Coe College

Faculty Handbook

Updated August 2019
FOREWORD

Since 1970, thirteen 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 Because alterations are made in the handbook each year, the printed edition rapidly becomes out of date.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 electronically. 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.
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.

**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.

**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 Provost 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 Provost 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.

**Officers of the Faculty**
The officers of the faculty shall consist of the President of the College (hereinafter referred to as the “President”), the Provost and the Dean of the Faculty (hereinafter referred to as the “Provost”), 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 Provost 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.

**Provost and Dean of the Faculty**

The Provost 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 Provost shall preside at meetings of the faculty in the absence of the President. The Provost 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 Provost 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.

**B. Classifications of Faculty**

**Voting Faculty Membership**
The voting faculty of the college shall consist of the President, the Provost, 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 appointment letter. Tenure-track faculty can hold the rank of instructor, assistant professor, associate professor, or professor.

Tenured faculty
Faculty who have earned tenure, defined in section III.B.2. 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 without expectation of tenure. 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 Provost. Adjunct faculty may apply for faculty development funds through the Office of the Provost 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
Kinesiology
Political Science
Psychology
Sociology and Anthropology

Sciences
Biology
Chemistry
II. Faculty Rights, Responsibilities, and Opportunities

A. Campus Civility Statement

Coe College students have created a campus civility statement, a living document that brings into focus their aspirations for the institution. To support students in fostering an atmosphere of civility and respect on campus, we the faculty affirm the central importance of civility and respect to our academic community and to scholarly debate. We believe Coe College benefits from and is strengthened by the diverse experiences, perspectives, and intellectual approaches of its students, faculty, and staff. To ensure the free exchange of ideas and to make our academic community a place where everyone can learn and thrive, we must extend to one another civility and respect, even at moments of heated disagreement. This civility and respect should be extended to all members of the Coe community without regard for rank or status on campus. Everyone at Coe shares in the responsibility for maintaining an inclusive and supportive learning community. When the full range of our voices are heard, all of us have the opportunity to continue to learn and grow.

B. Faculty Rights

Faculty at Coe College, whether tenured or not, have the right to:

- Academic freedom (as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure formulated by the Association of American Colleges and Universities and the American Association of University Professors);
- Protection against illegal or unconstitutional discrimination by the institution, or discrimination on a basis not demonstrably related to the faculty member’s professional performance, including but not limited to race, sex, religion, national origin, age, disability, marital status, or sexual orientation; and
- Academic due process that ensures fair hearings and clear and orderly procedures for the internal resolution and settlement of disputes.

As a guide for faculty rights, Coe College uses AAUP’s “Recommended Institutional Regulations on Academic Freedom and Tenure (2018 Revision).” These regulations stipulate that termination of an appointment with continuous tenure, or of a probationary or other non-tenured appointment before the end of the specified term, may be effected by the institution only for adequate cause. As a guide for decisions relating to the renewal or nonrenewal of tenure-track appointments, Coe College uses AAUP’s “Statement on Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments,” which requires that tenure-track faculty be informed, early in their appointments, of the substantive and procedural standards that will be followed in determining whether or not
their appointments will be renewed or tenure will be granted. This document further assures tenure-track faculty of their right to fair professional evaluations in which proper and adequate consideration is given to all relevant evidence bearing on their performance. Under no circumstances may tenure-track or tenured appointments be eliminated for reasons other than those clearly set forth by this Handbook and AAUP standards and guidelines, i.e., dismissal for cause, non-reappointment or non-renewal for shortcomings in performance during the probationary period, and termination of an appointment due to a) demonstrably bona fide financial exigency, b) discontinuance of a department or program for educational reasons, or c) demonstrable inability to perform the essential functions of the position, with or without an accommodation.

Coe College maintains a personnel record of every faculty member, held in Human Resources. The Provost’s Office maintains an evaluation file for every faculty member (see III.E.1). The Provost’s Office may also maintain an additional confidential administrative file in the event that complaints and concerns are received. Faculty members may access any of their files in all relevant and proper circumstances, in accordance with the law.

C. Faculty Responsibilities

Coe faculty are expected to be effective teachers, to engage in active professional expression and development and to provide service to their departments and the college. These are the same criteria used for the review, tenure and promotion process (See section III).

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.

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 Activities
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.
Syllabi
A syllabus should be provided for each course taught at Coe. The office of the Provost will provide a document that will identify all of the required components that are to be included in all syllabi. Faculty must also provide a copy of their syllabi every term to the Provost.

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.

Administer the Student Course Evaluations
All faculty members must administer the campus-wide course evaluations each semester as directed.

D. Faculty Opportunities

1. Liaisons / Directorships
   Coe may assign faculty advisors for off-campus study programs. The call for applications for these positions is coordinated by the office of the Provost.

2. 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.

3. 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.

4. 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

o After the first leave, a faculty member becomes eligible for a term sabbatical leave after eight fall and/or spring terms of full-time teaching (as defined on p. 5 under “Teaching Load”) and for a one-year sabbatical leave after twelve fall and/or spring terms of full-time teaching (as defined on p. 5 under “Teaching Load”). Courses taught as overloads do not accelerate eligibility for sabbatical leave.

Note that under unusual circumstances, with written approval of the Provost, 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 determining 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 without previous written agreement between the faculty member and the Provost. Typically, such agreements will take into consideration departmental and college needs, as when there is a need to stagger sabbaticals in departments in which more than one faculty member is eligible for leave in a given academic year. Terms on paid leave or unpaid FMLA leave will count as service toward establishing sabbatical eligibility, but other unpaid leaves will not.

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 Provost. 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 Provost, 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 Provost, 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

1. **Tenure Track**

   a. **Hired as instructor or assistant professor**

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

      ii. 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 Provost shall so notify the member in writing on or before June 1 if the year succeeding thereto is to be the terminal one.

      iii. 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.

      iv. 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 Provost, in consultation with the appropriate department chair and search committee, may hire with up to two years of prior
experience counting toward tenure. The Provost’s office will place documentation concerning credit awarded toward tenure in the faculty member’s evaluation file upon hiring. A faculty member with credit toward tenure can request to revert back to a six-year probationary review period prior to submitting materials for tenure review.

v. Full-time teaching faculty on the tenure-track may be hired with or subsequently awarded an administrative appointment in lieu of a portion of their teaching load. In such cases for faculty in the probationary period, no more than one-third of the faculty member’s annual load may be administrative assignments. The Provost’s office will place documentation concerning any administrative assignments in the faculty member’s evaluation file upon hiring or at time of administrative appointment.

b. Hired as associate professor or professor

i. 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. Such appointments will not grant tenure.

ii. 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.

iii. Initial tenure track 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. The tenure review would occur during the first year of a second two-year contract. If any member appointed to such rank is not to be reappointed for an additional two years, the Provost 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.

2. Non-tenure track

a. Full-time faculty with renewable contracts

i. Non-tenure track faculty may have full-time teaching loads or have an appointment at Coe College that involves them in administrative or other non-teaching duties. 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.

ii. 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. Criteria for evaluation will be those appropriate to their respective job descriptions.

iii. At the request of the President, the Board of Trustees may convert these positions to tenure-track position. When continuing from the renewable position, a faculty member may be hired with up to two years of prior experience counting toward tenure. The faculty member’s first-year review letter from the Provost will include this information.

b. Visiting faculty

Initial or any future appointments are for one year, with no expectation of renewal. Individuals may serve for no more than six years as visiting faculty. 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 Provost. They must be reviewed annually on their teaching expertise by their department chairs.

c. Adjunct faculty

Adjunct faculty are appointed annually with one-year contracts, with no expectation of renewal. 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. They will be reviewed annually on their teaching expertise by their department chairs. After six years of continuous service, the review will take place every three years. All reviews will be shared with the Provost.

d. Part-time faculty and teaching artists

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

B. Evaluation Guidelines

1. Probationary contracts in the first six years

a. 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, or, in
the case of renewable contract positions, work continuously at the college for seven successive years.

b. If at any time in the probationary period a candidate is not offered the next multi-year contract, a terminal one-year contract will be offered to the faculty member. If they are starting their terminal year, they must receive notice in writing by the Provost by June 1.

2. Tenure

a. 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.K. 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 Board of Trustees upon recommendation of the President.

b. A terminal degree will be prerequisite for consideration for tenure except in unusual circumstances.

3. Promotion

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

b. 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. Upon completion of requirements for a Ph.D. or equivalent terminal degree, promotion to Assistant Professor will be automatic. At any time, the faculty member should submit to his or her chair and the Provost evidence of the earned degree to receive the automatic promotion from the Provost.

c. Promotion to Associate Professor

i. 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 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.

ii. Except in the case of individuals without a Ph.D. degree or equivalent academic qualifications, Assistant Professors who receive tenured appointments are simultaneously promoted to the rank of Associate Professor.
iii. Usually Candidates apply simultaneously for tenure and promotion to Associate Professor. The two exceptions would be individuals appointed initially at Associate Professor rank now applying for tenure and Assistant Professors without an appropriate terminal degree now applying for tenure.

iv. Upon completion of requirement for a Ph.D. or equivalent terminal degree, promotion to Associate Professor of a tenured of a tenured Assistant Professor will be automatic. At any time, the faculty member should submit to their chair and the Provost evidence of the earned degree to receive the automatic promotion from the Provost.

d. Promotion to Full Professor

i. 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. In exceptional circumstances, 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.

ii. The demonstration of a meritorious record of sustained success typically requires at least six years of service with tenure; however, that timeline may be shorter in exceptional circumstances when the standard has been reached.

iii. The criteria and process for promotion to Full Professor are outlined in section III J.

C. Criteria for reappointment promotion and tenure

The review process of tenure-track faculty is intended to be both developmental and evaluative. The process gives probationary faculty, their senior department/program colleagues, members of CAPRPT and the Provost of the College insights into pre-tenure faculty members’ areas of strength and areas of concern. With regular constructive reviews, pre-tenure faculty have the opportunity to respond to feedback so as to serve Coe students, strengthen the academic program and build foundations for their fulfilling and successful careers as teacher-scholars in the Coe College community.

Tenure will 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 reappointment, tenure, and promotion, teaching and advising will be of principal importance, but a laudable record of professional expression and development as well as professional service must also be demonstrated. Faculty members’ advising responsibilities increase with years of service; therefore, expectations of achievement in advising gradually increase.
Evaluation during the first two years will be based primarily, but not exclusively, on teaching. By the second major review, candidates will be expected to have service and professional expression and development achievements as well. Decisions on the awarding of tenure shall be made on the basis of objective, job-related criteria.

1. **Teaching and Advising**

a. **Definition:** The paramount requirement for moving successfully through the reappointment, tenure, and/or promotion process, is being an effective teacher and advisor. Effective teachers demonstrate masterful knowledge of their subject(s), stay abreast of trends, questions, and problems in their discipline(s), and create engaging learning environments in which students develop curiosities, pursue new challenges, and develop the skills and capacities to facilitate lifelong learning and knowledge-building.

Activities associated with effective teaching include:

- flexibility in pedagogy;
- responsiveness to the needs of diverse learners and consideration of a range of perspectives;
- presentation of material with clarity and coherence;
- timely feedback on student work;
- courses structured to support students in learning course objectives;
- effective use of class time;
- empowerment of students to make connections between new and existing knowledge;
- clarity in expectations and method(s) of evaluation particularly as presented in course material including syllabus, assignments and examinations;
- demonstration of conscientiousness in establishing criteria for assessment; and,
- demonstration of a dedicated and reflective responsiveness to improvement or refinement of her/his pedagogy over time, which is informed by evidence (such as course evaluations, routine departmental assessment, peer teaching observations, and/or knowledge drawn from participation in teaching-centered faculty development activities, conferences, or working groups).

Not all teaching happens within the classroom. Therefore, the values describe above extend to the work of advising students as well.

Activities associated with effective advising include:

- imparting knowledge about the policies, organizational structure, and resources of the college, as well as opportunities available to students on campus and in Coe College-affiliated programs;
- taking an interest in individual students’ well-being;
- empowering students in decision making and the development of resilience in experiences of struggle; and,
• encouraging students to contemplate and set goals for their life during and after college.

b. Evidence: Candidates will provide the following evidence of effective teaching and advising:
   - A CV, which will list, if applicable, teaching and advising awards, teaching-centered grants, etc.
   - A portfolio of teaching materials, which may include: a statement of teaching philosophy; a list of courses taught; syllabi, assignments, and brief rationale for up to two representative courses; and comments from course evaluations to contextualize the quantitative data.
   - Analysis of teaching and advising activity in the self-evaluation.

Each semester, the college implements a campus-wide survey to enable students to evaluate their courses. These results constitute additional evidence of teaching effectiveness. In exceptional cases for which the campus-wide tool is inappropriate for a teaching responsibility, departments/programs in consultation with the Provost and CAPRPT may develop and implement a supplemental systematic evaluation tool.

c. Evaluation: Participants in the review process, will be looking for substantial evidence that the candidate demonstrates the qualities and activities of effective teachers and advisors as defined in this section. Faculty members’ advising responsibilities increase with years of service; therefore, expectations of effective advising gradually increase.

