect, with the permission of the college authorities, to exchange instruction schedules with qualified teachers of other institutions. The period of exchange may be arranged not to exceed one year or be more frequent than once in five years. The object of this exchange will be to give Coe students new viewpoints, to increase the prestige of the college in educational circles, and to stimulate the thinking of the faculty. The respective “home” colleges will remain responsible for maintaining their respective tenure and pension provisions and any other staff benefits, for any faculty participating in the exchange. The Coe faculty member shall be responsible for the payment of any sums normally contributed by the individual to retirement or other staff benefit plans during the period of the exchange.

Faculty Employment by Agencies Other Than the College

The full-time member of the faculty has that role as a primary obligation. Before research, consulting or other employment involving remuneration from a person or agency other than the college is undertaken during regular sessions of the academic year, when the faculty member is under full-time contractual obligation to the college, the faculty member shall receive the college’s written approval. This shall be requested in writing by the faculty member in a communication to the appropriate department chair who shall in turn submit the request, with any appropriate recommendation, to the Dean of the Faculty. The final approval shall come from the President of the College.

V. Payroll Policies

- A. Paychecks for faculty members are issued on the last working day of the month. Upon authorization of the faculty member, the Business Office will direct deposit payroll checks to a specific bank. All full-time contracts are paid on a twelve-month basis.
- B. Upon written request and approval from the Business Office, faculty members can have deducted from their pay: premiums and payments related to the various benefits described in Section IV below, approved credit union deposits and payments, approved tax-sheltered annuity payments, United Way donations, and Coe Annual Fund donations.
- C. Each faculty member must complete the “Employee’s Withholding Exemption Certificate,” United States Treasury Department Form W-4, Iowa W-4, and I-9

(Employment Eligibility Verification) before her or his name can be entered on the payroll. The completed forms will be placed on file in the Business Office. It is the employee's responsibility to provide the Business Office with a new certificate whenever there is a change in marital status or in the number of exemptions.

D. Salary Information

On or before December 15 of each year, all members of the faculty shall be furnished the following information with respect to the salary scale and benefit policies in effect during the current year for full-time teachers:

1. The salary scale by ranks.
2. The mean and median salary for each rank.
3. The mean and median salary for all full-time professors.
4. A summary statement on current fringe benefit policies.

VI. Benefits

The following sections provide a summary of benefits that Coe College provides to members of the faculty. Some of the benefits are provided to all faculty members while others are available only to full-time and adjunct faculty members. For the purposes of describing eligibility for benefits in the following sections an adjunct faculty member is defined as someone who normally teaches four courses or their equivalent on a regular, yearly basis and assumes significant departmental responsibilities beyond classroom duties. Final determination of eligibility and benefits will be made in accordance with actual plan descriptions, insurance booklets, or legal documentation which describes the plans or policy. The college reserves the right to modify, add or terminate any benefits at any time, except those mandated by Federal and State Law.

A. Workers' Compensation Insurance

1. Workers' compensation insurance is provided by the college to all employees. It provides coverage for accidental injury while on the job. Workers' compensation insurance pays disability benefits after the employee has been unable to attend work for three days. The insurance carrier also pays all related medical expenses.
2. If an employee is injured while working, the injury should be reported immediately to Coe Security. This report is needed even if the injury does not appear serious enough to justify consulting a doctor. The report should include date, time and place of an accident and a brief description of how it happened.
3. Iowa Medical Clinic is the designated workers' compensation treatment center. For serious injury or any treatment that cannot wait until regular clinic hours, treatment may be obtained from the emergency rooms at St. Luke's and Mercy Hospital. Employees who choose to be treated for work-related injuries or illnesses by any other treatment center or physician may not qualify for any workers' compensation insurance benefits and may be responsible for all medical costs related to the incident.

B. Social Security (F.I.C.A.)

All college employees are covered under the Federal Social Security System as provided by law. The employee and the college will contribute a tax as established by the Federal government.

C. Unemployment Compensation Insurance

Faculty members who become unemployed may be eligible for unemployment compensation under certain conditions. Application for benefits should be made through the local State Unemployment Office.

D. EAP (Employee Assistance Program)

Coe College has an agreement with Mercy Hospital to provide counseling to employees, spouses, and dependents. The EAP (Employee Assistance Program) may be contacted at any time by calling 319-398-6694 to make an appointment to receive counseling and guidance on a confidential basis for any personal, family, or employment concerns. The first three counseling sessions are provided as a benefit from the Coe College Employee Assistance Program.

E. Group Health Insurance

A group Blue Cross/Blue Shield Medical insurance program is available to full-time and adjunct faculty members. The college pays a portion of the premium cost for both individual and family medical insurance plans. The amount of the college contribution is based on the plan selected. Information on the current premium schedule is available from the Business Office.

New employees may join the medical insurance program at the time of employment with insurance effective on the first of the month following the date of employment. If employment begins on the first of the month, coverage can be immediate. An employee who chooses not to join the medical insurance program at the time of employment may choose to join at a later date, but at that time will be considered a late enrollee and must wait twelve consecutive months before benefits are available for a pre-existing condition. (This waiting period may be reduced by providing proof of prior creditable coverage by another group health plan.) Details of the Blue Cross/Blue Shield Medical Insurance coverages are found in the plan booklet.

F. Group Dental Insurance

All full-time and adjunct faculty members are eligible for coverage by a Delta Dental insurance program. The college pays ninety-five percent of the premium cost for single coverage. If family coverage is desired, the employee pays the additional premium. Coverage begins on the first day of the month following the date of employment. If employment begins on the first of the month, coverage can be immediate. Employees who choose not to join the dental insurance program at the time of employment are given an opportunity each May 1 to enroll. The insurance must then be continued until the following May 1.

G. Medical Expense Reimbursement Program

A medical expense reimbursement program is available to all full-time and adjunct faculty members who participate in the medical plan. This program is an account that contains a specific amount of money employees set aside to pay medical expenses during the plan year. The money is withheld each pay period from pre-tax dollars and placed in the reimbursement account. Medical expenses that are not paid by the medical plan can be submitted for payment through the medical reimbursement account. Such reimbursements are not taxed.

H. Health Insurance Continuation

Employees covered under the health insurance plan, may maintain coverage as provided for under the Consolidated Omnibus Reconciliation Act of 1985 (COBRA), or if applicable, with respect to dependents or other persons covered by the insurance, in the case of certain qualifying events. The qualifying events may include termination of employment (other than for gross misconduct), reduction of hours of employment, the change of status of a dependent child of the employee, the death, Medicare entitlement, divorce or legal separation of the employee or the bankruptcy of the Employer. The length of time during which coverage under the health insurance plan may be continued varies depending upon the circumstances giving rise to the continuation rights. In any case, an employee or dependent electing continuation coverage will be required to pay for the coverage by paying the then applicable group rate premium for the coverage. It is the employee's responsibility to notify the Business Office if he or she, a dependent, or any other person covered under the health insurance plan becomes eligible for health continuation coverage.

I. Health and Dental Insurance Plan Continuation For Retirees

1. Retirees are eligible to remain on the Coe College group health insurance and/or dental insurance plans at their own expense provided they are at least fifty-seven years of age, have completed ten years of service, and have been continuously covered for at least ten consecutive years under the Coe College group health insurance and/or dental insurance plans immediately prior to retirement. Spouses of retirees may also be covered at their own expense, provided they were covered by the family plan for ten consecutive years immediately prior to their spouses' retirement.
2. Coverage under this plan for a retiree will terminate on the earliest of the following:
 - a. The required premium is not paid on the due date.
 - b. The retiree attains age sixty-five.
 - c. The retiree qualifies for Medicare, Medicaid or any other State or Federal sponsored medical care plan.
 - d. The plan itself terminates, or no policy is in effect to provide the insurance benefits of the plan.
3. Coverage under this plan for a spouse will terminate on the earliest of the following:
 - a. The required premium is not paid on the due date.
 - b. The spouse attains age sixty-five.

- c. The spouse qualifies for Medicare, Medicaid or any other State or Federal sponsored medical care plan.
 - d. The plan itself terminates, or no policy is in effect to provide the insurance benefits of the plan.
- 4. Dependent coverage will terminate upon termination of the retiree or spouse plan coverage, whichever occurs later. Dependent coverage may terminate earlier if the dependent no longer qualifies under the family medical plan.
 - 5. This health insurance plan continuation for retirees replaces COBRA benefits for eligible retirees and/or spouses and dependents.

J. Optional Long-Term Care Insurance

Optional long-term care insurance is offered to employees and some members of their extended families at group rates. The cost of this insurance is not paid for by the college. Coverage is subject to approval by the carrier. Information on this coverage is available in the Business Office.

K. Group Life Insurance

Full-time and adjunct faculty members are covered by a group life insurance policy in the amount of one times their annual base salary, rounded to the nearest thousand dollars. Accidental death and dismemberment life insurance is included with this coverage which provides, in the event of an accident, an additional benefit of up to one times the annual base salary, rounded to the nearest thousand dollars. This insurance may be continued after retirement or termination of employment with premiums paid by the employee. The Business Office has information concerning this option.