2. Professional Expression and Development

a. Definition: A record of ongoing active contributions to one’s scholarly or artistic field(s) is required for reappointment, tenure, and/or promotion. Contributions may include, but not be limited to, disciplinary or interdisciplinary research and dissemination in the wider professional community, applied scholarship, public performance or exhibition, or the scholarship of teaching and learning. Research, performance, or exhibition may be done individually, or with students, other faculty, or community partners, and individual disciplines will likely have particular expectations. The frequency of scholarly or artistic work is likely to vary according to the scope and content of the work but should be sufficiently frequent to demonstrate sustained and ongoing intellectual or artistic development and vitality. Departments may develop their own list or criteria of scholarly expectations in keeping with the norms of the college.

Activity in this regard can be understood and evaluated in terms of, but not limited to, behaviors and practices such as the following:
   - The faculty member publishes creative or scholarly work that has undergone peer, juried, or editorial review such as: a book, a chapter, a monograph, an article in a scholarly journal, a musical composition or arrangement, a review
of an article, book, or artistic production, or a contribution to an encyclopedia, gallery catalog, or brochure.

- The faculty member presents a paper or poster at a professional meeting, or exhibits a painting, sculpture or other creative artwork. The faculty member performs in or directs, stages or designs costumes/sets for, a musical, theatrical or dance production.
- The faculty member gives an invited lecture at another college, or a presentation to a museum, school, or community audience. The faculty member works as a consultant or with governmental commissions in his or her field.
- The faculty member is elected to a learned society or receives an honor or prize for academic distinction.
- The faculty member prepares a grant or fellowship proposal, participates in external visitations in his or her field, or serves on academic editorial boards.
- The faculty member has a student present a paper or poster at an undergraduate or professional meeting that is a product of their collaborative scholarship.
- The faculty member pursues licensure or continuing education appropriate for one’s position, additional coursework or a program of disciplined reading and study leading to new skills in teaching, research, or creative expression.
- Professional expression is not limited to a traditional disciplinary focus. It may also include a focus on the scholarship of teaching and learning.
- Any other activities demonstrating significant contributions to one’s scholarly or artistic field(s).

b. **Evidence:** Candidates will provide the following evidence of a record of ongoing active contributions to one’s scholarly or artistic field(s):
   - A CV, which will identify scholarly and/or creative works.
   - A portfolio of select representative scholarly and/or creative works.
   - Analysis of professional expression and development achievements in the self-evaluation.

c. **Evaluation:** Assessment of professional expression and development will rest on such considerations as the strength of the contribution to the field, innovation, the quality of the publisher or journal, the prominence of the conference or venue, exhibit or performance, the comments of published reviews, the existence and number of citations of the work and evaluations by respected members of the discipline. It is the job of the candidate and departmental review committee to place the candidate’s work in this context. By the second major review (in the fourth year for the three-year contract), candidates will be expected to have demonstrated professional expression and development.

3. **Service**

   a. **Definition:** Coe College highly values our active participation in faculty governance and our civic responsibility to offer professional expertise and work
constructively to address common challenges and achieve common goals in the broader community. As such, effective service to one’s department and/or program and Coe College is required for retention, tenure, and/or promotion. Professional service to the broader community is also recognized, but is not required.

Activity within the area of service can be understood and evaluated in terms of, but not limited to, behaviors and practices such as the following:

• The faculty member participates in department events and activities, chairs department/programs, serves on search committees, assists in the development of policies and programs, contributes to assessment and program review, advises student organizations, serves as liaison with other areas of the college, or other activities as appropriate to the needs and mission of the department/program.
• The faculty member serves actively on college-wide committees and task forces, assists the Office of Admission with recruiting students, participates in faculty meetings and forums, participates in college-wide activities, events, or projects, contributes to inter-institutional projects or organizations, and represents Coe by contributing to Associated Colleges of the Midwest programs.
• The faculty member serves beyond the campus by using her/his professional expertise to enrich the social, cultural, and intellectual life of the wider community.
• The faculty member makes other significant contributions of service and leadership to Coe College, professional organizations, and/or the broader community.

b. Evidence: Candidate will provide the following evidence of a record of constructive service:
• A list of roles held and service contributions made (committee appointments, admission work, guiding honors theses, etc.) in either a CV or in a separate document.
• Analysis of service contributions in the self-evaluation.

c. Evaluation: Faculty members are expected to make constructive contributions to the well-being of the college through their service. Such contributions are expected throughout a faculty member’s years of service but leadership is increasingly expected with seniority.

4. Special Departmental/Programmatic Criteria

Some departments and programs may clarify the preferred forms and standards for professional expression criteria as well as preferred service required for reappointment, tenure, and/or promotion for their faculty members. All such requirements must be fully in keeping with Coe College’s mission and the standards
and criteria listed here. It is the responsibility of department chairs to submit to CAPRPT and the Provost current versions of those written departmental criteria. Furthermore, department chairs must share any such specific expectations with pre-tenure faculty as soon as they arrive at Coe. Finally, a department chair must submit to the Provost’s office documentation regarding the additional departmental criteria to be placed in the faculty member’s evaluation file. Those departmental criteria should remain consistent through the review process.

5. Faculty with part-time administrative assignments

Some faculty members may also have part-time administrative assignments. Such responsibilities may result in a reduced teaching load or affect the extent of scholarly or artistic work. Their administrative work will be evaluated by their direct supervisor. The Provost’s office will place in the faculty member’s evaluation file a statement of his or her administrative assignments.

D. Departmental review committee

All faculty members will have a departmental review committee created early in their first semester at Coe. Ordinarily, a candidate’s departmental review committee will consist of the department chair and at least 2 and up to all tenured members of her or his department identified by the department chair in consultation with the Provost. Exceptional cases would be when the relevant department cannot achieve that structure, or the candidate has appointments in two departments and/or programs, or other extenuating circumstances. In those cases, prior to the candidate’s first evaluation (or next major evaluation, in the case of extenuating circumstances), the Provost, in consultation with the department chair(s) and candidate will appoint additional members to the review committee to address the needs of the specific case. Ordinarily, the department chair will chair the departmental review committee, but in exceptional circumstances, an alternative member of the committee may be designated as chair in consultation with the department chair, Provost, and candidate. This committee remains with the candidate throughout all stages of the retention, tenure, and/or promotion process. In the event the department gains enough tenured members to constitute its own departmental review committee between the candidate’s hire and tenure and/or promotion recommendation, the candidate has the option to retain the previously appointed committee or switch to a new review group. In the event a member must leave the review committee, the Provost, in consultation with the department chair and the candidate, will appoint a new member.

Departmental review committee members play integral roles assisting tenure-track faculty to develop successful careers as teacher-scholars at Coe. They must mentor, coach, and regularly evaluate their tenure-track colleagues, and consequently, should implement policies of regular class visitations, frequent discussions of expectations, and habits of guidance, feedback and support. Ultimately committee members will recommend or not recommend an individual for retention, tenure, and/or promotion.
E. Materials

1. Evaluation File

The Provost’s office will maintain an evaluation file for every faculty member to include:
• Notice from Provost’s office, inserted upon hiring or a change to appointment, stating whether the faculty member has been hired with credit for any years of service;
• Relevant academic department’s statement of additional criteria for retention, tenure and/or promotion if applicable, inserted upon hiring or a change to appointment;
• All the materials (self-evaluations, department letters and Provost’s letter) for each faculty member’s minor reviews.
• The following materials generated during each faculty member’s major reviews: the C.V., the self-evaluation, student evaluations, the department review committee’s letter, peer letter(s) of evaluation, CAPRPT’s recommendation letter to the President, the Provost’s recommendation letter to the President, the cover letter that states the recommendations being made by CAPRPT and the Provost to the President and includes the President’s recommendation to the Board of Trustees, the letter to the candidate stating the decision of the Board of Trustees.
• These documents are collected and held for each and every of the minor and major reviews. They should be used in subsequent reviews.

CAPRPT, the Provost and President will have full access to these documents during each major review.

The faculty member has access to his or her evaluation file and shall be afforded opportunity to discuss recently-submitted materials with the appropriate administrative officers before such written evaluations become a part of the faculty member’s evaluation file. The faculty member may also include a statement in his or her file in response to evaluation material.

2. Materials to be submitted in minor reviews – see section G and Table 2 below

3. Materials to be submitted for major reviews – see section H and Table 2 below

4. Materials to be submitted for post-tenure reviews – see section I and Table 3 below

5. Materials to be submitted for promotion to professor – see section J and Table 3 below

F. Timeline (see also Tables 1 and 2 below)

1. Candidates initially appointed as Instructors or Assistant Professors
a. Minor reviews
In most cases, a candidate initially appointed will undergo a minor review by her or his departmental review committee and the Provost during the first, third and fifth year of employment if contracts are renewed.

b. Major reviews
The candidate will undergo a major review by her or his departmental review committee, the Provost and CAPRPT during the second year of employment (to determine whether a second two year contract or a terminal one year contract will be offered to the candidate) during the fourth year of employment (to determine whether a three year contract or a terminal one year contract will be offered to the candidate) and during the sixth year of employment (to determine whether the candidate receives tenure and/or promotion).

c. Credit for previous service applied toward the probationary period:
   i. The Provost, at the point of hiring, can offer a faculty member up to 2 years’ credit.
   ii. At the point of the hiring, the candidate accepts or declines the years of credit.
   iii. In very rare and extraordinary circumstances (such as hiring a senior faculty member to an endowed chair) the Provost could extend more years of service). In such a case that faculty member’s review schedule would be determined in consultation with CAPRPT and the Provost.
   iv. A candidate’s departmental review committee and CAPRPT must be apprised of any credit toward service the candidate received upon hiring.

2. Candidates initially appointed as Associate Professors or Professors
a. Minor Review
Will be conducted in the second year of the initial 2-year contract to determine whether an additional 2-year contract will be awarded.

b. Major Review
Will be conducted at the start of the 3rd year, to determine whether tenure will be awarded in the next year.

3. Number of teaching terms required for tenure
Candidates for tenure, not appointed at the Associate or Professor rank, must have spent a minimum of 6 semesters teaching at Coe (which could include no more than one semester teaching/directing at a Coe-affiliated program) before applying for tenure.
4. Impact of leaves on the tenure clock
   Probationary faculty may extend their tenure clock for up to 1 year at a time to take a leave of a term or more for professional or personal purposes as identified in the handbook or employee manual. Faculty must notify the Provost’s Office whether they intend to extend their tenure clock due to the leave.

5. Applying early for tenure
   A faculty member may be considered for tenure only once. Therefore, application for tenure earlier than scheduled should be made only in exceptional circumstances and with demonstrable support of the Departmental Review Committee.
## Table 1: Schedule of reviews

<table>
<thead>
<tr>
<th>Year at Coe</th>
<th>No years of credit given</th>
<th>1 year of credit given</th>
<th>2 years of credit given</th>
<th>Appointed as Associate or Full Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>Minor Review</td>
<td>Minor Review</td>
<td>Minor Review</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Major (CAPRPT) review to renew 2 year contract or offer terminal one-year contract</td>
<td>Major (CAPRPT) review to renew 2 year contract or offer terminal one-year contract</td>
<td>Major (CAPRPT) review to renew 3 year contract or offer terminal one-year contract</td>
<td>Minor review to renew 2 year contract of offer terminal one-year contract</td>
</tr>
<tr>
<td>3</td>
<td>Minor Review</td>
<td>Minor</td>
<td>Minor Review</td>
<td>Major (CAPRT) review to determine whether to offer tenure</td>
</tr>
<tr>
<td>4</td>
<td>Major (CAPRPT) review to renew 3 year contract or offer terminal one-year contract</td>
<td>Major (CAPRPT) review to renew 2 year contract or offer terminal one-year contract</td>
<td>Major (CAPRT) review to determine whether to offer tenure</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Minor Review</td>
<td>Major (CAPRT) review to determine whether to offer tenure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Major (CAPRT) review to determine whether to offer tenure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### Table 2: Required Materials

<table>
<thead>
<tr>
<th>Deadlines</th>
<th>Required Materials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To review committee</strong></td>
<td><strong>To Provost</strong></td>
</tr>
<tr>
<td><strong>Supplied by the candidate</strong></td>
<td><strong>Supplied by departmental committee chair to the Provost</strong></td>
</tr>
<tr>
<td><strong>Deadlines</strong></td>
<td><strong>Required Materials</strong></td>
</tr>
<tr>
<td><strong>To review committee</strong></td>
<td><strong>To CAPRPT</strong></td>
</tr>
<tr>
<td><strong>Supplied by the candidate</strong></td>
<td><strong>Supplied by departmental committee chair, peer(s), or Provost’s office</strong></td>
</tr>
<tr>
<td><strong>Minor Review 1st year (and 3rd and 5th year)</strong></td>
<td><strong>Fourth Tuesday in February</strong></td>
</tr>
<tr>
<td><strong>Second-year Review</strong></td>
<td><strong>Fourth Tuesday in September</strong></td>
</tr>
<tr>
<td><strong>Fourth-year Review</strong></td>
<td><strong>Fourth Tuesday in September</strong></td>
</tr>
<tr>
<td><strong>Tenure Review</strong></td>
<td><strong>Fourth Tuesday in September</strong></td>
</tr>
<tr>
<td><strong>CV</strong></td>
<td><strong>CV</strong></td>
</tr>
<tr>
<td><strong>Self-evaluation</strong></td>
<td><strong>Self-evaluation</strong></td>
</tr>
<tr>
<td><strong>Teaching portfolio</strong></td>
<td><strong>Teaching portfolio</strong></td>
</tr>
<tr>
<td><strong>Portfolio of scholarly/artistic achievement</strong></td>
<td><strong>Portfolio of scholarly/artistic achievement</strong></td>
</tr>
<tr>
<td><strong>List of service</strong></td>
<td><strong>List of service</strong></td>
</tr>
<tr>
<td><strong>Departmental committee evaluation letter</strong></td>
<td><strong>Departmental committee evaluation letter</strong></td>
</tr>
<tr>
<td><strong>Peer evaluation letters(s)</strong></td>
<td><strong>Peer evaluation letters(s)</strong></td>
</tr>
<tr>
<td><strong>Course evaluations</strong></td>
<td><strong>Course evaluations</strong></td>
</tr>
<tr>
<td><strong>Previous review materials</strong></td>
<td><strong>Previous review materials</strong></td>
</tr>
</tbody>
</table>
Minor Review Form
Faculty Member’s Self-Evaluation

Assess your achievements and challenges concerning the three criteria for retention, tenure, and/or promotion. Be reflective in nature to consider how you have responded to results or new information, with an emphasis on the past year. Additionally, be forward-looking, identifying future strategies and goals.

**Teaching and Advising:** In light of the criteria listed in the Faculty Handbook, discuss your teaching and advising. In the first year, faculty are not asked to have advising responsibility. The advising expectations increase with years in service.

[Insert text here: 1-2 paragraphs]

**Professional Expression and Development:** In light of the criteria listed in the Faculty Handbook, discuss your activities in this area.

[Insert text here: 1-2 paragraphs]

**Service:** In light of the criteria listed in the Faculty Handbook, discuss your contributions to your department and Coe College.

[Insert text here: 1-2 paragraphs]
Departmental Review Committee Chair’s Evaluation

Assess candidate’s achievements in the areas of teaching/advising, professional expression and service. Suggest areas of focus concerning future growth and improvement.

[Insert text here: 3-4 paragraphs]

Faculty Member’s Signature (to acknowledge seeing this form):

Departmental Review Committee Chair’s Signature:

Date:
Response to Departmental Review Committee Chair’s evaluation (optional)

[Insert text here]
G. Process for minor reviews (first, third and fifth years) - See tables 1 and 2

1. Candidate’s Responsibility:

On the first Tuesday in February, the candidate will provide her or his departmental review committee with a current Curriculum Vitae and completed self-evaluation section of a Minor Review Form.

2. Departmental Review Committee Chair’s Responsibility (see III.D):

a. The departmental review committee chair should carefully review the candidate’s self-evaluation.

b. The departmental review committee chair may consult other members of the review committee.

c. The departmental review committee’s chair completes the Departmental Review Committee Chair’s Evaluation section of the Minor Review Form.
   i. The review process of tenure-track faculty is intended to be both developmental and evaluative. The chair writes the assessment of the candidate according to the three criteria -- effective teaching and advising, a record of professional expression and development, and service -- identifying areas of success as well as those needing improvement.
   ii. Before submitting the review form, the chair will have a personal conference with the candidate to discuss the evaluation. The candidate will sign and date the form, which 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 candidate may complete the response section of the Minor Review Form.
   iii. This form is submitted to the Provost

3. Provost’s Responsibility:

   • The Provost will meet with the candidate to discuss the review and offer advice for further improvement. The Provost will provide a written record for the candidate’s evaluation file.
   • The Minor Review form and the Provost’s report are placed in the candidate’s evaluation file.

H. Process for major (second and fourth years and tenure review (see tables 1 and 2)

The candidate’s reappointment, tenure, and/or promotion file will include: a review dossier, a departmental letter of evaluation, peer evaluation from tenured faculty outside the candidate’s department, and candidate’s course evaluations.

1. Candidate’s responsibility
a. **Review dossier**: On the date shown in Table 2: Required Materials, the candidate will submit a review dossier that will be made available to the peer(s) writing letter(s) of evaluation and members of the candidate’s departmental review committee. The review dossier must include a Curriculum Vitae, a narrative self-evaluation, a portfolio of teaching material, a portfolio of representative examples of scholarly and/or creative work, and a list of service roles and contributions, if not part of the candidate’s Curriculum Vitae.

i. **Curriculum Vitae**
   This should be current and complete.

ii. **Self-evaluation (8 max. single spaced pages)**
   This self-evaluation should assess the candidate’s achievements and challenges concerning the three criteria for reappointment, tenure, and/or promotion (see III.C). It should be reflective in nature to consider how the candidate has responded to results or new information. It should also be forward looking, identifying future strategies and goals.

   a) **Teaching and advising**
   The self-evaluation should present one’s teaching and advising philosophies with consideration of how they have been applied and how they have evolved. It should identify one’s strengths and shortcomings concerning teaching and advising. The narrative should also present evidence of meeting the definition of effective teaching and advising by referring to artifacts included in one’s teaching portfolio. The candidate should also discuss how she/he has responded to peer and student evaluations of her/his teaching.

   b) **Professional Expression and Development**
   In this section of the self-evaluation, the candidate should discuss her/his research or creative agenda and its rationale, including past and current activities and the future trajectory of her/his research or creative work. The candidate should describe the nature of her/his work, and where it fits in her/his disciplines or fields of interest. The candidate should identify her/his achievements in professional scholarly and creative expression and identify those planned for the future. The candidate is encouraged to frame future plans in relation to past accomplishments. The candidate should also report any active participation in regional, national, and/or international professional associations.

   c) **Service**
   The candidate should also evaluate service contributions to her/his own department/program and Coe College. The candidate may, if desired, also provide information about service to their professional community and the broader community at large. The candidate is urged to highlight
achievements in these areas of service as well as identifies her/his goals and priorities as pertaining to service.

d) Administrative Assignments
Those who also have held or hold part-time administrative assignments should explain the scope of their responsibilities.

iii. Portfolio of teaching materials
This may include: a statement of teaching philosophy; a list of courses taught; syllabi; assignments, and brief rationale for up to two representative courses; and comments from course evaluations to contextualize the quantitative data.

iv. Portfolio of a small number of representative professional scholarly and creative achievements
This may include: publications, conference papers, programs, reviews, photographs or recordings of creative works.

v. List of service roles and contributions
If not part of the candidate’s Curriculum Vitae

b. The candidate will provide his or her departmental review committee with his or her review dossier.

c. The candidate will request one peer letter of evaluation

• The candidate should solicit a letter of evaluation from one tenured peer outside her/his department. However, in cases where one or more faculty from outside of the department are members of the Departmental Review Committee, the candidate may seek a peer evaluation from a full-time faculty member within the department. The candidate should seek a letter-writer who can evaluate the range of a candidate’s performance on campus concerning the criteria for retention, tenure and/or promotion. Candidates may also solicit additional letters of evaluation from peers (including untenured faculty), collaborators, and/or supervisors from beyond Coe if such letters would uniquely illuminate aspects of the candidate’s achievements. Candidates with part-time administrative appointments may consult with the Provost to identify someone appropriate to provide a letter addressing the candidate’s accomplishments in this area.

• The candidate’s review dossier and course evaluations will be made available to the peer(s) writing evaluation(s) by the departmental review committee.

2. Departmental review committee chair’s responsibilities include:
• guiding pre-tenure faculty through the evaluation process;
• implementing and overseeing the mentoring process required of the departmental review committee;
• contacting the Associate Dean for Faculty Development to obtain the candidate’s course evaluation information, making it available to the departmental review committee and the peer reviewer(s), and including it in the candidate’s review file;
• convening departmental review committee meetings;
• writing the departmental review letter;
• providing documentation of any supplemental department retention, tenure and/or promotion criteria to pre-tenure faculty and CAPRPT

3. Departmental review committee’s responsibilities include:

a. Department and program members play integral roles assisting tenure-track faculty to develop successful careers as teacher-scholars at Coe. They must mentor and regularly evaluate their tenure-track colleagues, and consequently, should implement policies of regular class visitations, frequent discussions of expectations, and habits of guidance, feedback and support. Ultimately, review committee members will recommend or not recommend an individual for reappointment, tenure, and/or promotion.

b. All departmental review committee members should carefully review the candidate’s dossier and course evaluations in advance of the evaluative meeting.

c. The entire departmental review committee should meet to deliberate the merits of the candidate’s case for retention, tenure, and/or promotion and determine whether they can recommend the candidate.

d. The review committee may gather insights about candidates from colleagues outside the committee if they can illuminate additional aspects of the candidate’s abilities. In such cases, the review letter must note with whom they spoke.

e. The departmental review letter (2-4 single-spaced pages)
   i. The review process of tenure-track faculty is intended to be both developmental and evaluative. The committee chair writes a full statement of the committee’s recommendation, evaluating the candidate according to the three criteria -- effective teaching and advising, a record of professional expression and development, and service -- summarizing the points of view held by the review committee, identifying areas of success as well as those needing improvement, assessing the candidate’s potential, and presenting the committee’s recommendation regarding reappointment, tenure, and/or promotion.

   ii. It is possible that there may be disagreement among committee members, in
which case the letter should convey the conflicting opinions held. Every
effort should be taken to reach consensus, however, on the clear nature of a
final recommendation: recommend without reservations; recommend with
reservations; do not recommend the candidate for retention, tenure, and/or
promotion.

iii. The letter should summarize the interactions (e.g., class visits, meetings)
that the committee chair and review committee members have had with the
candidate upon which their recommendation is based.

iv. Evaluation criteria
   a. The teaching portion of the evaluation should speak directly to evidence
      of teaching and advising effectiveness as identified in section III.C.1
      and should include an interpretation of the student evaluations. Best
      practices to prepare for the letter include frequently attending the
      candidate’s classes, meeting annually to discuss successes and
      challenges, and reviewing the candidate’s teaching portfolio.

   bb. The professional development and expression portion of the department
      letter should apply Coe College’s definition of scholarly and artistic
      contributions to evaluate the quantity and quality of a candidate’s
      research and creative work. The frequency of scholarly or artistic work
      is likely to vary according to the scope and content of the work, but
      should be sufficiently frequent to demonstrate sustained and ongoing
      intellectual or artistic development and vitality. The committee chair
      should explain any list or criteria of scholarly expectations specific to
      the candidate’s department. As noted in section III.C.2, assessment of
      professional expression and development should rest on such
      considerations as the strength of the contribution to the field, the quality
      of the publisher or journal, the prominence of the conference or venue,
      exhibit or performance, the comments of published reviews, the
      existence and number of citations of the work and the evaluations by
      respected members of the discipline.

   cc. The review of the candidate’s service should apply Coe College’s
      conceptualization of effective service so as to evaluate the quantity and
      quality of a candidate’s service to the department/program, Coe
      College, professional organizations, and the broader community. The
      chair should explain any service expectations specific to the candidate’s
      department/program (e.g. attending colloquia, recruiting students etc.)
      in evaluating the candidate’s achievement.

v. Balance among criteria:

In the evaluation for reappointment, tenure, and promotion, candidates must
be accomplished in all criteria areas though effective teaching and advising
will always be the most important criteria. However, expectations of service and professional expression and development will increase through years of employment. No advising responsibilities are expected during the initial year at Coe; expectations of advising achievement increase in subsequent years. Evaluation during the first major review will be based primarily, but not exclusively, on teaching. By the second major review, candidates will be expected to have service as well as professional expression and development achievements and show promise in these areas as well. By the tenure review, candidates should have laudable achievement meeting all the criteria.

f. All committee members are afforded the opportunity to approve and sign the committee chair’s letter. In the rare circumstance when a member does not feel the letter conveys all opinions held, she or he may, with cognizance of the others, submit a letter to the candidate and the chair of the departmental review committee for inclusion with the evaluation materials.

g. Before submitting the review letter, the chair will have a personal conference with the candidate to discuss the evaluation and recommendation. The candidate will sign and date the evaluation, which 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 candidate may make a written response to the departmental review letter(s) and submit to the chair of the departmental review committee for inclusion with the evaluation materials.

h. The committee chair submits the departmental review letter (and any responses, as defined in f and g above) along with the candidate’s dossier and course evaluations to CAPRPT.

4. Peer evaluators’ responsibilities

a. In order to offer substantive insights into a candidate’s qualifications for retention, tenure, and/or promotion, peers should review the candidate’s dossier and course evaluations, observe class sessions and discuss the candidate’s achievements and goals.

b. The peers should evaluate the candidate on as many of the three criteria for retention, tenure, and/or promotion -- effective teaching and advising, a record of professional expression and development, and service -- as possible. They should consider the appropriate balance among those criteria as commensurate with the candidate’s year of service. Some peers may not feel qualified to assess a candidate’s professional expression. Peers might be uniquely able to provide insights into a candidate’s service based on experience working with the candidate.
c. The peer evaluation letter should be sent directly to CAPRPT. The candidate will be able to read the letter once it is in the review file.