L. Optional Group Life Insurance

Optional group life insurance is offered on a payroll deduction basis. Insured coverages may be elected for the employee, spouse and dependent family members. The cost of the optional group life insurance is born solely by the employee. Coverage is subject to approval by the carrier.

M. Life Insurance Plan Continuation For Retirees

- 1. Retirees are eligible to remain on the Coe College group life insurance plan at their own expense provided they are at least fifty-seven years of age, have completed ten years of service, and have been continuously covered for at least ten consecutive years under the Coe College group life insurance plan immediately prior to retirement. The retiree must make the election within 15 days of her or his last day of employment. Coverage under this plan for a covered retiree is limited to \$10,000 of life insurance.

2. Coverage will terminate on the earliest of the following: a) failure to pay the required premium on the due date, b) attainment of age sixty-five, c) if the plan itself terminates, or no policy is in effect to provide the insurance benefits of the plan.

N. Optional Accident Insurance

Optional group accidental death and dismemberment insurance is offered to all full-time and adjunct faculty members and their families. The plan covers both occupational and non-occupational accidents twenty-four hours a day, every day of the year. This coverage is not paid for by Coe College.

O. Travel Insurance

The Associated Colleges of the Midwest Travel Accident Program provides accidental death and dismemberment benefits with permanent total disability while traveling on college business. The policy provides benefits for covered employees for injuries sustained (and resulting in loss of life, limb, sight or permanent total disability) while on the business of a participating college or the consortia office of the Associated Colleges of the Midwest.

Coverage is provided for all employees working in excess of 17.5 hours per week. Benefits are two times annual base salary subject to a minimum benefit of \$50,000 and a maximum benefit of \$300,000 Principal Sum.

P. Long-Term Disability Insurance

1. All full-time and adjunct faculty members are covered by long-term disability insurance. Coverage begins on the first day of the month following the date of employment.
2. There is a waiting period of 180 days after the disability has occurred before the insurance carrier starts payments.
3. "Disability" and "disabled" mean that because of injury or sickness the claimant cannot perform each of the material duties of his or her regular occupation.
4. The monthly indemnity is sixty percent of the employee's basic monthly earnings, subject to a maximum monthly benefit of \$8,000.
5. Employees who have been covered for long-term disability benefits under a group LTD plan sponsored by their employer for at least 12 consecutive months and whose employment terminates while insured may be eligible to convert and become insured under the Group Long-Term Disability conversion policy.
6. Details of this program are in the Long-Term Disability Insurance Booklet.

Q. Dependent Care Assistance Account

1. All full-time and adjunct faculty members are eligible for a dependent care assistance account. This account is a specific amount of money set aside to pay for dependent care during the plan year. The money is withheld each pay period from pre-tax dollars and placed in the reimbursement account.
2. To participate the employee must have a dependent child under the age of thirteen who is considered a dependent for Federal income tax purposes, or a dependent or spouse who is physically or mentally incapable of caring for herself or himself. The dependent must regularly spend at least eight hours a day in the employee's house.
3. The reimbursable expenses must be expenses incurred by the employee for the dependent which allows the employee to be gainfully employed. The provider of care could be a babysitter (for someone other than a dependent below the age of thirteen), a day care center, or in the case of an older dependent, nursing care.

R. Tuition Exemption and Tuition Exchange

From time to time, members of the full-time and adjunct faculty may wish to register for courses offered by the college. Tuition exemption will apply toward tuition charges for regular credit courses offered by Coe College. This includes courses in the regular college program and evening and summer school courses, but not courses under special sponsorship or any graduate program. The tuition exemption is limited to the equivalency of eight full-time semesters and does not apply toward room and board, activity fees, or any other fees.

If for any reason the faculty member is separated from the college, the tuition exemption ceases at the end of the term at which the separation takes place.

1. Children of Employees

Children of current full-time and adjunct faculty members at Coe may receive full tuition exemption at Coe, provided they meet the definition of a dependent student, which consists of meeting all of the criteria listed below:

- a. The student must be seeking a first Bachelor's degree and be accepted for admission to the college.
- b. The student must have begun academic work at Coe before reaching age 25.
- c. The student must be claimed as a dependent on her or his parent's most recent year's Federal income tax return.
- d. The student must meet the definition of dependent of the employee who is requesting this benefit as stated by the Free Application for Federal Student Aid (FAFSA). The employee requesting this benefit must be providing at least one-half support and/or the student must be residing with the employee.

Please note that the student is required to complete a FAFSA form to apply for all Federal and State financial aid for which he or she may qualify. The student must file the FAFSA form by March 1. Coe College will not replace State or Federal funds lost due to late filing of a financial aid form.

2. Spouses of Employees

A spouse of a current full-time or adjunct faculty member may receive tuition exemption for one-half of tuition charges. Again, this exemption applies only to tuition. If the spouse is degree-seeking, he or she must be accepted for admission to the college.

3. Tuition Exchange Among ACM Colleges

Through the Associated Colleges of the Midwest Consortium, Coe and other ACM colleges have agreed to cooperate in a tuition exchange arrangement. Dependent children of full-time and adjunct faculty members may register at another participating ACM college of their choice and receive a tuition exemption, subject to being admitted to the exchange program at the receiving ACM school. Individuals interested in this program should contact the Financial Aid Office and the ACM Tuition Remission Coordinator on campus for complete guidelines and information on eligibility for this program.

4. National Tuition Exchange

Coe College is a member of The Tuition Exchange, Inc., National Tuition Exchange Program. Dependent children of full-time and adjunct faculty members are eligible to participate. Individuals interested in this program should contact the Financial Aid Office.

5. Cross-Registration

Full-time and adjunct faculty members and their dependent children who are interested in cross-registration with another college must contact the Financial Aid Office to explore receiving the tuition exemption benefit. This benefit applies only for Fall and Spring terms. All arrangements must be made with the Financial Aid Office and the Registrar's Office in order to receive tuition exemption in a cross-registration program.

6. Benefits for Children of Deceased/Disabled Employees of Coe College

The tuition exemption program at Coe College applies to dependent children of full-time and adjunct faculty members who died or were permanently disabled while in service to the college and who had been employed by the college for a minimum of seven consecutive years. Dependent children, including those not yet born when the

death or disability occurred during a pregnancy, must meet the criteria in Section 1 above.

7. Retired Employees

Children of retired members of the full-time faculty qualify for the tuition exemption benefit at Coe, provided that the faculty member retired after at least seven consecutive years of service and that the dependent children meet the criteria in Section 1 above.

S. Campus Facilities and Events

All faculty members and members of their immediate families are entitled to use of the library and athletic facilities, as well as free or reduced admission to most athletic, theater and auditorium events.

T. Domestic Partner Benefits

The Coe College definition of Domestic Partner includes same-sex partners or opposite-sex partners provided they meet the qualifications as defined in the “Affidavit of Domestic Partnership.”

Health and dental insurance is available for qualified same-sex domestic partners on an after-tax basis. To be eligible for this coverage, the Coe College employee and the Domestic Partner must complete and file an Affidavit of Domestic Partnership with the Business Office. Qualified opposite-sex domestic partners must also meet the requirements of common law marriage and sign an affidavit of common law marriage to be eligible for health or dental insurance.

Eligible Domestic Partners qualify for the Coe College Employee Assistance Program (EAP), use of campus facilities, and tuition remission and tuition exchange (a taxable benefit). The employee may use family leave to care for the domestic partner, or the dependent child of the domestic partner, who has a serious health condition.

Additional information on these benefits and Affidavits of Domestic Partnership are available in the Business Office.

VII. Retirement and Retirement Benefits

A. TIAA/CREF

Participation in the Teachers Insurance and Annuity Association and the College Retirement Equities Fund is available to all full-time and adjunct faculty members as follows:

1. After one year, unless employed by an institution of higher education during the previous twelve months in which case the one year waiting period is waived.

2. The college contributes seven percent of base salary provided that the employee contributes a minimum of three percent of base salary.
3. The premium payments will go toward the purchase of an annuity contract which will provide for retirement benefits. This annuity contract is fully vested in the employee and should the employee separate from Coe College, all of the benefits purchased up to that date will be available to that person when he or she retires. Details of these programs are available from the Business Office.

B. Supplemental Retirement Annuity

Supplemental retirement annuities (SRAs) are designed for employees who want to set aside tax-deferred funds over and above amounts being contributed under the college's retirement plan. In addition, those individuals who are not yet eligible to participate in the college retirement plan due to the one year waiting period may contribute to SRAs. The college allows certain other tax-sheltered annuities. A complete list can be obtained from the Business Office.

C. Phased Retirement

A tenured faculty member may choose to have phased retirement take effect at any age after sixty-two (62). If such an option is chosen, the faculty member will continue on permanent appointment but will provide only half-time service. "Half-time service" is defined for the purpose of this section as teaching three courses per year or performing equivalent services. In return, the faculty member shall receive one-half of regular annual salary plus all applicable fringe benefits (including eligibility for health and dental insurance as described in V, E and F [p. 28]). Salary-based benefits (e.g. life and disability insurance) will be based on the reduced salary. The college will continue to contribute seven percent (7%) of the regular annual full-time salary of the employee to TIAA/CREF provided that the employee contributes at least three percent (3%) of the reduced salary. During phased retirement the employee may choose whether or not to begin collecting applicable retirement benefits. The faculty member and the college may by mutual consent and with appropriate salary adjustment arrange for service consisting of teaching four to six courses or performing services equivalent to teaching four to six courses.

D. Early Retirement

A tenured faculty member may choose to have full retirement take effect at any age after sixty-two (62). If such an option is chosen, the faculty member shall receive, for a maximum of two years or until the age of seventy (70), seventy-five percent (75%) of her or his most recent annual base salary. After this two-year period or at the age of seventy (70), there will be no salary paid. No payments are made if death occurs prior to election of early retirement or during early retirement. During the time of early retirement, the faculty member is fully retired, with all employee benefits ceasing.

E. Emeritus Faculty Benefits

Rights and Privileges: Members of the Coe College faculty who have been accorded the rank of emeritus are entitled to the following rights and privileges:

- a. Participation in academic processions of the faculty, due notice of intent to participate having been given.
- b. Use of the Library.
- c. Attendance at lectures, musical programs, and athletic events under the same conditions by which faculty are admitted.
- d. Identification cards issued for use in admission to college functions, use of the Library, and for general identification purposes.
- e. Listing in personnel section of the College Catalog.
- f. Listing with American Association of Emeriti.
- g. Subscriptions to college publications such as the COSMOS, Courier, and the weekly and monthly calendar of events when these are issued.
- h. Services similar to or the same as those accorded to the faculty at the College Bookstore.
- i. Admission to the college dining room at the same rates as active faculty members, and the use of the private dining rooms for guest groups on an ad hoc basis.
- j. Upon request, office space will be provided when available.
- k. Emeriti faculty of Coe College and their surviving spouses will be admitted to any course of the college without payment of tuition on consent of the instructor.

VII. General Policies

A. Policy on Harassment

1. Statement of Policy: It is the policy of Coe College that no member of the academic community may sexually harass another. Unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal or physical conduct of a sexual nature constitute harassment when:
 - a. Such advances or requests are made under circumstances implying that one's response might affect academic or personnel decisions that are subject to the influence of the person making the proposal; or
 - b. Submission to or rejection of such conduct is used as a basis for an employment or educational decision affecting an individual; or
 - c. Such speech or conduct is directed against another and is either abusive or severely humiliating, or persists despite the objection of the person targeted by the speech or conduct; or
 - d. Such speech or conduct is reasonably regarded as offensive and substantially impairs the academic or work opportunity of students, colleagues, or co-workers. If it takes place in the teaching context, it must also be persistent, pervasive, and not germane to the subject matter. The academic setting is distinct from the workplace in that wide latitude is required for professional judgment in determining the appropriate content and presentation of academic material.

2. Procedures

a. Bringing a complaint

- i. Any member of the Coe College community who believes that he or she has been subjected to or has witnessed sexual harassment, as above defined, may bring the matter to the attention of any one of the following administrative officers:
 - aa. the Affirmative Action Officer
 - bb. the Vice President for Academic Affairs and Dean of the Faculty
 - cc. the administrative heads of the following: the Office of Admission, the Business Office, the Development Office, and the Office of Student Affairs

All persons authorized to receive complaints will participate in college-sponsored sexual harassment training.

- ii. The period of time available for bringing a complaint will be four months from the time the incident occurred or, in the case of a complaint by a student against an instructor from whom a class is being taken at the time of the incident, four months from the time the final grade in the class is submitted.
- iii. The initial discussion between the complainant and the administrative officer to the extent possible will be kept confidential, with no written record. Absent unusual circumstances, unless the complaint is pursued further the process will stop at this point.
- iv. A person wishing to proceed with a sexual harassment complaint has the following options available under the policy:
 - aa. Informal resolution of the complaint
 - bb. Formal resolution of the complaint
- v. Cases involving sexual harassment are particularly sensitive and demand special attention to confidentiality. Dissemination of information relating to the case will be limited in order that the privacy of all individuals involved is safeguarded as fully as possible, consistent with the college's duty to investigate and consistent with fairness to all parties.

b. Informal Resolution of the Complaint

- i. Informal resolution may be pursued:
 - aa. by the complainant directly with the accused party;
 - bb. with the assistance of the administrative officer to whom the complaint was initially brought; or,
 - cc. with the assistance of any appropriate administrative officer, as identified in 2. a. i., to whom the complainant wishes the complaint to be referred.

- ii. The following procedures apply to the informal resolution process.
 - aa. The complainant should be informed that proceeding informally does not preclude the pursuit of a formal complaint.
 - bb. The administrative officer attending to the complaint will notify the Affirmative Action Officer in writing of the existence of the complaint. If the complainant has requested that his or her name remain confidential or has not consented in writing to informing the accused party of the complaint, the complaint will be reported in a way which would not identify the parties by name (unless to do so would make further processing impossible or unproductive).
 - cc. In situations in which the complainant has requested that his or her name remain confidential or has not consented in writing to informing the accused party of the complaint, the accused party will not be informed of the complainant's action. Absent unusual circumstances, the complainant will be informed that no disciplinary action can be taken against the accused on the basis of an informal complaint of which the accused party has not been made aware. Further, the complainant will be informed that, in these situations, except in the most unusual circumstances, the college will not proceed in any way to investigate or attempt to resolve the complaint and that the college will consider the resolution of the case complete.
 - dd. If the complainant gives written consent, the accused shall be informed of the allegations, the facts surrounding the allegations, and the identity of the complainant. A timely investigation will follow to establish whether there is a reasonable basis for believing that the alleged violation of the policy has occurred.
 - ee. The administrative officer attending to the complaint shall attempt to resolve the complaint to the satisfaction of both the complainant and the accused. If a satisfactory resolution cannot be reached, the complainant and the accused shall be informed of their options, including the option of pursuing a formal complaint.

c. Formal Resolution of the Complaint

- i. If the complainant decides to proceed with a formal complaint, the complainant must submit a written statement detailing the offense to the Affirmative Action Officer.
- ii. The following procedures apply to the formal resolution process.
 - aa. After obtaining the complainant's written consent, the Affirmative Action Officer will inform the alleged offender of the allegation, the facts surrounding the allegation, and the identity of the complainant. A written statement of the complaint will be given to the alleged offender and the Affirmative Action Officer will undertake a timely investigation to

establish whether there is a reasonable basis for believing that the alleged violation of the policy has occurred.

- bb. Following the investigation, the Affirmative Action Officer will prepare a written summary of the findings of the investigation and provide this summary to the appropriate parties. The Affirmative Action Officer will then inform the complainant of the options, within the college and outside of the college, that may be pursued both in the event that a reasonable basis has been found for believing that the alleged violation of the policy has occurred and in the event that a reasonable basis has not been found for believing that the alleged violation of the policy has occurred.
- cc. If a reasonable basis has not been found for believing that the alleged violation of the policy has occurred, the complainant may consider the case closed or may submit a written appeal to the Affirmative Action Officer. If an appeal is submitted, the Affirmative Action Officer will request that the President call a special meeting of the Committee on Sexual Harassment to hear the complaint.
- dd. If a reasonable basis has been found for believing that the alleged violation of the policy has occurred and the complainant chooses to have the complaint heard within the college, members of the Committee on Sexual Harassment will meet to review the complaint. Parties to the dispute will be invited to appear before the Committee. The Committee may conduct its own informal inquiry and gather whatever information it deems necessary to assist it in reaching a determination about the merits of the allegation. Once such a determination has been reached it will be communicated in writing to both parties and to the Affirmative Action Officer. A written summary of the basis for the determination will be provided to the parties upon request.
- ee. To the extent possible, the investigation and proceedings will be conducted in a way to protect the confidentiality of all parties involved. All reasonable steps will be taken to assure that the complainant and those testifying on behalf of the complainant will suffer no retaliation as a result of their actions.
- ff. In the event the allegations are not substantiated, all reasonable steps will be taken to restore the reputation of the accused if it was damaged by the proceedings.
- gg. In the event the allegations are substantiated, the Affirmative Action Officer will forward the Committee's determination promptly to the President of the College. Should the case involve a faculty member, the President will proceed in the manner set forth in pertinent sections of the *Faculty Handbook*.

B. Consensual Relations Policy

1. Consensual relations are defined as amorous, romantic or sexual relationships into which both parties have voluntarily entered. They become of concern to the college when one person in a relationship is in a position of authority over another. Examples

of these situations include relationships between instructors and students, supervisors and employees, and administrative staff and students.

2. Consensual relationships of these types are unwise and ought to be avoided. These relationships can violate the trust between instructors and students or supervisors and employees. Most critically, they contain an inherent potential for abuse of power and authority. Anyone who engages in a sexual relationship with a person over whom he or she has any degree of authority must understand that the degree to which such a relationship is truly mutually consensual can and may be questioned. Even when both parties have apparently consented at the outset, such appearance of consent does not preclude a subsequent charge of sexual harassment against the instructor or supervisor.
3. Any such relationship combined with a responsibility for evaluation constitutes a conflict of interest. Examples of such evaluations are the assignment of grades, and participation in decisions to hire, retain, promote, or determine salary. In such circumstances, the instructor, supervisor or administrator must notify his or her immediate supervisor so that suitable arrangements can be made for the more nearly objective evaluation of the student or employee.