5. CAPRPT’s responsibility

a. Each member of the Committee to Advise the President on Retention, Promotion and Tenure (CAPRPT) must be able to provide an independent unbiased assessment of individual candidates under review. Therefore, any CAPRPT member who is in, or has been in, a personal relationship with a candidate must recuse themselves from that candidate’s review process. Furthermore, any CAPRPT member who is participating in a candidate’s current review process in another role (such as being a member of the candidate’s academic department or writing a peer letter) should also recuse themselves. Recusals are done through communication with the Provost. Any candidate who has any concern about a CAPRPT member’s possible conflict of interest should share them with the Provost or Associate Dean for Faculty Development who will address those concerns.

b. CAPRPT members must evaluate the strength of each candidate applying for reappointment and or tenure according to the specific teaching and advising, professional expression and development, and service criteria identified and explained in section III.C. They should consider the appropriate balance among those criteria as commensurate with the candidate’s years of service.

c. All members should consider the candidate’s reappointment, tenure, and/or promotion file as well as the relevant material from previous reviews held in the candidate’s

d. CAPRPT reviews the candidate’s materials, asking for clarifying information if needed, and determines the recommendation it plans to make for the candidate.

e. CAPRPT sends a written recommendation letter to the President, independent of the Provost.

d. If the Provost and CAPRPT make different recommendations, the President convenes a meeting between the Provost, 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 Provost or the President to follow CAPRPT’s recommendation nor does it bind CAPRPT to agree with the Provost or the President; it merely assures that any points of disagreement are aired fully before any recommendations are made.
6. Provost’s responsibility

a. The Provost must evaluate the strength of each candidate applying for reappointment and or tenure according to the specific teaching and advising, professional expression and development, and service criteria identified and explained in section III.C. The Provost should consider the appropriate balance among those criteria as commensurate with the candidate’s years of service.

b. The Provost should consider the candidate’s reappointment, tenure, and/or promotion file as well as the relevant material from previous reviews held in the candidate’s evaluation file (see Materials section III.E).

c. The Provost may invite the candidate to speak with the Provost about any concerns or needed clarifications.

d. The Provost reviews the candidate’s materials, asking for clarifying information if needed, and determines the recommendation he or she plans to make for the candidate.

e. The Provost sends a written recommendation letter to the President, independent of CAPRPT.

f. If the Provost and CAPRPT make different recommendations, the President convenes a meeting between the Provost, 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 Provost or the President to follow CAPRPT’s recommendation nor does it bind CAPRPT to agree with the Provost or the President; it merely assures that any points of disagreement are aired fully before any recommendations are made.

g. The President makes a recommendation to the Board of Trustees.

h. The Provost sends to the candidate copies of CAPRPT’s letter, the Provost’s letter and a cover letter that states the recommendations being made by CAPRPT and the Provost to the President. The Provost also sends to the candidate the President’s recommendation to the Board of Trustees.

i. 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 Provost’s recommendation, and the cover letter are also placed in the candidate’s evaluation file.
j. The Board of Trustees acts on the recommendation made by the President, the President or Provost 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.

k. The Provost’s office will add copies of all appropriate documents from each evaluation so as to maintain candidates’ evaluation files as stated in Materials section.

7. Terminal Contract

a. If the recommendation is to not offer the candidate a new multi-year contract or tenure, the candidate will complete the final year of the existing contract or a one-year terminal contract will be offered to the candidate.

b. The Provost will tell a faculty member by June 1 if the individual is entering into the final year of an existing contract or being offered a terminal contract.

8. Appeals

a. See section III.K.4 Appeal Procedure.

I. Post-tenure review process

1. Post-tenure review is intended to foster continued professional growth and achievement. For Associate Professors, it is particularly intended to help a faculty member become prepared to apply for promotion to Professor.

2. This review will occur every four years after tenure has been achieved, and every four years after promotion to Professor if that is obtained (see Table 3 for dates)

3. Evaluation process
   The criteria identified above in section III.C and the minor review process explained above in section III.G above will be followed with two exceptions:

   a. The candidate’s chair will write the evaluation after consultation with all members of the candidate’s department (rather than after formal meetings by a departmental review committee).

   b. The candidate will identify one tenured peer outside the candidate’s department to observe the candidate’s teaching and submit evaluations.

J. Promotion to Professor
1. Evaluation Process

a. Initiating the Promotion to Professor
   i. By the first Tuesday in February, the candidate will notify the Provost and his or her department chair of the candidate’s plan to apply for promotion to Professor the following fall. (See Table 3 for dates)

   ii. The Provost, in consultation with the department chair, will appoint a 3-5 person review committee. One committee member may be below the rank of Professor, but the remaining members will be Professors from across the academic program, with preference given to Professors within the candidate’s department. The candidates’ department chair serves on this committee.

b. The criteria outlined in III.C above and the major (CAPRPT) review process outlined in section III.H above will be followed with the following exceptions:

   i. The review committee will comprise the candidate’s department chair and usually exclusively Professors although one member may hold a different rank.

   ii. The additional criteria for promotion identified in III.J.2 will be applied.

2. Additional criteria for promotion to Professor

a. Promotion to Professor represents an affirmation of an ongoing commitment to continued excellence in teaching and advising, professional expression and service. It is contingent upon a record of high achievement in these areas as well as the demonstration of a sustained record of success. To be recommended for promotion to Professor, the candidate must be able to demonstrate growth in all areas of faculty evaluation with meritorious achievement apparent in one or more of these areas since earning tenure. Substantial contributions are expected in all areas of involvement in the institution.

b. Evidence

   i. Teaching and advising: Evidence might include performance and growth in teaching excellence, robust and sustained engagement with students, willingness to innovate and diversify teaching methods, an ability to involve students in research/creative endeavors or guide the development of student research projects, and continued effectiveness as an advisor.

   ii. Professional Expression and Development: Evidence might include significant scholarly or creative work beyond that which was completed when tenure was granted as well as any supporting argumentation illustrating the continued relevance of one’s body of work.
iii. **Service:** Evidence might include active and sustained participation in and service to the College through chairing a department or program, mentoring junior faculty, or engaging with on-campus programs. Although emphasis is placed on contributions to the College community, consideration is also given to service in the wider professional community. Candidates must demonstrate willingness to participate in the academic life of the college.
Table 3: Required Materials for Post-Tenure and Promotion to Professor Reviews

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<th>Deadlines</th>
<th>Required Materials</th>
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<tr>
<td>To the Department Chair</td>
<td>To Provost</td>
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<tr>
<td>Post-Tenure Review</td>
<td>First Tuesday in February</td>
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<td>Deadlines</td>
<td>Required Materials</td>
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<tr>
<td>To Provost and department chair</td>
<td>To review committee and peer reviewers</td>
</tr>
<tr>
<td>Promotion to Professor review</td>
<td>First Tuesday of February</td>
</tr>
<tr>
<td></td>
<td>Notification of intent to apply for promotion to Professor the following fall</td>
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K. Termination of Employment, Denial of Tenure or Promotion and Appeal Process

1. Unprofessional Conduct and Institutional Sanction

A. Responses to Unprofessional Conduct

The mission and effective operation of Coe College depends on the mutual cooperation and professional behavior of its employees. All faculty members, whether tenured or not, are expected to comply with College policies listed in the Faculty Handbook and in the College and Employee Policies manual, to uphold professional standards, and to perform satisfactorily their job responsibilities. Failure to do so may result in the imposition of sanctions, up to and including dismissal from the College. Sanctions may include censure, probation, suspension from duty for a specified period, reassignment of duties, mandatory counseling, monitoring of behavior or performance, or dismissal from the College. Whenever possible, the College will address unprofessional conduct developmentally rather than punitively in order to assist faculty members in better fulfilling their professional obligations. The College may issue oral or written warnings in cases where more serious sanctions are not warranted, but where it is appropriate to notify the faculty member of the need for changed or improved conduct in the future.

Allegations of sexual misconduct made by a student against a faculty member may be subject to different treatment than that specified under this policy due to the need to comply with Title IX regulations.

Nothing contained in this policy shall be construed to limit the academic freedom of faculty members.

B. Examples of Unprofessional Conduct

Unprofessional conduct that could result in the imposition of sanctions includes:

1) Serious or repeated violation of College policies enumerated in the Faculty Handbook and in the College and Employee Policies manual.
2) Failure or refusal to perform satisfactorily academic or other duties in connection with the faculty member’s position at the College.
3) Theft or misappropriation of College funds, supplies, or equipment.
4) Appropriation of another person’s work without appropriate credit.
5) Deliberate or serious violation of the rights or freedoms of other faculty members, employees, or students.
6) Failure to follow the professional ethics of the faculty member’s discipline.
7) Falsification of credentials or experience.
8) Giving false testimony in a College-related hearing or investigation. As a general practice, uncivil speech shall not be considered under this policy and will be handled informally and developmentally rather than through institutional sanction.

C. Appropriate Disciplinary Measures
The College’s response to faculty performance issues or unprofessional conduct will be determined by the President or the Provost in light of the facts and circumstances of each case. Each situation will be considered in light of a variety of factors, including but not limited to:

a) The seriousness of the situation;
b) The faculty member’s past conduct and length of service; and
c) The nature of the faculty member’s previous performance or incidents involving the faculty member.

Sanctions may be effected by the institution only in cases of demonstrated unprofessional conduct.

D. Resolution of Allegation

When an allegation of faculty misconduct sufficiently serious as to warrant disciplinary action emerges, the Provost will request a meeting to discuss the alleged unprofessional conduct. In the meeting, the Provost will provide the faculty member with a written statement of the particulars of the allegation, including a description of the specific act or acts of unprofessional conduct constituting the allegation; a description of the damage or harm caused by the alleged conduct; and relevant information and documents available which support the allegation, such as letters or memoranda, witness statements, and other relevant material. It shall also list the specific sanctions to which the faculty member may be subject if the faculty member is found responsible for the alleged misconduct.

At the meeting, the Provost will discuss the allegation with the faculty member, who shall have the opportunity to contest the allegation and/or make the case that the recommended sanction should not be imposed. If the faculty member accepts responsibility, the Provost will make a recommendation regarding any sanctions to be imposed. If the faculty member accepts these terms, and the recommended sanction falls short of dismissal, the resolution is successful and the case is settled.

If the allegation is contested, the faculty member shall be afforded the chance to offer a defense and be given sufficient time to gather documents or other evidence believed to be exculpatory or mitigating. The faculty member may name any witnesses believed to have relevant testimony, and the Provost or an appropriate designee will be responsible for conducting a thorough investigation and interviewing, or obtaining written statements from, all witnesses. The faculty member may submit a written response at any point during the investigation.

The determination regarding responsibility will be made by the Provost, who while deliberating shall give full consideration to all germane evidence. With respect to any allegation of unprofessional conduct against a faculty member, the burden of proof, by clear and convincing evidence, rests with the College. Such a determination shall be satisfied only by clear and convincing evidence in the record considered as a whole. Evidence is clear and convincing if there is no serious doubt or substantial uncertainty about the conclusion to be drawn from it.
After concluding the investigation, normally within 45 days but no longer than 90 days after the initial meeting with the faculty member, the Provost shall inform the faculty member and the President in writing of the findings for each allegation of unprofessional conduct. The written notice shall provide a reasoned explanation for each decision and a full accounting of all evidence that has been considered. If the faculty member is found responsible, the written notice will make recommendations regarding appropriate sanctions, including those that are within the power of the President to impose. Records pertaining to unprofessional conduct by faculty members shall be maintained by the Provost’s Office.

A faculty member who believes that a major sanction has been incorrectly imposed under the provisions of Regulation 7 of the American Association of University Professors’ “Recommended Institutional Regulations on Academic Freedom and Tenure,” or that a minor sanction has been unjustly imposed, may seek redress through the Grievance Procedure. In a case where dismissal of a faculty member with a tenured appointment, or with a non-tenured appointment before the end of the specified term, is under consideration, the Dismissal Procedure described in Section __ will apply.

2. Dismissal and Termination Procedures

A. Dismissal

Dismissal of a faculty member with a tenured appointment, or of a faculty member with a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, may be effected by the institution only for adequate cause. Adequate cause for dismissal of a faculty member shall be (1) demonstrated incompetence or dishonesty in teaching or research, (2) substantial and manifest neglect of duty, and (3) personal conduct involving moral turpitude or which substantially impairs the individual’s fulfillment of institutional responsibilities. This shall be understood to include such conduct as:

- Repeated or serious violations of College policies listed in the Faculty Handbook and/or the College and Employee Policies manual.
- Repeated failure or refusal to perform satisfactorily academic or other duties in connection with the faculty member’s position at the College despite oral and written warnings.
- Theft or misappropriation of College funds, supplies, or equipment.
- Appropriation of another person’s work without appropriate credit.
- Deliberate or serious violation of the rights or freedoms of other faculty members, employees, or students despite oral and written warnings.
- Significant failure to follow the professional ethics of the faculty member’s discipline.
- Falsification of credentials or experience.
- Conviction of a crime related to the faculty member’s fitness to practice his or her profession.
1. Preliminary Proceedings
When reason arises to question the fitness of a faculty member who has tenure or whose term of appointment has not expired, the Provost shall discuss the matter with the individual in personal conference. If the matter is not settled by mutual consent at this point, the Provost shall put in writing the case for dismissal and request that the Faculty Review Committee determine whether a prima facie case has been established. The burden of proof rests upon the College to establish a prima facie case. A prima facie case has been established if the Provost’s petition contains statements alleging facts which, if they were uncontradicted, would reasonably allow members of the committee to conclude that there is adequate cause for dismissal. If the committee recommends that formal proceedings to consider dismissal should be initiated, or if the Provost, even after considering a recommendation of the committee favorable to the faculty member, is convinced that a proceeding should be undertaken, action shall be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal shall then be formulated jointly by the Provost and the Faculty Review Committee; if there is disagreement, the Provost shall formulate the statement and the Faculty Review Committee will prepare its own dissenting opinion.