C. Drug and Alcohol Policy

As a condition of employment, faculty members are expected to comply with Coe's drug and alcohol policy which is mandated by federal law. This policy specifies that Coe College will promote a work environment free of drugs and alcohol and that employees have the right to perform their duties with unimpaired co-workers. The college will provide comprehensive counseling and support services to employees in need on a confidential basis. In situations where there is reasonable cause to suspect that an employee is in violation of the alcohol and drug policy, the program administrator may make an investigation; if found to have violated the policy, the employee can be subject to educational and/or disciplinary sanctions. The Drug-Free Workplace Program Administrator is the Vice President for Student Affairs. The Drug-Free Workplace Referral Agent is the Director of Health Services. The contractor for counseling services is Mercy Hospital Employee Assistance Program. The full text of the college's drug and alcohol policy is on file at the Business Office and the Office of the Dean of the Faculty, and is available on request.

D. Smoking Policy

Pursuant to the Iowa Smokefree Air Act of 2008, no smoking is allowed on college owned property, including in and around all campus buildings, in college-owned vehicles, and outside on college grounds, including sporting stadiums and playing fields.

E. Occupational Blood Borne Pathogen Standard

OSHA's Occupational Blood Borne Pathogen Standard is in effect as of March 6, 1992. The standard specifies standard precautions, engineering and work practice controls, personal protective equipment and housekeeping combined with Hepatitis B vaccinations/post exposure follow up, hazard communication labels/signs, record keeping and training program on how to use these preventative controls and practices for employees who have a potential risk to blood or body fluids. Further information is available through the Health Services Office on campus.

F. Americans With Disabilities Act

The college is fully committed to complying with the Americans With Disabilities Act. The pertinent section of the Act reads as follows:

“Effective July 26, 1992, employers may not discriminate against a qualified individual based on his or her disability with regard to application, hiring, advancement, compensation, training, discharge, or other terms, conditions, or privileges of employment. Furthermore, employers must now make ‘reasonable accommodations’ at their own expense for the disabled employee unless the employer can show the accommodation would pose an undue hardship on the business.” (Zuffoletto, James M. “New federal regulations protect disabled employees.” AORN Journal, Vol. 55, No. 5, May 1992.)

G. Computer Network Policy

1. The Coe College computer network user's activities and Web publications shall be consistent with the laws of the State of Iowa and of the United States of America, including but not limited to laws concerning copyright and intellectual property, and racist, sexist, threatening, or obscene language and materials.
2. Since the college is a private, not-for-profit institution, with limited computing resources, the following cannot be supported by the college network and will not be tolerated:
 - a. Commercial enterprises.
 - b. Large memory-consuming activities not directly related to academic projects such as the operation of some games and the downloading of large files.
 - c. Violations of personal privacy such as the posting of information considered private by the Public Records Law.
 - d. Any activity that would compromise the security of the college or its computer network.
3. Computer resources have been allocated for network and Web activities supporting research, education, administrative processes, and other legitimate pursuits. All

computer activities shall be consistent with these purposes. The right to use Coe College computing resources may be revoked if misused or abused.

H. Weather Closing Policy

As a general policy, Coe College will not close because of adverse weather conditions. All members of the faculty will make every effort to come to campus for normal operation of the institution--recognizing that in the event of adverse conditions individual discretion will have to be used and a decision that travel would constitute a serious risk will be recognized. In that event, faculty members should communicate this decision to the college switchboard and to the office of Vice President for Academic Affairs and Dean of the Faculty at the earliest possible moment. The college will be closed if the mayor of the city has announced to the public a request to stay off the streets.

I. Parking Policy

A parking permit is required to park on Coe College property. All employees are required to register their vehicles, including motorcycles, with the security office.

J. Travel and Expense Reimbursements

All reasonable and necessary expenses incurred in connection with college business and which are in compliance with travel reimbursement policies are reimbursable. Expense reports should be submitted within one week of travel. Receipts should be attached for all expenses claimed for reimbursement except mileage.

Auto expense will be reimbursed at a rate equal to the maximum allowable rate set by the Internal Revenue Service for the distance between the college and the business destination. Tolls and parking fees incurred for college business are reimbursable.

VII. Faculty Meetings and Committees

A. Faculty Meetings

All members of the voting faculty, except those on sabbatical or other approved leave, are expected to attend regular and special meetings of the faculty. Visiting faculty, part-time and adjunct faculty, teaching artists, and other part-time instructional staff are invited to attend regular meetings. They are entitled to speak at the meetings, but do not vote. Occasionally special meetings may be called that are open only to voting faculty.

Student representatives are eligible to attend meetings of the faculty as follows: A student member of each standing faculty committee on which students serve is eligible to attend without vote. From Committees having two student members, the student in the second year of service on the Committee shall attend without vote, and the second student member shall serve as an alternate.

The student with the most seniority on the Student Life Committee attends with the same privileges set forth in (i) above.

The President of the Student Body and a representative appointed by the Student Senate attend without vote.

A representative of the COSMOS and a representative of the radio station attend without vote for the purpose of reporting. The names of such representatives to be in attendance at a given meeting shall be communicated to the President one week in advance of the meeting.

The President shall communicate to the Secretary of the Faculty the names of all student representatives in advance of any meeting(s) which they are eligible to attend. No students other than those whose names appear on this official list of representatives attend faculty meetings unless by specific vote of the faculty to the contrary in each case. Reciprocally, four faculty members attend Student Senate meetings without vote.

Types of Meetings

1. Regular: The first regular meeting of the academic year or a conference shall occur before the start of the regular schedule of classes. Regular meetings shall be held monthly during the academic year as determined by the Executive Committee of the Faculty.
2. Special
 - a. The President, or in the absence of the President, the Dean, may call a special meeting of the faculty.
 - b. The President, or in the absence of the President, the Dean, shall call a special meeting of the faculty upon presentation of a petition signed by fifteen members of the faculty.
 - c. Notification of all special meetings shall be sent to all members of the faculty. The notice shall include a statement of the purpose of the meeting. This statement of purpose shall delimit the Agenda for the special meeting.

Cancellation of a Regular Faculty Meeting

In the absence of sufficient official business on the Agenda for a faculty meeting, the President, or in the absence of the President, the Dean, may cancel a regular faculty meeting, provided that notice of intent to cancel is communicated to the faculty at the earliest practical time, and in no case later than at least two class days (forty-eight hours) in advance of the time for the scheduled meeting. However, any faculty member eligible to vote in the scheduled meeting may request reinstatement of such meeting, giving reasons that reinstatement is desired. Should ten or more voting faculty make such request, the meeting shall be held, and its agenda shall include the matters raised by those requesting it.

Agenda

- a. The agenda for all regular meetings of the faculty shall be submitted in writing to the faculty at least forty-eight hours before the scheduled meeting.
- b. The agenda for all regular meetings shall include, but not necessarily be limited to, the following:
 - i. Approval of the minutes of the previous meeting;
 - ii. Policy proposals from committees;
 - iii. Reports of faculty committees (orally, from the floor, or submitted previously in writing);
 - iv. Old business;
 - v. New business.
- c. Except under the conditions listed in Paragraphs (i) and (ii) below, no item of business which has not appeared on the agenda of a given faculty meeting may be formally considered or acted upon in that meeting. The 48-hour rule may not be suspended to consider measures involving previously unannounced elections; amendment of the *Faculty Handbook* or bylaws; fundamental, extensive or long-range modification of academic or other programs or policy; or any other measure about which the faculty would not have had reasonable opportunity to inform itself. Exceptions may be made only when considering the following:
 - i. Items of emergency nature, and of limited scope, which could not reasonably have been presented sooner, and on which postponement of action would be clearly detrimental to the college, a suspension of the rules by general consent or unanimous vote having been obtained.
 - ii. Motions brought in a meeting which are clearly germane or indispensable to the resolution of a matter or measure originally contained in the agenda for that meeting.

Parliamentary Procedure

- a. The voting faculty shall consist of all full-time faculty members. Faculty members on phased retirement are part of the voting faculty during those terms that they are teaching or performing equivalent service to the college. Visiting faculty, part-time and adjunct faculty, teaching artists, and other part-time instructional staff are not part of the voting faculty.

- b. A majority of the voting faculty, except those on sabbatical or other approved leave, shall constitute a quorum in a faculty meeting. The Secretary shall determine the specific minimum number for a quorum for each faculty meeting.
- c. All meetings shall be conducted in accordance with accepted parliamentary procedure, with *Robert's Rules of Order* as final authority, with the understanding that it shall be the policy of the faculty to encourage discussion of topics that are of concern to members.
- d. Proxy votes are not permitted in convened meetings of the faculty, its committees, or in its elections. In unusual circumstances, in matters not involving elections or a secret ballot nor requiring approval by more than a simple majority and, as determined by the President, not of a controversial nature likely to produce debate or discussion, a ballot may be conducted other than in a convened meeting of the faculty. Voting eligibility in such case shall be the same as for a regular convened meeting. A reasonable deadline shall be specified for the receipt of signed ballots by the Secretary of the Faculty who shall report the results of the balloting in the form of written minutes circulated to all faculty. Ballots not signed, or those received after the indicated deadline, shall not be counted. The existence of a quorum shall be determined by the total number of eligible respondents whose signed responses are received by the deadline.
- e. Voting Methods for Faculty Elections
 - i. Secret ballots shall be used.
 - ii. Each member of the voting faculty will write on the ballot the same number of names of nominees as there are positions to be filled.
 - iii. Nominees will be ranked, highest to lowest, on the basis of the number of votes each receives; the number of highest ranking candidates equal to the number of positions shall be declared elected.
 - iv. In the case of election for terms of different lengths, the nominees with greater numbers of votes shall serve for the longer terms, and the nominees with lesser numbers for the shorter terms.
- f. Amending Faculty Bylaws: Amending the faculty bylaws shall follow procedures specified in the appropriate sections of *Robert's Rules of Order*.
- g. General Procedure for Amending the *Faculty Handbook*: Proposals for amendment or change of provisions involving the *Faculty Handbook* may be submitted by any full-time faculty member to the appropriate faculty committee or to the faculty in meeting. Such measures, when submitted, will be processed through the same channels as any other faculty business requiring the eventual approval by the whole faculty. Approval by the faculty shall be in meeting, and will require the presence of a quorum, with

two-thirds of those present voting in favor. Proposals to change the *Faculty Handbook* may also be initiated by any member of the Board of Trustees through the appropriate Trustees Committee, or to the Trustees in meeting. Such proposals approved by the Trustees normally will be referred to the appropriate faculty committee, or to the faculty as a whole, for comment, suggested changes, alternate proposals, or other action which may befit a given situation including if appropriate a vote of approval or disapproval. The results of any faculty action on any proposal shall be communicated to the Board by the Secretary of the Faculty through the President of the College. Since the Board of Trustees has sole authority in all matters of institutional policy, any faculty action relative to such measures, whatever their origin, is advisory rather than binding upon the Board. Final action on such measures rests with the Board as a whole or, between Board meetings, with its Executive Committee.

B. Committees of the Faculty

There are eighteen committees of the faculty as follows:

1. Executive Committee of the Faculty
2. Committee on Academic Policies
3. Committee on Admission and Financial Aid
4. Committee to Advise the President on Budget
5. Committee to Advise the President on Retention, Promotion and Tenure
6. Assessment Committee
7. Committee on Athletics
8. Computer Policies Committee
9. Committee on Diversity
10. Committee on Faculty Development
11. Committee on Faculty Welfare
12. First-Year Program Committee
13. Marquis Series Committee
14. Committee on Petitions
15. Committee on Sexual Harassment
16. Committee on Teacher Education
17. Wellness Committee
18. Writing Committee

The committees of the faculty are primarily concerned with matters of educational policy related to their areas of jurisdiction. Thus, the purpose of any committee of the faculty shall be to study, to investigate, and to submit reports and recommendations to the faculty. In cases where policies are applied to individual students, a committee may act as an adjudicator, cooperating with the administrative officer(s) concerned. Since the faculty has a legitimate interest in knowing how its policies affect the life of the college and how they are being carried out, each committee is empowered to familiarize itself with the administrative application of policy and the results of such administration.

Individual Committees: In the following listings, in the absence of a statement to the contrary,

- Ex officio members of Committees are considered to be voting members.
- Elections or appointments take place near the end of the Spring Term, if possible.
- Chairs of committees will be appointed by the President.
- Committee membership will commence on July 1.
- Elected positions will be elected by the full faculty.

1. Executive Committee of the Faculty

- a. Purpose: Advise and assist the President on general issues affecting the educational program of the College; advise the President in appointing members of other Faculty Committees.
- b. Membership: Five (5) faculty members and one (1) student; the President and the Academic Dean serve as ex officio members. Each faculty member on the Committee must be a full-time member of the Faculty with at least the rank of Assistant Professor and must have been at Coe for one year or more. The faculty members shall be elected and serve two-year terms, with the new committee membership commencing the week after the Spring Term election. The five elected faculty members must include at least one tenured and at least one untenured (at the time of election) member. The Committee will include representation from each of the three divisions of the College as identified in the Faculty Handbook, with no more than two members serving from the same division. At least two members will be elected each year. The student representative shall be appointed by the student government. The chair of the committee will be elected annually by the members of the committee from among those members holding tenured appointments. No elected member of the Committee shall serve more than four (4) successive years, but any individual who has served for four successive years shall be eligible for election after being off the Committee for at least one (1) year.
- c. Specific Duties:
 - i. Consider broad educational objectives of the College and discuss new policy proposals presented by the Chair.
 - ii. Review and coordinate the work of all other Faculty Committees;
 - iii. Advise the President about appointments to other Committees and about selection of chairs of those Committees, as appropriate. The Executive Committee (as newly constituted near the end of each Spring Term) shall make these recommendations and shall offer advice on other decisions that will facilitate the start of a new academic year in the Fall.
 - iv. Advise the President on general policy questions relating to promotion, tenure and the general welfare of the Faculty.
 - v. Meet in conference with the Liberal Arts Experience Committee of the Board of Trustees at the Spring Board meeting for the purpose of discussing educational problems and policies facing the College. Executive Committee members who have served throughout the year shall attend this meeting. Other joint meetings may be held at other times by arrangement.

- vi. Consider names submitted by faculty members and other interested parties as candidates for honorary degrees from the College and make recommendations about them to the President or Board of Trustees.
- vii. Create and implement processes to select students for various competitive awards, such as the Kennedy Scholarship and the McElroy Scholarship.
- viii. Serve when needed on Internal Grant sub-committee or appeal board.

2. Committee on Academic Policies

- a. Purpose: Study the curricular structure of the college and make recommendations relative thereto; consider all policies affecting implementation of the curriculum.
- b. Membership: Four (4) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; two (2) student representatives appointed by the student government. The Dean and the Registrar serve as ex officio members of the Committee; the Committee is chaired by the Dean.
- c. Specific Duties:
 - i. Consider and make recommendations regarding the following: proposed additions to and deletions from courses described in the College Catalog; suggested changes for requirements for graduation; changes in departmental requirements and in the number of credits a given course may carry; other curricular and instructional issues. It is understood that proposals for change in curriculum may originate with any member of the college community and will ordinarily be referred to this Committee for study and recommendation. The Committee will, in turn and as appropriate, forward its recommendations to the Executive Committee of the Faculty or to the faculty as a whole meeting in full session.
 - ii. Approve recommendations from departments for occasional courses.
 - iii. Study and make recommendations regarding all proposed changes in Library policy, the Library being at the center of the academic operation of the college.
 - iv. Evaluate and act upon all student-initiated interdisciplinary proposals; ensure that all such proposals accepted adhere to established guidelines; monitor individual progress where necessary, and act upon requests for change or modification of the original proposal. In addition, the Committee will function as an advisory board for the general promotion of interdisciplinary study.
 - v. Consider questions of retention, probation, or dismissal of students who have failed to meet college academic requirements as set forth in the Catalog. For the purpose of these deliberations, the working membership of the Committee shall be afforded by the Vice President for Student Development, the Dean of Admission, the Director of ESL, members of the Committee on Petitions, or of the past Committee on Academic Policies, as appropriate.

3. Committee on Admission and Financial Aid

- a. Purpose: Oversee the creation and implementation of policies on admission of students to the college and on the granting of all forms of financial aid to such students.

- b. **Membership:** A minimum of four (4) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; two (2) student representatives appointed by the student government. The Dean of Admission serves as an ex officio member of the Committee. The Director of the Academic Achievement Program is a non-voting ex officio member of the Committee.
- c. **Specific Duties:**
 - i. Act as an oversight committee to advise the Dean of Admission; evaluate state and national admissions trends, as well as trends at Coe; based on data presented by the Dean of Admission, study and refine Admission and Financial Aid policies and procedures in the light of such evaluations. The Dean of Admission administers the program on admission. Although the Committee does not determine the number of students to be admitted, the Committee approves or rejects the admission of all doubtful applicants for admission; for all other applicants, such responsibilities are delegated to the Dean of Admission.
 - ii. Recommend to the faculty changes in policies on admission and, to the Administration, changes in financial aid policies. The Director of Financial Aid administers the financial aid program. The Committee assists the Director of Financial Aid in formulating policy regarding scholarships, grants, loans, and campus employment.

4. Committee to Advise the President on Budget

- a. **Purpose:** Evaluate information concerning the economic circumstances of the college and provide the President with advice bearing upon the preparation of annual budget recommendations for the Board of Trustees.
- b. **Membership:** The Committee will consist of three (3) members of the faculty, elected by the full faculty. One member will be elected from each of the three divisions of the college as identified in the *Faculty Handbook* (see p. 10): Humanities, Social Sciences, and Natural Sciences. The Dean shall be an ex officio member. Committee members may be tenured or non-tenured and will be elected to serve three-year terms. The chair of the Committee will be elected by its members.
- c. **Specific Duties:**
 - i. Meet at regularly scheduled times with the President and with other college officers as appropriate.
 - ii. Advise the President on matters pertaining to the number of faculty and the distribution by academic departments.