2. Commencement of Formal Proceedings
The formal proceedings are commenced when the Provost sends the statement formulated, along with any dissenting opinion from the Faculty Review Committee, to the faculty member and to the Chair of the Faculty Review Committee. Following receipt of the statement, the Chair of the Faculty Review Committee shall call a meeting of the committee to appoint a chair for the hearing panel and to set a date for the hearing. In setting the date of the hearing, sufficient time shall be allowed the faculty member to prepare a defense. The faculty member shall be informed of the procedural rights accorded. The faculty member may respond in writing to the statements in the Provost’s letter at any time before the scheduled hearing.

3. Suspension
Suspension of the faculty member during the proceedings is justified only if the Provost believes that immediate harm to the individual or others is threatened by continuance of teaching. Any such suspension shall be with pay.

4. Hearing Panel
The hearing panel will consist of a chair and two panelists to be drawn from members of the Faculty Review Committee. Committee members deeming themselves disqualified for bias or interest shall remove their names from the list. The Faculty Review Committee shall appoint one of its eligible members to serve as chair of the hearing panel. The appointment cannot be challenged. The Provost and the faculty member involved shall by mutual agreement select two additional panelists from among the remaining eligible members of the Faculty Review Committee. If the Provost and faculty member cannot reach agreement,
the Faculty Review Committee shall appoint the members.

5. **Burden of Proof**
The burden of proof for adequate cause rests with the College. Such a determination shall be satisfied only by clear and convincing evidence in the record considered as a whole. Except as specified below, neither the hearing panel nor the Board of Trustees shall be bound by the formal rules of court procedure.

6. **Panel Proceedings**
The hearing panel shall proceed by considering the statement of grounds for dismissal already formulated and the faculty member’s response (if any) written before the time of the hearing. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the Provost’s letter to the faculty member shall be received. The hearing panel shall determine the order in which any testimony shall be given and shall conduct the questioning of any witnesses. If necessary, it shall also secure the presentation of any additional evidence it deems important to the case. The Provost or a designated representative may attend the hearing, and may choose counsel to assist in presenting the institution’s case. The faculty member shall have the option of assistance by counsel of his or her choice and shall have the aid of the committee, when needed, in securing attendance of witnesses. The faculty member or the faculty member’s counsel and the Provost, designated representative, or the counsel of the college, shall have the right, within reasonable limits, to question all witnesses who testify orally and to expand upon or question the nature of all other evidence presented to the committee. The faculty member shall have the opportunity to be confronted by all adverse witnesses. Where unusual and urgent reasons move the hearing panel to withhold this right, or where the witnesses cannot appear, the identity of the witness, as well as his or her statements, shall, nevertheless, be disclosed to the faculty member. Subject to these safeguards, statements may, when necessary, be taken outside the hearing and reported to it. All the evidence shall be duly recorded. If the faculty member waives his or her right to a hearing or fails to respond to requests from the hearing panel for written or oral statements, the panel shall evaluate all available evidence and rest its recommendation upon the evidence in the record.

7. **Consideration by Hearing Panel**
The panel shall reach its decision in conference on the basis of the hearing record. Before doing so, it shall give opportunity to the faculty member or his or her counsel and the Provost, the administration’s designated representative, or the counsel of the college, to argue orally before it. If written briefs would be helpful, the panel may request them. The panel may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means, or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It shall make explicit findings with respect to each of the grounds of removal presented and shall provide a reasoned opinion for each decision. The Provost and the faculty member shall be notified of the decision in
writing and shall be given a typewritten copy of the record of the hearing. The committee shall complete its work no later than 45 days after the commencement of formal proceedings.

8. Consideration by Board of Trustees
a. The Provost shall transmit to the Board of Trustees the full report of the hearing panel, stating its action. The Board of Trustees may of its own choosing decide to review the case or, if the faculty member so requests, it must review the case. The review shall be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision by the Board must be made no later than 120 days after the decision of the hearing panel. The decision of the hearing panel shall either be sustained or the proceeding be returned to the hearing panel with objections specified.
b. In such a case, the hearing panel, within 30 days, shall reconsider, taking account of the stated objections and receiving new evidence if necessary. It shall frame its decision and communicate it in the same manner as before.
c. The Board of Trustees shall make a final judgment no later than 120 days after the panel’s decision concerning reconsideration.

9. Publicity
Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers shall be avoided so far as possible until the proceedings have been completed. Announcement of the final decision by the Board of Trustees shall include a statement of the hearing panel’s original action.

10. Remuneration
On the recommendation of the faculty hearing panel or the President, the Board of Trustees, in determining what, if any, payments will be made to the faculty member beyond the effective date of dismissal, shall take into account the length and quality of service of the faculty member.

B. Termination Procedures
1. Termination of a tenured appointment, or of a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, may be effected by the institution only for adequate cause. Adequate cause for termination of service of a faculty member shall be (a) demonstrably bona fide financial exigency, (b) discontinuance of a program or department for educational reasons, or (c) demonstrable inability to perform the essential functions of the position, with or without an accommodation.
a. Demonstrably bona fide financial exigency is defined by the American Association of University Professors as “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. The faculty as a whole shall be kept regularly informed of factors likely to affect termination
for demonstrable bona fide financial exigency. If a financial exigency is declared, the following steps shall be taken before any adjustments in faculty are made:

i. Following a notice of financial exigency, the President and the Provost shall present data relevant to the exigency at a meeting of the faculty. The faculty may request a report of any committee or outside consultants who have examined the claim of exigency.

ii. The faculty elected to the Finance and Facilities Committee 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, the Finance and Facilities Committee 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, the faculty representatives of the Finance and Facilities Committee will advise the President on subsequent terminations of faculty employment. The recommendations of the Finance and Facilities Committee will be presented to the Committee on Academic Policies, the Committee on Faculty Welfare, and to the faculty as a whole for discussion and comment. In cases where curricular reductions are proposed by Finance and Facilities Committee, the role of the Academic Policies Committee shall be consultative only.

iii. Following these reviews, the President and the Provost shall prepare a general plan to adjust the staff, indicating the number of needed changes in the different areas of the college. Final approval of this plan must be made by the Board of Trustees.

b. Termination of a tenured appointment, or of a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, may occur as a result of bona fide formal discontinuance of a program or department of instruction. The following standards and procedures will apply:

i. The faculty as a whole shall be kept continuously informed of factors likely to affect termination as a result of bona fide formal discontinuance of a program or department of instruction.

ii. The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as determined primarily by the faculty as a whole or by faculty in affected departments or programs in consultation with members of the Academic Policies Committee and the Faculty Welfare Committee. Educational considerations do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance.

iii. The members of the Academic Policies Committee and the Faculty Welfare Committee 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. The
recommendations of the Academic Policies Committee and the Faculty Welfare Committee will be presented to the Finance and Facilities Committee and to the faculty as a whole for discussion and comment.

iv. Faculty members in a program being considered for discontinuance for educational considerations will promptly be informed of this activity in writing and provided at least thirty days in which to respond to it. Tenured, tenure-track, and nontenured faculty members will be invited to participate in these deliberations. Academic programs cannot be defined ad hoc, at any size; programs must be recognized academic units that existed prior to the decision to discontinue them. The term “program” shall designate a related cluster of credit-bearing courses that constitute a coherent body of study within a discipline or set of related disciplines. When feasible, the term should designate a department or similar administrative unit that offers majors and minors.

c. Demonstrable inability to perform the essential functions of the position, with or without an accommodation: Termination of a tenured appointment, or of tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, for an inability to perform the essential functions of the position shall be based upon clear and convincing medical evidence that the medical condition makes it impossible for the faculty member, with or without reasonable accommodation, to carry out their responsibilities. The decision to terminate shall be made by the Board of Trustees only after there has been appropriate consultation and the faculty member or his or her representative has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member’s position and to respond to the evidence.

2. All staffing changes affecting faculty resulting from any of the above decisions must follow due process as outlined below.

a. The Provost shall notify in writing any faculty member whose termination is to be recommended to the Board of Trustees. This notification will include an explanation justifying this action under American Association of University Professors guidelines and the bylaws of this Faculty Handbook. All faculty members whose appointments are designated for termination must be notified by the Provost, in writing, at least one year before the termination is intended to take effect. The written notice from the Provost shall include the date by which the faculty member must give written notice (at least 14 calendar days after notification, when the college is in session, and 30 calendar days during interim periods) to the Provost to request a hearing, if one is desired, by a panel drawn from the Faculty Review Committee.

b. Any faculty member not convinced that adequate cause has been demonstrated will be granted a written request for a hearing to review the Provost’s recommendation. Any such hearing will be held at least 30 calendar days after notification from the Provost when the college is in session, and within 60 calendar days during interim periods.
c. If a hearing is requested, a hearing panel consisting of a chair and two panelists will be selected from members of the Faculty Review Committee. The Faculty Review Committee shall appoint one of its members to serve as chair of the hearing panel. The appointment cannot be challenged. Committee members deeming themselves disqualified for bias or interest shall remove their names from the list. The Provost and the faculty member involved shall by mutual agreement select two additional panelists from among the remaining eligible members of the Faculty Review Committee. If the Provost and faculty member cannot reach agreement, the Faculty Review Committee shall appoint the members.

d. The hearing shall proceed by allowing panelists to review the Provost’s statement justifying adequate cause and the faculty member’s written rebuttal, if any. The panel, in consultation with the Provost and the faculty member, shall exercise its judgment whether the hearing should be public or private. Panelists will have the opportunity to clarify all statements received and to accept any additional evidence the Provost, a representative of the Provost, or the counsel of the college, and the faculty member, or designated counsel, wish to submit. The hearing panel shall determine the order in which any testimony shall be given and shall conduct the questioning of any witnesses. If necessary, it shall also secure the presentation of any additional evidence it deems important to the case. The panel’s decision (and, if possible, its written opinion) shall be presented to the President and the Board of Trustees. The Board of Trustees shall make the final decision.

e. Before issuing notice to a faculty member of its intention to terminate an appointment due to financial exigency or discontinuance of a department or program for educational reasons, the administration must make every effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the institution, with or without retraining, the faculty member’s appointment may then be terminated, but only with provision of severance. 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 Provost 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. In every case of termination, except cases based on an inability to perform the essential functions of the position, with or without an accommodation, the faculty member involved will be given notice according to the schedule for nonreappointment. Where notice is not given according to this schedule,
severance salary shall be paid to the completion of the current contract year; in addition, those in their first year of service shall receive three months extra salary, those in their second year shall receive six months extra salary and those who have given at least eighteen months of probationary service, or are tenured, shall receive twelve months extra salary.

f. 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 the 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.

3. Grievance Procedure

A. General Considerations

1. A faculty member may bring a grievance under this policy alleging mistreatment or violation of his or her rights by another college employee related to his or her work as a faculty member. Matters grievable under this policy shall not include decisions regarding reappointment, tenure, promotion, or renewal (matters governed by the Appeals procedure in Section III.K.4), or dismissal or termination (matters governed by the procedures in Section III.K.2).

2. A panel of three members will be selected to hear each grievance by the Faculty Review Committee from among their elected members. The Chair of the Faculty Review Committee may excuse a member, or members may excuse themselves, from consideration of those cases where the member’s impartiality could be questioned. These cases include, but are not limited to, those in which the member may have bias or interest (or may be seen to have bias or interest), those that present a clear conflict of interest, those in which they may be called to offer testimony, and those in which they are named in the petition as being involved in the grievance. In the case that sufficient members of the Faculty Review Committee are deemed ineligible, the Chair of the Faculty Review Committee will ask the Faculty Welfare Committee to name sufficient ad hoc members to a hearing panel. The grieving party and the person(s) against whom the grievance has been lodged are not entitled to challenge the Faculty Welfare Committee’s selection unless a clear conflict exists. The Chair of the Faculty Review Committee will, in consultation with members of the hearing panel, appoint one of the three panelists as chair, who will serve for the consideration of the grievance. The panel is charged with reporting its findings of fact and recommendations, normally within ninety (90) calendar days from the initiation of the grievance.

3. Time frames and the procedures set forth in this policy are intended by the college to be followed in all instances. Nevertheless, extraordinary circumstances may occur in which variation from what is set out here is necessary. The Provost or, if the Provost is a party to the grievance, the
President, may grant requests for such variances from the chair of the hearing panel or any party to the grievance.

B. Initiating a Grievance

1. A faculty member may initiate a grievance by submitting a written grievance with supporting evidence to the Chair of the Faculty Welfare Committee within one year of the circumstances or events giving rise to the grievance. The faculty member shall submit to the Chair of the Faculty Welfare Committee a written petition setting forth in detail the nature of the grievance, the person(s) against whom the grievance is directed, the relief or remedy sought, and any good faith efforts made thus far to resolve the grievance. The petition shall contain all factual information the faculty member deems relevant to the grievance, including, but not limited to, the identity of the party or parties against whom the grievance is directed, the identity of all witnesses to the events giving rise to the grievance, dates and descriptions of those events, and any documents relevant to the grievance. Members of the Faculty Welfare Committee shall excuse themselves, or the Chair of the Faculty Welfare Committee may excuse members, from consideration of those cases where the member’s impartiality could be questioned. These cases include, but are not limited to, those in which the member may have bias or interest (or may be seen to have bias or interest), those that present a clear conflict of interest, and those in which they are named in the petition as being involved in the grievance.

2. Within 30 calendar days of receipt of the grievance petition, the Faculty Welfare Committee shall notify the grieving party and the Provost (if not a respondent to the grievance, or the President if the Provost is a respondent to the grievance) whether the matter is an appropriate grievance under this policy and whether it was initiated within a year of the circumstances or events giving rise to the grievance. The resolution of grievances filed within 14 calendar days before or during periods when the college is not in session may be postponed to the next fall or spring term at the discretion of the Faculty Welfare Committee if the committee is unavailable during those periods. The faculty member bringing the grievance will be notified of the postponement.

3. If the Faculty Welfare Committee determines that the grievance is untimely or outside the scope of the grievance process, the grieving party will be informed in writing as to the reasons for this decision, and no further action by the Faculty Welfare Committee shall be taken in the matter. If the issues raised in a grievance petition are determined to relate to matters outside the intended scope of this procedure, the Chair of the Faculty Welfare Committee shall notify the Provost, who will refer the matter to the appropriate college official or entity.

4. If the grieving party believes the Faculty Welfare Committee has improperly dismissed the grievance for being untimely or outside of the scope of the grievance process, the grieving party may appeal the Committee’s decision to the Faculty Review Committee, who shall make the final determination as to whether a permissible grievance was commenced within the allowed timeframe. Such an appeal must be submitted within 21 calendar days of receipt of notice of the Faculty Welfare Committee’s decision to dismiss.
C. Informal Mediation

1. If a timely and appropriate grievance has been initiated under this process, the Faculty Welfare Committee shall determine whether to recommend an attempt to mediate a resolution between the parties. In making this determination, the committee will consider factors including, but not limited to, the relative desire of the grieving party to participate in mediation and/or the expectation that those against whom the grievance is directed would be amenable to a mediation attempt. If the Faculty Welfare Committee recommends that mediation be attempted, the Chair of the Faculty Welfare Committee shall communicate this to the grieving party, those against whom the grievance is directed, and the Provost (or the President, if the Provost is a respondent to the grievance) within 30 calendar days of receipt of the grievance petition or, if there has been an appeal of the Faculty Welfare Committee’s decision to dismiss the grievance, within 30 calendar days of receipt of the Faculty Review Committee’s decision that a permissible grievance was commenced in a timely way. At the time when either Committee recommends that mediation be attempted, the Chair of the Faculty Welfare Committee shall send a copy of the grievance petition to those against whom the grievance is directed and to the Provost (or to the President, if the Provost is a respondent to the grievance).

2. If the Faculty Welfare Committee recommends that mediation efforts be initiated, the Chair of the Faculty Welfare Committee shall request that the Human Resources Office appoint a mediator. The Chair of the Faculty Welfare Committee shall provide the mediator with a copy of the grievance petition and shall inform the grieving party and those against whom the grievance is directed of the identity of the mediator. Unless a party has objected, mediation efforts shall commence within 14 calendar days of the committee’s notification to the parties of its recommendation that mediation be attempted.

3. Mediation is a voluntary and confidential process, and any party may at any time request that mediation efforts stop.

4. The mediator shall have discretion to determine the process for mediating a resolution. Unless the mediator, the grieving party, and those against whom the grievance is directed agree that the period for mediation should be extended, mediation efforts may not continue beyond 30 calendar days after commencement of the mediation.

5. If the parties are successful in mediating a resolution to the grievance, the mediator shall prepare for the parties’ signature a written summary of the concerns raised in the grievance, and the parties’ agreed response. Once the parties have signed this document, the mediator shall notify the Faculty Welfare Committee that the grievance has been resolved and the committee shall take no further action in the matter. The mediator shall forward copies of the signed document to the parties.

6. If the mediator determines after reviewing the petition and speaking with the parties that mediation would not be fruitful, if attempts to mediate have proven unsuccessful, or if any of the parties requests to stop the mediation process at any time, the grievance petition shall be referred by the Chair of the Faculty
Welfare Committee to the Chair of the Faculty Review Committee, who will convene a hearing panel.

D. Investigation by the Hearing Panel
1. If mediation attempts are unsuccessful, or if mediation was not recommended, the Chair of the Faculty Review Committee will convene a meeting of the committee to appoint a hearing panel for the grievance under the process described in A.2.
2. Once it has been convened, the hearing panel shall send a copy of the grievance petition to those against whom the grievance is directed (if not already notified during informal mediation), providing notice that an investigation is being undertaken and requesting that those against whom the grievance has been lodged submit written responses to the grievance petition within 14 calendar days. These responses may contain the names of additional witnesses to the events giving rise to the grievance and documents relevant to the grievance.
3. Depending upon the facts and circumstances of each particular case, the panel may make a determination based upon the parties’ statements or it may choose to seek additional evidence and information. Unless there are extraordinary circumstances under which an extension has been specifically granted by the Provost (or, if the Provost is a respondent to the grievance, the President) as stipulated under Grievance Procedure A.3, a maximum of 60 calendar days will be allowed for this process.
4. The hearing panel may deliberate on its own or meet with witnesses it believes will assist panelists in their deliberation. The panel may seek to obtain evidence and information from whatever sources and in whatever forms it deems appropriate, including hearings to obtain information from witnesses to the events giving rise to the grievance.
5. Whenever a party to the grievance is present at a meeting or a hearing held by the panel, he or she shall have the right to have present an advisor of his or her choice from the faculty or the staff of the college.
6. Panel hearings are open only to the panel, the parties to the grievance, their advisors, and specific persons invited by the panel. The panel may question all persons involved during hearings of the panel. Neither the parties, nor their advisors, if any, may question witnesses or other hearing attendees. The panel will ensure that all parties to the grievance, all witnesses, and all advisors are treated with dignity and respect during panel hearings.
7. After the panel’s work is complete, all records of its activities as well as all written materials submitted to the panel and the Faculty Welfare Committee related to the grievance shall be placed in the office of the Provost.

E. Hearing Panel Report
1. The hearing panel shall submit a written report of its findings of fact to the Provost (or, if the Provost is a respondent to the grievance, the President), the grieving party, and the person or persons against whom the grievance was made. The panel’s report shall include a list of the documents the panel reviewed as evidence, the dates of all meetings and hearings, and the names of
any individuals interviewed. The panel shall include in its report its recommendations for future action, if any, and its reasons for such recommendations.

2. If agreement between the parties to the dispute has been reached, the panel shall include in their report a summary of the agreement reached.

F. Further Action
1. If not a respondent to the grievance, the Provost shall decide what, if any, further action shall be taken. The Provost shall provide written notice of his or her decision regarding further action to the hearing panel, the President, and the parties to the grievance within 30 calendar days of receipt of the committee’s report.

2. Parties to the grievance may appeal the Provost’s decision to the President within 30 calendar days of receipt of notice of that decision. The President shall make the final decision about further action to be taken after engaging in whatever process he or she determines appropriate.

3. In determining further action, the Provost and/or President shall ensure the fair treatment of all parties to the grievance. Steps that are formative and developmental rather than punitive, and which contribute to the well-being of the faculty as a whole while addressing the concerns of involved parties, shall be preferred. Any further action shall in all cases maintain and protect the privacy of the parties involved to the fullest extent possible.

G. Special Circumstances
1. If the Provost is a party to the grievance, the President shall make those decisions and undertake those actions that would otherwise have been the responsibility of the Provost under this procedure. In this case, parties to the grievance may appeal the President’s decision to the Chair of the Board of Trustees within 30 calendar days of receipt of notice of the President’s decision. The Chair of the Board of Trustees shall make the final decision after engaging in whatever process he or she determines appropriate.

2. If the President is a party to the grievance, the Chair of the Board of Trustees shall make those decisions and undertake those actions that would otherwise have been the responsibility of either the Provost or the President under this procedure. In this case, the Faculty Review Committee shall submit its report only to the grieving party, those against whom the grievance is directed, and the Chair of the Board of Trustees.

4. Appeals Procedure

A. Appeal Rights
The purpose of this policy is to provide appeal rights to faculty members for these specific circumstances: to tenure-track faculty members denied reappointment, promotion, or tenure; to faculty members with renewable contracts denied reappointment; to faculty members denied promotion; to faculty members denied annual renewal within a multiple-year term appointment.
1. An appeal must be based upon one or more of the grounds for appeal provided herein.
2. The remedy available through this procedure is that some or all of the applicable procedures be reviewed or repeated and the college’s decision be reconsidered.

B. Grounds for Appeal
The grounds upon which appeals may be made are (1) improper consideration and/or (2) inadequate consideration.

1. An appeal may allege that a decision against renewal, reappointment, tenure, or promotion was based significantly on improper consideration because the review process involved at least one of the following:
   (a) a violation of the appellant’s academic freedom;
   (b) impermissible discrimination on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, ancestry, disability, age, or any other characteristic protected by state, federal, or local law.

2. An appeal may allege that a decision against renewal, reappointment, tenure, or promotion was based significantly on inadequate consideration of the evidence and/or of applicable evaluation standards for the relevant decision. The evaluation standards set forth in [Section III.A-J] of the Faculty Handbook shall apply. An allegation of “inadequate consideration” refers to concerns whether the Departmental Review Committee, the Committee to Advise the President on Retention, Tenure, and Promotion, the Provost, and/or the President used applicable standards and appropriate evidence in reaching their decisions. For the purposes of this policy, the term “adequate consideration” refers essentially to procedural issues having a bearing on the substance of the decision. The standard of adequate consideration would suggest these kinds of questions: “Was the decision conscientiously arrived at? Was all available evidence bearing on the relevant performance of the candidate sought out and considered? Was there adequate deliberation by the department over the import of the evidence in light of the relevant standards? Were irrelevant and improper standards excluded from consideration? Was the decision a bona fide exercise of professional academic judgment?” (AAUP “Statement on Procedural Standards in the Renewal of Faculty Appointments”). Thus, a finding of inadequate consideration involves a critique of process and not a substitution of the committee’s own judgment on the merits.

C. Initiating an Appeal
1. To initiate an appeal, the faculty member shall deliver a written petition to the Office of the President. The petition must be delivered within 60 calendar days of receipt of official written notice of the decision. In exceptional cases, the President may grant an extension of the deadline.
2. The petition must state the decision being appealed, the grounds for appeal, and a statement of evidence in support of the allegations. The burden of proof rests upon the appellant to establish a prima facie case. A prima facie case has been established if the appellant’s petition contains statements alleging facts which, if they were uncontradicted, would reasonably allow members of the hearing
panel to conclude that the college’s decision was based on improper consideration and/or inadequate consideration.

3. Once the President has received the faculty member’s appeal, the President will send it to the Provost and to the chair of the Faculty Welfare Committee.

D. Faculty Welfare Committee Preliminary Response

1. Within fourteen 30 calendar days of receiving the petition, members of the Faculty Welfare Committee shall meet to determine whether: the faculty member has alleged a proper basis for appeal; the appeal was commenced within the deadline; and the appellant has established a prima facie case. The committee will establish its own procedures for this preliminary meeting. In cases where appeals are filed during or within 14 days of interim periods when the college is not in session, the Chair of the Faculty Welfare Committee may, if necessary, request a short extension of this deadline from the President in order to allow members of the committee to meet.

2. Members of the Faculty Welfare Committee shall excuse themselves, or the chair of the Faculty Welfare Committee may excuse a member, from consideration of those cases where the member’s impartiality could be questioned. These cases include, but are not limited to, those in which a member of the Committee has been involved in making the decision being appealed or is a member of the appellant’s department.

3. If the Faculty Welfare Committee determines that proper grounds for an appeal have not been alleged, or that an appeal has not been commenced in a timely manner, or that a prima facie case has not been established, it shall so notify the appellant, the President, and the Provost and no further action shall be taken in review of the appeal.

4. If the committee determines that proper grounds have been alleged, and that the appeal is timely, and that a prima facie case has been established, the Chair of the Faculty Welfare Committee will notify the Chair of the Faculty Review Committee, who shall convene a meeting of the committee to select a hearing panel from among its eligible members.

E. Convening a Hearing Panel and Procedure for Reviewing Appeals and Holding Hearings

1. The hearing panel will consist of three panelists to be selected by the members of the Faculty Review Committee from those members who have not been involved in making the decision being appealed and are not members of the appellant’s department. The Chair of the Faculty Review Committee will, in consultation with members of the hearing panel, appoint one of the three panelists as chair, who will serve for the duration of the appeal.