5. Committee to Advise the President on Retention, Promotion and Tenure (CAPRPT)

- a. **Purpose:** Recommend to the President the retention, promotion in rank, and permanent tenure of individual members of the college faculty. The committee may be consulted by the Dean and President if they wish, or if the committee wishes, on policy questions concerning these matters.
- b. **Membership:** The committee consists of four (4) faculty members holding tenured appointments. The Committee will include representation from each of the three

divisions of the college as identified in the *Faculty Handbook* (see p. 10): Humanities (including the Fine Arts), Social Sciences, and Natural Sciences. Two members are elected each year for a two-year term in order to insure continuity and consistency in the Committee's operation. The chair of the Committee will be elected by its members. No faculty member may serve a term of more than two successive years on the Committee. An interval of at least two successive years must come between terms on the Committee.

c. Duties and Procedures:

- i. Evaluate evidence concerning faculty members whose status is under consideration. The Committee shall render its judgments by giving due consideration not only to such evidence but also to the immediate and long-range effects of such judgment upon the department concerned and upon the college as a whole. (See page 7 of the *Faculty Handbook* for the procedure for submitting evaluation materials.)
- ii. A candidate for whom an adverse Committee recommendation is foreseen shall be invited to appear before the Committee prior to the submission of its recommendation.
- iii. The Committee shall observe due decorum relative to the confidentiality of Committee information. Committee members shall not discuss their deliberations outside a formally convened meeting of the Committee, nor shall they in any other way cause or assent to publicizing of any information properly held in confidence. The recommendations of the Committee shall be submitted in writing to the President and shall be regarded as confidential; however, such recommendations shall be included in the candidate's evaluation file.
- iv. The Committee shall not participate in determining specific salary allocations to individuals.
- v. Within the limitations set forth in Paragraphs (i) through (iv) above, further specific and detailed Committee procedures and policies may from time to time be developed, set forth, or amended, by appropriate action of the faculty as a whole. Such measures, where pertinent, are hereby included, by reference, in the bylaws of the faculty.

6. Assessment Committee

- a. Purpose: Advise the Director of Institutional Research and Planning in the creation, implementation, review, and improvement of Coe's plan for the assessment of student academic achievement and organize and support the assessment activities of the college.
- b. Membership: A minimum of four (4) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; one (1) student representative appointed by the student government. The Director of Institutional Research and Planning serves as an ex officio member.
- c. Specific Duties:

- i. Assist the Director of Institutional Research and Planning in planning, implementing, and overseeing the assessment of general education.
- ii. Collect, review, and provide formative feedback on assessment reports from academic departments and programs, and prepare an annual review on the state of the program assessment process for the Dean.
- iii. Assist the Director of Institutional Research and Planning and the Dean in collecting and preparing materials for five-year departmental and program reviews.
- iv. Make available results of institutional data to faculty and other interested groups, including the Higher Learning Commission.
- v. Encourage and lead faculty initiatives that contribute to improved assessment practices.
- vi. Collaborate with the Director of Institutional Research and Planning regarding assessment practices and policies.
- vii. Oversee the periodic evaluation of the college's assessment program, and recommend improvements in college assessment policies and practices.

7. Committee on Athletics

- a. Purpose: Correlate and integrate the intercollegiate athletic program of the college with the general academic program; serve as a liaison among all segments of the college community for consultation and interpretation regarding athletic policies.
- b. Membership: A minimum of three (3) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; two (2) student representatives appointed by the student government. The representative(s) to the Iowa Intercollegiate Athletic Conference will be selected from the faculty members on the committee. One of the faculty members serves as the chair of the committee. The Athletic Director is a non-voting ex officio member of the committee.
- c. Specific Duties:
 - i. Serve in an advisory role to the Athletic Director and make recommendations to the athletic staff and to the faculty concerning the conduct of intercollegiate athletic activities within and beyond the Iowa Intercollegiate Athletic Conference.
 - ii. Oversee athletic awards made to athletes upon recommendation of the respective coaches and the Athletic Director.
 - iii. The college representative(s) to the Iowa Intercollegiate Athletic Conference shall be responsible to the conference and the college for the administration of conference eligibility rules and policies.

8. Computer Policies Committee

- a. Purpose: Oversee the acquisition and development of all computer equipment, hardware and software at the college; provide guidance to individuals and departments in the purchase of computing equipment; make recommendations to the Dean's office and to the Committee to Advise the President on Budget regarding such purchases; develop and implement college-wide policy regarding use of the computer network.
- b. Membership: A minimum of two (2) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; one (1) student member appointed by the student government. The Director of Academic Computing and the Dean will serve as ex officio members.
- c. Specific Duties:
 - i. Develop and continually update a comprehensive program for computer technology on the campus.
 - ii. Review and place in priority requests for computer hardware and software; forward resulting recommendations to the Committee to Advise the President on Budget.
 - iii. Establish college standards for computer hardware and software including such items as word processing, statistical packages, and operating systems.
 - iv. Review Computer Center operations and make recommendations to the Director of Computer Services concerning such operations including hours, technical support, training and workshops, hardware and software changes, and charge backs to individual departments.

9. Committee on Diversity

- a. Purpose: to advise and assist the President and all constituents of the College community on issues related to diversity, equity, access, and fairness.
- b. Membership: Three (3) members of the full-time faculty appointed by the President in consultation with the Executive Committee of the Faculty; three (3) full-time staff, appointed by the President; and three (3) students appointed in early fall term, two to be appointed by the faculty and staff members of the committee and one to be appointed by the student government. Faculty and staff shall serve two-year terms, with three members (one faculty and two staff or two faculty and one staff) in their second year of their two-year appointment, to insure continuity and consistency in the Committee's operation. No faculty or staff member may serve more than two consecutive terms. Students will serve one-year terms. The chair of the Committee will be elected from its continuing members.

Guests: For regular meetings, all non-member faculty (full-time, adjunct, and part-time), staff, and students may attend as guests with a voice, but no vote. In particular, the College Chaplain/Director of Religious Life, Coordinator of Multicultural Student Retention, Director of Academic Achievement Program, International Student Advisor, Affirmative Action Officer/Title IX Officer, Director of Human Resources, and Director of ADA will be invited to attend

meetings as non-members. By vote of the members, the committee may schedule a member-only meeting.

- c. Specific Duties:
 - i. Partner with college constituencies to support effective ways to improve diversity, equity, access, and fairness for all Coe College community members.
 - ii. Advocate for the College community with regard to issues related to diversity, equity, access, and fairness.
 - iii. Advise the President and senior staff on the creation or revision of policies, practices, and procedures as they relate to diversity, equity, access, and fairness.
 - iv. Advise and support efforts to strengthen the College's relationship with the local community.

10. Committee on Faculty Development

- a. Purpose: Coordinate faculty development programs and advise the Dean on initiatives as necessary.
- b. Membership: Four (4) faculty members, one from each of the three divisions of the College as identified in the *Faculty Handbook* and one (1) at-large, appointed by the President in consultation with the Executive Committee of the Faculty. The Director of the Learning Commons serves as an ex officio member. The Associate Dean serves as an ex officio member and chair of the committee.
- c. Specific Duties:
 - i. Create, coordinate, and/or communicate faculty development initiatives.
 - ii. Advise the Dean on policies and priorities regarding available faculty development funds.
 - iii. Evaluate internal grant proposals and make recommendations to the Dean.
 - iv. Advise the Dean on ACM and other external grant initiatives, when needed.

11. Committee on Faculty Welfare

- a. Purpose: Assist in strengthening the faculty by promoting its general welfare. Acquaint itself with college policies and practices that relate to faculty welfare including promotion, tenure, teaching load, appointment, reappointment, non-reappointment, retirement, leave, salary, fringe benefits, and equal opportunity. Serve as a source of information and advice to faculty members. Recommend action to the faculty and the college administration to modify policies and practices when it finds modification desirable. Serve as a liaison between faculty and administration on questions pertaining to faculty welfare and instances of administrative action which may or do affect the relationship between faculty and administration. Assist the President in obtaining regular feedback from the faculty, at intervals not to exceed five years, for use in evaluating the performance of the Dean of the Faculty. Also assist the President and the Board of Trustees in

obtaining feedback from the faculty, at intervals not to exceed five years, for use in evaluating the performance of the President of the College. The committee may be called upon to attempt informal mediation of a question or issue on the request of a faculty member or of the President of the College. If a major concern arises among the faculty about the performance of the President, the Faculty Welfare Committee should express that concern to the Board of Trustees.