2. The hearing panel will determine how to conduct its review of the appeal while ensuring a fair and timely resolution. Depending upon the facts and circumstances of each particular case, the panel may direct written questions to involved parties and make a determination based upon these submissions, or the panel may choose to hold a hearing.
3. At any hearing, the appellant shall have the right to have present an advisor of the appellant’s choosing from among the faculty and staff of the college. The college shall be represented at all hearings of the committee by the Provost, who may select and have present an advisor from the faculty or staff of the college. The role of the advisor is to listen to the proceedings, offer advice to the advisee, take notes, and provide personal support to the advisee. Hearings of the panel are open only to the appellant, the Provost, the advisors to the appellant and the Provost, and other persons invited by the panel.

4. The panel may seek to obtain information from whatever sources it deems necessary. If the appellant or the Provost believes that additional information would be useful from witnesses, or that additional documentary evidence would be helpful, either or both may so inform the panel, which will determine whether to seek additional testimony or evidence. With the consent of the appellant, the panel is entitled to access to the appellant’s evaluation file and personnel documents used by individuals or committees in making the original decision.

5. The panel shall have discretion to determine the manner and order in which it shall take evidence. It may question all persons involved in the hearing. Neither the appellant nor the Provost, nor either of their advisors, if any, may question witnesses without the consent of the panel. Rules of evidence and other rules and procedures applicable to a court of law need not apply. While protecting the confidentiality of contributions to the evaluation file, both parties to the dispute have the right to hear testimony of all witnesses and the right to knowledge of all other evidence on which the panel may base its findings.

6. All hearings and deliberations of the hearing panel shall be conducted confidentially. All participants are bound to keep confidential the evidence and testimony presented or reviewed in the hearings and deliberations. This provision is not intended to limit the ability of the appellant or the college to communicate freely with attorneys, governmental agencies, or as otherwise allowed or required by law.

7. The hearing panel shall make audio recordings of all hearings.

F. Actions of the Hearing Panel

1. The hearing panel is charged with reviewing the merits of the appeal and reporting its findings to the President within 60 calendar days of the Faculty Welfare Committee’s preliminary meeting. In cases where appeals are filed during or within 14 days of interim periods when the college is not in session, the Chair of the hearing panel may, if necessary, request a short extension of this deadline from the President in order to allow members of the panel sufficient time to meet.

2. The hearing panel shall not substitute its judgment on the merits of the decision for that of appropriate faculty bodies, the Provost, or the President as to the faculty member’s suitability for renewal, reappointment, tenure, or promotion, but instead shall limit its findings of fact to the following: a. Whether improper considerations have occurred and likely have affected the decision(s). b. Whether inadequate consideration of the evidence and/or of applicable
evaluation standards for the relevant decision have occurred and likely have affected the decision(s).

3. If the panel finds improper and/or inadequate consideration, the panel shall recommend to the President that some or all of the applicable procedures be reviewed or repeated and that the decision be reconsidered. The panel shall prepare a report explaining why the panel arrived at its findings and identifying which procedures shall be reviewed or repeated and by whom. The President shall provide copies of the panel’s report to the Provost, the appellant, and, as appropriate, individuals or committees involved in the original decision. The findings and contents of the report shall otherwise remain confidential.

4. If the panel finds improper and/or inadequate consideration on the part of the President alone, the panel report shall recommend to the President that the President’s decision be reconsidered. The report shall explain why the panel arrived at its findings. The President shall provide copies of the panel’s report to the Chair of the Board of Trustees, the Provost, the appellant, and, as appropriate, individuals or committees involved in the original decision. The findings and contents of the report shall otherwise remain confidential.

5. All audio recordings and all relevant written records of the Faculty Review Committee and the hearing panel shall be placed in the custody of the President’s Office for a period of 7 years after the appellant faculty member ceases employment at the college.

G. Actions of the President

1. Within 14 calendar days of receipt of the hearing panel report, the President will either reverse the decision without further consideration or direct that some or all of the applicable procedures be reviewed or repeated as identified in the panel’s report. In some cases, this may result in making the appellant eligible to go through the reappointment, tenure, or promotion process anew, typically in the following year. The directive for reconsideration shall include specific instructions for individuals or committees and shall state specific deadlines for reconsideration.

2. Within 14 calendar days of receipt of all required responses for reconsideration from individuals and committees, the President will either reverse the decision or let stand the original decision and notify the appellant, the Provost, and other individuals or committees involved in the appeal. If the President decides to reverse the original decision, positive recommendations for renewal, reappointment, promotion, and tenure will be forwarded to the Board of Trustees for final action. If the President decides to let stand the original decision, this decision of the President cannot be appealed further under this Appeals Procedure.

3. The President’s notification to reverse or let stand the original decision should include an explanation for the decision.

H. Action by the Board of Trustees
1. After the above process has been completed, and if the panel has found that the President alone made improper and/or inadequate considerations that likely affected the decision, and if the President decides not to reverse the original decision, the appellant may appeal the decision of the President to the Board of Trustees by writing to the Chair of the Board.

2. After the Board has completed its review, the Board will either reverse the decision or let stand the original decision and the Board Chair will notify the appellant, the President, the Provost, and other individuals or committees involved in the appeal.

3. The Board Chair’s notification to reverse or let stand the original decision should include an explanation for the decision.

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:

- The salary scale by ranks.
- The mean and median salary for each rank.
- The mean and median salary for all full-time professors.
- 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.

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 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.

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.

VIII. 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

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.

i. 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.

e. 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. 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.

C. 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.

D. Occupational Blood Born Pathogen Standard

OSHA’s Occupational Blood Born 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.

E. 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.)

F. 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.

G. 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.

H. 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.

I. 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.

IX. 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 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 ballots by the Secretary of the Faculty, or in the case of faculty committee elections, by the Executive Committee. Ballots 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 responses are received by the deadline. Voting results shall be reported to the faculty by the Secretary of the Faculty, or in the case of faculty committee elections, by the Executive Committee. The Secretary shall record all results in written minutes circulated to all faculty.

e. Voting Methods for Faculty Elections

   i. Elections take place near the end of the Spring Term, if possible.
   ii. Secret ballots shall be used.
   iii. All faculty elections shall be decided by a plurality of votes cast by eligible voters, provided there is participation by a quorum of voting faculty. The existence of a quorum shall be determined by the total number of votes received by the stated deadline. In the case of a tie, a runoff election will be held.
   iv. The Executive Committee of the faculty will arrange the method of distribution and collection of nominations and ballots, and of publication of the results. The committee may request the Provost’s Office and the Faculty Secretary to assist in this process.
   v. Each eligible voter may submit no more than one nomination for each vacant position.
   vi. The name of any eligible faculty member who is nominated shall be placed on the ballot upon the verification of the nominee’s consent.
vii. The Executive Committee shall seek to augment the slate of nominations for vacancies when nominations are too few or lack sufficient representation of the faculty as a whole (division, rank, etc.).

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

The committees of the faculty are as follows:

1. Executive Committee of the Faculty
2. Committee on Academic Policies
3. Committee on Enrollment, Financial Aid and Academic Progress
4. Committee to Advise the President on Retention, Promotion and Tenure
5. Assessment Committee
6. Committee on Athletics
7. Committee on Faculty Development
8. Faculty Review Committee
9. Committee on Faculty Welfare
10. First-Year Program Committee
11. Marquis Series Committee
12. Committee on Petitions
13. Committee on Sexual Harassment
14. Committee on Teacher Education
15. Writing Committee
16. Committee for Institutional Review Board

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 Executive Committee of the Faculty.
- Committee membership will commence after July 1.
- Elected positions will be elected by the voting 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 by the Chair.
   ii. Review and coordinate the work of all other Faculty Committees;
   iii. Arrange the distribution and collection of nominations and ballots for faculty committee elections
   iv. Appoint faculty to other Committees and select 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.
   v. Advise the President on general policy questions relating to promotion, tenure and the general welfare of the Faculty.
   vi. Approve the addition, elimination, or restructuring of any transcripted academic program for strategic purposes (not under a condition of financial exigency) that would affect occupied faculty positions.
   vii. 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.
   viii. 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.
   ix. Create and implement processes to select students for various competitive awards, such as the Kennedy Scholarship and the McElroy Scholarship.
   x. 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: Six (6) faculty members appointed by 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 and by a faculty co-chair, to be elected by the Committee’s faculty members.

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. Advise the Finance and Facilities Committee and Executive Committee of the Faculty on the curricular impact of any proposed elimination of full-time faculty positions as well as any adjunct and part-time faculty positions that are essential to continuance of a transcripted academic program whether under circumstances of financial exigency or for strategic purposes.
   vi. Determine, in cooperation with the Faculty Welfare Committee, whether reductions in faculty are necessary when termination of a tenured appointment, or of a tenure track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, is considered as a result of bona fide formal discontinuance of a program or department of instruction.

3. Committee on Enrollment, Financial Aid and Academic Progress
   a. Purpose: Coordinate policies and practices affecting students’ academic progress from admission to the college through graduation. Recommend strategies to enhance student academic success, working collaboratively with the appropriate faculty bodies and administrators. Advise on the college’s enrollment management and financial aid strategies. Serve as primary liaison between faculty and the Admission and Financial Aid offices.
   b. Membership: A minimum of four (4) faculty members appointed by the Executive Committee of the Faculty; two (2) student representatives appointed by the student government. Ex officio members include a senior administrative leader of
Admission, the Director of Financial Aid, the Associate Dean for Student Academics, and the Director of the TRIO Program with others requested to attend as appropriate and necessary. All members vote.

c. Specific Duties:
   i. Work with the Vice President of Admission to provide input on admission policies and procedures including admission of students on a provisional basis. Consult on faculty involvement in the college’s recruitment efforts.
   ii. Work with the Director of Financial Aid to provide input on financial aid policies and procedures.
   iii. Oversee policies and practices concerning academic standing, including probationary admission and the retention, probation, or dismissal of students who have failed to meet college academic requirements as set forth in the Catalog.
   iv. Advise the Associate Dean for Student Academics and Academic Policies Committee as needed on programs and practices to enhance the student academic experience, respond to students’ changing academic needs, and support successful progress toward graduation. Recommend, and communicate with the faculty about, best practices concerning academic advising. Recommend, and communicate with the faculty about, supports for those students admitted on a provisional basis and probationary students.
   v. Work with those gathering and analyzing the college’s persistence and retention data to make recommendations.
   vi. A subset of the committee’s faculty and administrative members and the Registrar serve as the Academic Standing Committee with responsibility to consider questions of retention, probation, or dismissal of students who have failed to meet college academic requirements as set forth in the Catalog. Members are expected to recuse themselves from voting in the instance of a conflict of interest.

4. 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.

5. 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 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.

6. 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 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 and the Senior Woman Administrator (SWA, defined by the NCAA as the highest ranking female in the athletics department) are non-voting ex officio members 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.

7. 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 Executive Committee of the Faculty. The four faculty members must include at least one (1) tenured member and one (1) untenured tenure-track member. The Associate Dean for Student Academics serves as an ex officio member. The Associate Dean for Faculty Development 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.

8. Faculty Review Committee
   a. Purpose: to conduct hearings and to make recommendations under the grievance procedure of the Faculty Handbook in section III.K.3; to hear appeals from faculty members who have been denied reappointment, tenure, promotion, or renewal of a
multiple-year term appointment under the appeals procedure of the Faculty Handbook in section III.K.4; to conduct hearings when formal proceedings to consider dismissal of a faculty member with a tenured appointment, or with a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, have been initiated; to conduct hearings when formal proceedings to consider termination of a tenured appointment, or of a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term have been initiated for: i) bona fide financial exigency; ii) discontinuance of a department for educational reasons; or iii) demonstrable inability to perform the essential functions of the position.

b. Membership: Nine tenured faculty members, to be apportioned equally among the three divisions of the college (Humanities, Social Sciences, and Natural Sciences) with three representatives from each Division. The members of this committee shall serve three-year staggered terms, with three new members elected, one from each division of the College, each year. No member of the committee may be an Associate Dean or an administrative officer of the College. The Faculty Review Committee does not constitute a faculty member’s sole committee assignment. The Chair of the Faculty Review Committee will be elected each year by members of the committee.

When the Faculty Welfare Committee deems a grievance to be timely and appropriate under the policy in section III.K.3, and when informal mediation has not resolved the grievance, the Chair of the Faculty Welfare Committee will so notify the Chair of the Faculty Review Committee, who shall call a meeting of the committee to select a panel of three hearing members to investigate the grievance.

When the Faculty Welfare Committee deems an appeal of a decision relating to reappointment, promotion, tenure, or renewal to have a proper basis, to have been commenced within the allowed timeframe, and to be a prima facie case, the Chair of the Faculty Welfare Committee will so notify the Chair of the Faculty Review Committee, who shall call a meeting of the committee to select a panel of three hearing members to investigate the grievance.

When formal proceedings to consider dismissal of a faculty member with a tenured appointment, or with a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, have been initiated, the Faculty Review Committee shall appoint one of its members to serve as chair of the hearing panel. The President and the faculty member involved shall by mutual agreement select two additional members of the Faculty Review Committee to serve on the hearing panel. If the President and faculty member cannot reach agreement, the Faculty Review Committee shall appoint the members.