- b. **Membership:** Four (4) members of the faculty elected for staggered three-year terms. Two of the four members must hold tenured appointments; one member must hold an untenured appointment, and the fourth may hold a tenured or an untenured appointment. The tenured member senior in service on the Committee will serve as chair for one or, if appropriate, two years. The Secretary of the Faculty will serve on the Committee ex officio and maintain such records as the Committee deems necessary.
- c. **Duties and Procedures:** Assistance will be rendered to any member of the faculty in problems related to the college, such as serious illness or disability, or questions of due process. In the following specific situations it will perform the functions detailed below:
 - i. In the event of a non-reappointment of a faculty member on probationary appointment, when the faculty member alleges that the decision against renewal has been based on inadequate consideration by the Committee to Advise the President on Retention, Promotion and Tenure or by the Administration, the Committee will investigate the allegation. It will consider whether the decision was the result of adequate consideration in terms of relevant standards of the institution. The Committee will not substitute its judgment on the merits of the case for that of the Committee to Advise the President on Retention, Promotion and Tenure, or of the Administration. If the Committee concludes that inadequate consideration was given to the faculty member's qualifications or competence, it will request reconsideration by the Committee to Advise the President on Retention, Promotion and Tenure, or by the Administration, or by both, indicating the respects in which it decided the consideration may have been inadequate. The review will be reported to the faculty member, the Committee to Advise the President on Retention, Promotion and Tenure, and the President of the College.
 - ii. Where termination of an appointment with continuous tenure or of a probationary appointment before the end of the specified term is based upon bona fide financial exigency or discontinuance of a program or department of instruction, faculty members affected may ask to have the Committee review the issues. The Committee will make a report to the faculty members concerned and to the President of the College.
 - iii. Where termination of an appointment with continuous tenure or of a probationary appointment before the end of the specified term is based on medical reasons, the affected faculty member may ask the Committee to review the medical evidence and make a report to the faculty member and to the President of the College.
 - iv. If dismissal of a faculty member having continuous tenure or having probationary appointment is contemplated before the end of the specified

term, the Administration may ask the Committee to make informal inquiry into the question. It will make a report to the faculty member and to the President of the College.

- v. If suspension of a faculty member from regularly assigned duties or reassignment to other duties in place of suspension is contemplated, the President of the College will consult with the Committee on the propriety, the length, and the other conditions of the suspension or reassignment, pending an ultimate determination of the faculty member's status through formal hearing procedures.
- vi. If the Administration imposes upon a faculty member severe restrictions (such as suspension from assigned duties for a minor sanction such as a reprimand), and the faculty member believes that the sanction has been incorrectly or unjustly imposed, the faculty member may ask the Committee to investigate and make a report to the faculty member and to the President of the College.
- vii. If a faculty member on probationary appointment alleges that a decision of non-reappointment has been based significantly on considerations that violate academic freedom or equal opportunity for employment regardless of race, color, national or ethnic origin, religion, age, gender, sexual orientation, gender identity, or disability, that person may ask for advisement by the Committee which will seek to settle the matter by informal methods. This provision in no way abrogates or precludes the functions of the Affirmative Action Officer who oversees implementation of the college's affirmative action policy.
- viii. If any faculty member experiences cause for grievance not specifically covered in the foregoing items, the faculty member may petition the Committee for its advice and, if appropriate, assistance. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner faculty member believes pertinent. The Committee will have the right to decide whether or not the facts merit a detailed investigation. The Committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the Committee such a settlement is not possible or not appropriate, the Committee will make a report to the petitioner faculty member and to the President of the College. In cases not involving termination of appointment under extraordinary circumstances (see Part I, Section VII [p. 14]) a faculty member may seek to overturn a decision of the President within 10 days after the decision by so stating in writing, delivered to the Secretary of the Board of Trustees with copies to the President and any Committee or officer of the college involved. A panel of three persons shall be constituted to review the decision. One person will be selected by the President, one member will be selected by the faculty member in cooperation with the Faculty Welfare Committee, and the third person will be agreed to mutually by the first two; all three will be chosen from either those currently or previously connected with the college (faculty, administration, alumni, trustees) or others who are friends of the college through interest or support although without present or past direct connection.

Each panel may decide on an ad hoc basis when or whether to meet in session, whether to consider the matter on the basis of the previous files, or to seek additional interviews and information and determine other rules to govern its review, but those affected by the decision or rendering it shall in all events be afforded a fair opportunity to argue and present their points of view and to respond to the submissions of others.

The panel will forward its report to the faculty member, the Faculty Welfare Committee, and the President of the College within thirty days after the date review is sought. The President will transmit this report to the Executive Committee of the Board of Trustees, it being understood that the Committee has and retains the right to accept or overrule the report of the panel, and that this action will be taken within forty-five days of notice of the report as given by the President. Both the panel and the Executive Committee of the Board may accept a decision or report in whole or in part and may fashion a result different from that submitted to them.

As a rule of practicality, the decision of the President or the report of the panel, as applicable, shall be deemed to be in force and effect if for any reason further action is not taken within the time periods here set out.

In cases which involve termination under extraordinary circumstances, a faculty member may seek to overturn a decision of the President using the review procedures described in Part I, Section VII (p. 14) of the *Faculty Handbook*.

- ix. Review comparison materials for consideration of salary/benefit benchmarks.
- x. Implement regular process of review of the Academic Dean and the President of the College

12. First-Year Program Committee

- a. Purpose: Oversee the First-Year Seminar (FYS) program and offer guidance to the Director on administrative matters, including staffing, FYS activities, and FYS faculty development.
- b. Membership: The Committee consists of four (4) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; one (1) student representative appointed by the student government. Two faculty members are appointed each year for a two-year term in order to insure continuity and consistency in the Committee's operation. The Director of the FYS Program, the Dean of the Faculty, the Registrar, a Reference Librarian, and the Director of the Writing Center will serve as ex officio members. The Dean of Campus Life is a non-voting ex officio member. When possible, the Committee will include faculty representatives from each of the following areas of the college: Humanities (excluding theatre, art, art history, and music), Fine Arts (which includes those excluded from the humanities, Natural Sciences and Social Sciences.

- c. Specific Duties:
 - i. Decide on a slate of Campus Engagement activities to be offered each year.
 - ii. Choose other program-wide activities, such as a summer reading and any related activities.
 - iii. Advise the Director on FYS faculty development activities.
 - iv. Approve guidelines for the FYS Portfolio.
 - v. Approve FYS course proposals and assist faculty with the development of proposals for new FYS courses.

13. Marquis Series Committee

- a. Purpose: Coordinate the activities, such as convocations, visiting speakers and concerts, which comprise the Coe College Marquis Series.
- b. Membership: A minimum of three (3) faculty members appointed for staggered three-year terms by the President in consultation with the Executive Committee of the Faculty; two (2) student representatives appointed by the student government. The Director of Public Relations, the College's Technical Directors, and the Coordinator of Student Union and Student Activities are non-voting ex officio members of the Committee.
- c. Specific Duties:
 - i. Administer the funds budgeted by the college for the Marquis Series.
 - ii. Provide assistance as needed to persons directly involved and interested in the events.

14. Committee on Petitions

- a. Purpose: Review student petitions.
- b. Membership: Three (3) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; one (1) student representative appointed by the student government. One of the faculty members serves as the chair of the Committee. The Vice President for Student Development is an ex officio member of the Committee. The Registrar is a non-voting ex officio member.
- c. Specific Duties:
 - i. Review and act upon student petitions with due regard for academic and other policies of the college and for regulations adopted by the faculty as stated in the College Catalog.
 - ii. Create and update guidelines for faculty and students on appropriate use of the petition process.
 - iii. Provide feedback to involved faculty on the outcomes of petitions.

15. Committee on Sexual Harassment

- a. Purpose: Execute policy and procedures as outlined in the Policy on Harassment (see Part II, VII, A [p. 36]).
- b. Membership: Twenty (20) members as follows: five (5) from the faculty, five (5) from the professional staff, five (5) from hourly staff, and five students. Each of the constituent groups will elect its own five members. Each Committee member shall serve for one year.

- c. Duties and Procedures:
 - i. If an allegation of sexual harassment is brought to the Committee, a panel of Committee members shall be convened to hear the case. In cases involving solely faculty, professional staff, or hourly staff, the President shall appoint a panel of seven members chosen from those three groups, selecting no more than three and no fewer than two from each group. In a case involving a student or students, the President shall appoint a panel of seven members distributed as follows: two faculty, two professional staff, two hourly staff, and one student.
 - ii. A training session for the members will be held at the beginning of each academic year.

16. Committee on Teacher Education

- a. Purpose: Provide assistance to the Teacher Education Program with regard to student admission, program requirements and compliance with state certification requirements.
- b. Membership: A minimum of two (2) faculty members appointed by the President in consultation with the Executive Committee of the Faculty. The chair of the Teacher Education Department serves as an ex officio member of the Committee.
- c. Specific Duties:
 - i. Assist the Teacher Education Department in reviewing student applications to the Teacher Education Program and for student teaching.
 - ii. Assist the Teacher Education Department in addressing student requests for special consideration regarding student teaching placements and student appeals of department decisions regarding removal from the program or field experience placements.
 - iii. Meet with the State Department of Education review team during program approval visits as they occur, usually every five years.