When formal proceedings to consider termination of a tenured appointment, or of a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, for (a) demonstrably bona
fide financial exigency, (b) discontinuance of a department for educational reasons, or (c) demonstrable inability to perform the essential functions of the position have been initiated, the Faculty Review Committee shall appoint one of its members to serve as chair of the hearing panel. The President and the faculty member involved shall by mutual agreement select two additional members of the Faculty Review Committee to serve on the hearing panel. If the President and faculty member cannot reach agreement, the Faculty Review Committee shall appoint the members.

If the membership of the Faculty Review Committee changes, due to regular college governance procedures, after hearing procedures have been initiated, the members of the panel, for the purposes and duties of the formal proceedings, will remain on the Committee, serving only in their capacity as panelists for the hearing in progress until formal proceedings are complete.

c. Duties and Procedures:
i. Serve as the body from which a panel is convened to hear grievances as described in the Grievance Procedure.

ii. Make a final determination in cases where a grieving party appeals a decision by the Faculty Welfare Committee that his or her grievance is untimely or falls outside the scope of the Grievance Procedure.

iii. Serve as the body from which a panel is convened to hear appeals relating to reappointment, promotion, tenure, or renewal as described in the Appeals Procedure.

iv. Determine whether a prima facie case for adequate cause for dismissal has been established under the policy in section III.K.2.

v. Serve as the body from which a panel is convened to conduct a hearing when formal proceedings to consider dismissal of a faculty member with a tenured appointment, or with a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, have been initiated.

vi. Serve as the body from which a panel is convened to conduct a hearing when formal proceedings to consider termination of a tenured appointment, or a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term have been initiated for (a) demonstrably bona fide financial exigency, (b) discontinuance of a program or department for educational reasons, or (c) demonstrable inability to perform the essential functions of the position.

9. 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 regarding college policy, faculty rights, and academic due process. Recommend action to the faculty and the college administration to modify policies and practices when it finds
modification desirable. Review and provide feedback regarding new policy proposals that assesses 1) the extent to which the process by which the proposal has been created has been inclusive, transparent, and has sought feedback from key stakeholders; 2) the extent to which the new policy is likely to protect the interests and promote the well-being of faculty; and 3) the extent to which the policy demonstrates clarity of purpose and is likely to be widely understood. Administer surveys to gather information about the experiences of faculty members at the College and to assist the Committee in identifying and addressing areas of concern. 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 Provost. Review this feedback and, keeping in mind the specific circumstances of each review, work with the President to determine appropriate ways of sharing this feedback with the Provost. 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. 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:

i. Serve as a source of information and advice to faculty members regarding college policy, faculty rights, and academic due process.

ii. Determine if a grievance brought forward by a faculty member is timely and appropriate under the policy under section III.K.3.

iii. Determine if an appeal brought forward by a faculty member has a proper basis, has been commenced within the allowed timeframe, and is a prima facie case under the policy in section III.K.4.

iv. Review and give feedback on new policy proposals that affect the faculty.

v. Administer surveys on a regular basis to discern how the committee may promote the welfare of the faculty.

vi. Determine, in cooperation with the Academic Policies Committee, whether reductions in faculty are necessary when termination of a tenured appointment, or of a tenure-track appointment before the end of the probationary period or other non-tenured appointment before the end of the specified term, is considered as a result of bona fide formal discontinuance of a program or department of instruction.

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

10. 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 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.

11. 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 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.

12. Committee on Petitions
   a. Purpose: Review student petitions.
   b. Membership: Three (3) faculty members appointed by 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.

13. 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.

14. 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 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.

15. 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 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.

16. Committee for Institutional Review Board
   a. Purpose: Review proposals from faculty, staff, and students for all research involving human participants; help our academic community stay informed about the ethical conduct of research by complying with federal guidelines and regulations (45 CFR 46); protect the rights and safety of research participants in accordance with federal guidelines for ethical research.
   b. Membership: Four (4) faculty members in addition to the chair. The members will have varying backgrounds to promote adequate review of the common types of research conducted at Coe, and include at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in nonscientific areas. Members will represent gender, race or cultural diversity. The committee will not be composed of entirely men or entirely women. (see 45 CFR 46.107 IRB Membership). Executive Committee appoints the members for staggered three-year terms and selects the chair. The Provost serves as the Institutional Official.
   c. Specific Duties:
      i. Completing the on-line training on “Protecting Human Research Participants.”

iii. Periodic review of guidelines for conducting research involving humans at Coe College and making recommendations for changes.

iv. Dissemination of information to the community regarding legal requirements and ethics for conducting research with human participants.

v. Review of research proposals by Coe College faculty, students, staff, and college committees.

vi. Consultation with those engaged in on-campus research as needed.

vii. Review of research funded by the Federal Government.

viii. Review of requests from outside agencies for research on campus.

ix. Review and approval of requests from outside agencies regarding IRB authorization agreements.

x. Monitoring of the information provided to research participants to ensure their informed consent.

xi. Consultation with members of the community who might have complaints or concerns about human subjects research conducted by Coe College faculty, staff, or students.

C. Committees of the College

The committees of the college are as follows:

1. Finance and Facilities Committee
2. Committee on Diversity
3. Committee on Internationalization
4. Sustainability Council
5. Campus Technology Committee
6. Wellness Committee

Committees of the College are primarily concerned with matters of significance for the campus community as a whole. These committees include faculty in their membership but the composition of these committees will seek a balance in their membership across staff, students, and faculty. These committees are empowered to familiarize themselves with, report on, and advise administrative officers of the College on matters for which they have responsibility.

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

- Ex officio members of committees of the college are considered to be voting members.
- Faculty members of the committees of the college are appointed by the Executive Committee of the Faculty.
- Appointments to committees of the college normally take place near the end of the Spring Term, with membership to commence after July 1.
• Elected positions will be elected by the voting faculty.

1. Finance and Facilities Committee (FFC)
   a. Purpose: Participate in the determination of general financial and facilities planning for the college. Advise the administration on financial and facilities matters that concern the college community, including tuition and fees, the operating budget, campus maintenance, and facilities master planning.
   b. Membership: The committee will consist of four (4) members of the faculty, at least two (2) of which must be tenured, elected by the full faculty, two (2) students nominated by the Student Senate, and two (2) staff members appointed by the President, one of whom will be the college’s Chief Financial Officer. The faculty members will serve for staggered three-year terms and may not serve more than two consecutive terms. The committee will include representation from each of the three divisions of the College as in the Faculty Handbook. The President and Provost will serve as non-voting, ex officio members. Other staff members may serve as consultants to the committee. The chair of the committee will be a tenured faculty member chosen by the faculty members elected to the committee from among themselves. Meetings will be open to the entire campus community unless a particular topic requires confidential discussion, which will be determined at the discretion of the chair.
   c. Duties:
      i. Advise the administration on major budget items, including tuition, financial aid, endowment spending, compensation, and investment in physical plant.
      ii. Advise the administration on campus master planning, including building construction and renovation.
      iii. Review data from comparable institutions and other sources as needed to inform the college’s financial decisions.
      iv. Engage in a continuing review of the college’s financial condition, including the annual budget, multi-year financial forecast, and facilities maintenance plan, and report this information to the campus community.
   d. Executive Session: The chair of the committee may call at any time for the committee to meet in executive session when only the elected faculty members, President, and Provost may be present. The committee shall meet in executive session: 1) to advise the administration on personnel matters including renewal or non-renewal of vacant faculty positions and proposed new positions, 2) to advise the administration on the elimination of faculty positions under conditions of financial exigency, and 3) to advise the Provost on the academic budget and significant financial decisions regarding academic affairs, including in particular those that would imperil the continuance of a transcripted academic program.

2. 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 Executive Committee of the Faculty; three (3) full-time staff, appointed by the President; and four (4) 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 and one to be appointed by the Diversity Inclusion Collaboration Team (constituted of presidents, vice-presidents, and treasurers of participating student-run organizations). 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 and co-chair of the Committee will be elected from its continuing members. The chair will be held by a faculty or staff member and the co-chair will be held by a student. The chair need not be a voting member of the committee, but must have at least one year of continuous attendance.

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.
       Advise and support efforts to strengthen the College’s relationship with the local community.

3. Committee on Internationalization
   a. Purpose: Develop and propose curricular and co-curricular programs, strategies, and ways of thinking that further the internationalization agenda of the College and that foster an appreciation for internationalism, interculturalism, international diversity, and global citizenship throughout the campus community and in the College’s public image.
   b. Membership: Two (2) members of the full-time faculty appointed by the Executive Committee of the Faculty; two (2) full-time staff, appointed by the President; and two (2) students appointed by the members of the committee. Faculty and staff shall serve two-year terms. Students will serve one-year terms.
The chair of the committee will be elected from its appointed faculty and staff. The Director of International Affairs, Director of ESL Programs, and Director of Off-Campus Study serve as ex officio non-voting members. When possible, to ensure continuity, appointments should be staggered so that one (1) faculty and one (1) staff member remain when new members are added. Guests: Invitations for guests to regularly attend meetings should be highly encouraged. For regular meetings, any faculty, staff, and students may attend. By the vote of the members, the committee may schedule a member-only meeting.

c. Specific Duties:
   i. Discuss and propose initiatives related to internationalizing curriculum and teaching.
   ii. Devise and implement initiatives related to campus internationalization outreach and programming.
   iii. Serve as an advisory body for study abroad, exchanges, institutional partnerships, international student enrollment, and international student support.
   iv. Partner with departments, offices, groups, and individuals to improve internationalism, interculturalism, international diversity, and global citizenship for all Coe College community members.
   v. Advise the President and senior staff on the creation or revision of policies, practices, and procedures as they relate to a wide range of internationalization initiatives.
   vi. Advocate for the College community with regard to issues related to internationalism, interculturalism, international diversity, and global citizenship.

4. Sustainability Council
   a. Purpose: Coordinate college’s efforts to enhance environmental sustainability; advise the administration on priorities and areas of opportunity.
   b. Membership: The committee will consist of two (2) members of the staff, including the Sustainability Coordinator, who will serve as convener, and Vice President for Facilities and Operations (and/or designee); and two (2) members of the faculty, generally including faculty advisor for E-Club, and the administrative coordinator for environmental studies; and two (2) students, generally including the presidents of E-Club, and Sustainability Scholars. Meetings are open to all staff, faculty, and students.
   c. Specific duties
      i. Serve as the coordinating body for the Presidents’ Climate Leadership Commitments.
      ii. Make recommendations to the administration regarding priorities for enhancing the campus’ sustainability.
      iii. Sponsor and organize educational events to raise awareness of sustainability issues.
      iv. Coordinate with local community on issues of mutual interest.
5. Campus Technology Committee
   a. Purpose: Formulate and maintain a strategic vision for the role of technology on campus, assess instructional and informational technology needs on campus and make recommendations to the administration. Recommend and oversee policies concerning acquisition, usage and utilization of technology on campus.
   b. Membership: A minimum of two (2) faculty members and appointed by the Executive Committee of the Faculty; two (2) staff members appointed by the President; two (2) student members appointed by the student government; one (1) A/V faculty or staff member. The Director of Information Technology will serve as an ex officio member.
   c. Specific duties
      i. Formulate and maintain a strategic vision for the role of technology on campus that defines and recognizes critical infrastructure for inside and outside classrooms.
      ii. Assess instructional and informational technology needs on campus and make recommendations to the Finance and Facilities Committee. These include
         a. Classroom and office technology used to support instruction.
         b. Technology supporting students’ academic work outside the class, including laboratory, library and residential support.
         c. Additional support for staff technology as it affects instruction and academics.
      iii. Recommend and oversee policies concerning acquisition, usage and utilization of technology, including:
         a. Advocating for equitable maintenance and replacement strategies for institutional technology
         b. Prioritizing competing usage policies with respect to their impact on available bandwidth.
         c. Promoting appropriate academic use with regard to technology.
         d. Recognizing the need for and impact of recreational use of campus technology resources.
         e. Raising awareness of existing resources and encouraging utilization of these resources.

6. Wellness Committee
   a. Purpose: Promote a campus culture of wellbeing, encompassing the emotional, mental, physical, and social health of all members of the Coe community.
   b. Membership: At least one (1) faculty member appointed by the Executive Committee of the Faculty, two (2) staff members appointed by the Staff Advisory Group, and two (2) student representatives appointed by the Student Senate. The Director of Health and Wellness and Health Services Coordinator serve as ex officio members of the committee.
   c. Specific Duties:
      i. Regularly evaluate wellness needs and perceptions of wellness across campus.
      ii. Provide evidence-based programs and services for members of the campus
community to improve personal wellbeing and foster healthy habits.

iii. Partner with other constituencies on campus and within the community to bring greater education and awareness of wellness topics to the campus community.

iv. Research and recommend policies and best practices to create a healthier working and learning environment.

v. Provide resources to faculty for integrating wellness into their courses.

vi. Create experiences that promote meaningful connections between students, faculty, and staff.

D. Student Membership on Faculty Committees and Committees of the College

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.

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.
APPENDIX A: Board of Trustee Bylaws
(currently posted on Provost’s Moodle site under Faculty meeting materials)
APPENDIX B: AAUP 2013
(currently posted on Provost’s Moodle site 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.