17. Wellness Committee

- a. Purpose: Organize, implement and continuously evaluate the effectiveness of the College's Wellness Program.
- b. Membership: One (1) faculty member and one (1) staff member appointed by the President in consultation with the Executive Committee of the Faculty; one (1) student representative appointed by the Student Senate. The Health Service Director serves as an ex officio member.
- c. Specific Duties: Oversee in particular the following:
 - i. The college's wellness incentive program.
 - ii. The annual schedule of lifestyle sessions provided to the college community as part of the Wellness Program.
 - iii. The purchase of all materials and equipment pertinent to instruction in wellness and lifestyle.
 - iv. The review and evaluation of the overall Wellness Program.

18. Writing Committee

- a. Purpose: Advise the Coordinator of Writing Across the Curriculum (WAC) and the Director of the Writing Center in the formation and implementation of policies governing the operation of the Writing Program in its entirety at Coe College.
- b. Membership: A minimum of three (3) faculty members appointed by the President in consultation with the Executive Committee of the Faculty; one (1) student representative appointed by the student government. When possible, the committee will include representation from each of the three divisions of the college as identified in the *Faculty Handbook* (see p. 10). The Director of the Writing Center and the Coordinator of WAC serve as an ex officio members.
- c. Specific Duties:
 - i. Advise the Coordinator of WAC in the evaluation and placement of new students.
 - ii. Assist the Coordinator of WAC in the continuing evaluation of the Writing Program.
 - iii. Assist the Coordinator of WAC in the overall coordination of the college's Writing Program; monitor the initiation, distribution and availability of writing emphasis courses.
 - iv. Advise the Coordinator of WAC on the design and administration of faculty development programs pertaining to the enhancement of the Writing Program.
 - v. Assist the Writing Center Director in overseeing the staffing of programs in the Writing Center.
 - vi. Assist in selection of incoming students for writing scholarship awards by evaluating submitted portfolios and writing samples. Annually monitor current student recipients of writing scholarships to verify that conditions for continuation of the scholarships are being met. Assist in selecting recipients of First-Year Portfolio awards and other college-wide writing awards by evaluating the submitted materials.

C. Student Membership on Faculty Committees

1. Student representatives serve only on those faculty committees that are primarily responsible for policy and program decisions. Students are not appointed to faculty committees that are primarily responsible for making decisions regarding current personnel. (Note: This restriction on student committee membership does not apply to Coe's Judicial Board which is not a faculty committee).
2. Selection of Student Members
 - a. Qualifications
 - i. Must have been a full-time student at Coe for at least two terms previous to serving on the committee;
 - ii. Must have a cumulative 2.00 grade point average and not be on probation.
 - b. Appointment
 - i. Any qualified student may submit an application to the Student Senate. The Executive Committee of the Student Senate shall place the applicants on the various committees.

- ii. In the event that none of the applicants meets specific qualifications for membership on a committee, the Executive Committee will have the responsibility to invite qualified students who had not applied.
 - iii. Those students appointed to committees of the faculty will go through an orientation under the auspices of the Executive Committee of the Student Senate.
 - c. Removal and Replacement. Either the Executive Committee of the Student Senate or the Dean will have the power to review any appointment and to recommend replacement of a student.
- 3. Operational Procedure
 - a. Continuity: To provide for continuity, student membership of a specific committee is staggered. Thus, one student will be in the second year of service, another in the first.
 - i. For the first year, half the student representatives shall be appointed for two years and half for one year to provide for staggered terms thereafter.
 - ii. No student shall have a tenure of more than two years on any committee without special action by the Executive Committee of the Student Senate and by the Dean of the Faculty.
 - b. Status
 - i. Student members will be full working members of the faculty committee(s) to which they are named. They will have the same powers and responsibilities as the faculty members of the same committee, including access to student academic records in the course of committee business at the time the committee is meeting; such access will be limited to information relevant to the consideration at hand.
 - ii. No student shall serve as chair of a committee.
 - c. It is expected that the presence of students on faculty committees will facilitate communication to the student body of committee actions and decisions. Each committee is expected to take any necessary and appropriate measure to effect such communication.

D. Graduate Faculty

Policy Decisions: The Master of Arts in Teaching Program at Coe College is governed by the graduate faculty. The graduate faculty is responsible for overseeing the curriculum taught in the MAT program and for making policy decisions concerning the ordinary functioning of the program. Examples include changes in course descriptions and curriculum structure. Policy decisions affecting the general direction of the MAT Program and those affecting the relationship between the MAT Program and the college are brought before the full faculty of the college.

Administration of Program: The Master of Arts in Teaching Program is administered by the Director of Graduate Studies who reports to the Vice President for Academic Affairs and Dean of the Faculty.

Graduate Faculty Membership: Each academic department selects one representative to serve on the graduate faculty. In addition, any full-time faculty member who is teaching at least one graduate course during the current academic year, who taught at least one such course in the immediately preceding academic year, or who is scheduled to teach at least one such course during the coming academic year will be granted graduate faculty status. The Director of Graduate Studies and the chair of the Teacher Education Department are ex officio members of the graduate faculty.

Graduate Education Committee

1. Membership: Three members of the graduate faculty elected by the graduate faculty at its spring meeting; one student enrolled in the MAT Program. The Director of Graduate Studies and the Registrar serve as ex officio members. The committee is chaired by the Director of Graduate Studies.
2. The responsibilities of the committee include:
 - a. Making decisions on applications for admission to the MAT program.
 - b. Acting upon petitions from MAT students.
 - c. Considering policy issues pertaining to the MAT program and recommending policy changes.
 - d. Other duties pertaining to graduate study at Coe which may arise.

APPENDIX A: Board of Trustee Bylaws
(currently posted on Moodle Site under Faculty meeting materials)

APPENDIX B: AAUP 2013

(currently posted on Moodle under Faculty meetings)

APPENDIX C: Faculty Searches

Attracting and hiring quality full-time faculty to Coe is one of the most important activities in which the College engages, at the departmental level, college-wide, and for Coe's students. At the departmental level, hiring a new faculty member is an opportunity to fill curricular needs, create new teaching emphases, and build the academic program. At the college-wide level, it is also an important opportunity to build a faculty with the training and background to prepare Coe students for the increasingly diverse world of the new millennium, both within the United States and around the world. Effective teaching of a diverse student body requires a faculty that reflects that diversity. The building of a faculty that represents and embodies that world is of intrinsic value to all members of a liberal arts institution – students, faculty and staff. To succeed in searches, it is crucial to maximize the possibilities of attracting a strong and diverse pool of applicants.

As an Equal Opportunity, Affirmative Action Employer, Coe College prizes diversity and especially encourages applications from women, people of color, GLBT persons, individuals with disabilities, and other underrepresented groups.

Equity and Diversity in the Search Process

1. During the search process the College will treat all candidates equally as it strives to attract and hire the best candidate for each job.
2. In consultation and with support from the Dean of the Faculty, hiring departments will take steps at each stage – from the placing of job advertisements to interviews to the hiring decision – to maximize the cultivation and consideration of a diverse pool of qualified applicants.
3. If departments have clearly not taken sufficient measures toward developing a diverse candidate pool, the Dean of the Faculty may direct that further measures be taken before the search can continue.

APPENDIX D: Resolution

WHEREAS, in adopting the statement of the Tenure Policy of Coe College, the Board of Trustees emphasized that the same neither implied nor conferred contractual rights of any kind, and that such a policy was subject to change by the Board at any time, and

WHEREAS, such statement recognized the necessity for maintaining harmonious relations between the college and its faculty and to this end expressed the expectation that changes in the policy would be first reviewed with the Executive Committee of the faculty, and

WHEREAS, pursuant to the expectation so expressed, the change in the Tenure Policy adopted by the Executive Committee December 28, 1973, was first discussed and reviewed at length with faculty representatives, and

WHEREAS, the provision for inspection of faculty personnel records contained in such change in policy is in such general terms as to require a more definitized statement which has been reviewed and discussed with faculty representatives, in the course of which claims that contractual rights emanated from the Policy Statement of December 28, 1973, have come to the attention of the Executive Committee of the Board, and

WHEREAS, the proposed definitizing statement has been presented to this Committee and this Committee concurs in the statement providing it is understood to be a statement of policy only and that the entire Tenure Policy is subject to change at the will of the Board at any time, creating no contractual rights, express or implied, and providing further that it is understood that the statement is approved with some misgivings among members of this Committee that it may result in the suppressions of a free expression, of both facts and opinions, which should be available in making judgment decisions called for under the Tenure Policy, and that it will be reviewed by this Committee for possible revision, modification or cancellation after a period of experience under it:

NOW, THEREFORE, BE IT RESOLVED that, subject to the foregoing condition, the Policy Statement as of December 28, 1973, be supplemented as follows:

- (1)As of June 1, 1974, all evaluative materials which apply to Coe College currently employed faculty will on that date and thereafter be submitted with the understanding that such materials will be placed in the individual faculty member's personnel file in the office of the Dean of the College and will be open to that faculty member.
- (2)The Dean of the College shall start immediately to place in such individual open files items now on hand that are cleared by the writer and to seek clearance of other items where practical and possible.

(3) Non-cleared items shall be placed in a dead file and no longer will be available for decision-making concerning the status of a faculty member.

(4) As of January 1, 1975, all non-cleared items will be placed in a permanent dead file, not to be used in decision-making concerning the faculty member's status.