



COE COLLEGE

Faculty Handbook 2025-2026

COE COLLEGE MISSION STATEMENT

Coe College is a national, residential liberal arts college offering a broad array of programs in the arts, sciences, and professions. Our mission is to prepare students for meaningful lives and fulfilling careers in a diverse, interconnected world. Coe's success will be judged by the success of our graduates.

We believe that a liberal arts education is the best preparation for life. We believe that such an education allows students to discover what their real talents and interests are, and that it develops in them the skills, abilities, and habits of mind that will make possible a successful career in any field of endeavor, including ones that do not yet exist. Indeed, we believe that what defines a liberal arts education is its focus on cultivating in students certain fundamental abilities: the ability to think logically and analytically; the ability to communicate clearly, both in writing and speaking; the ability to use effectively computer technology; the ability to work productively as a member of a group seeking to achieve a common objective; the ability to make informed judgments, whether in the realm of ethical behavior or in that of aesthetic appreciation; the ability to foster and sustain an attitude of intellectual curiosity and creativity; and the ability to recognize and honor true excellence when found in any form or context. Furthermore, we believe that it is important for a liberal arts education to cultivate in students a desire to understand, a capacity for tolerance, and an ability to appreciate the ethnic and cultural diversity that make up humankind. It is the mission of the College to develop in students these abilities and attitudes, and in so doing to provide them an education that directs them toward a meaningful and successful life.

Coe College admits students without regard to sex, race, creed, color, handicap, sexual orientation, national, or ethnic origin. All students have equal access to the facilities, financial aid, and programs of the College.

COE COLLEGE FACULTY HANDBOOK

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

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 will 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 will 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 will 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 organized into academic divisions, academic departments, and programs. Each department has a designated chair. Each interdisciplinary program has a designated coordinator.

Department chairs and program coordinators are appointed by the Provost in consultation with the faculty of the department or program 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. Generally speaking, these positions should rotate among tenured faculty. Under exceptional circumstances, a chair or program coordinator without tenure, whether tenure track or non-tenure track, may be appointed, but such appointments should be made only after conferring with members of the department or program, with Executive Committee, and with Faculty Welfare Committee. In advance of such an appointment, the faculty member without tenure will be invited to consult with Faculty Welfare Committee, and if appointed, a tenured faculty mentor who has previously served as a department chair or program coordinator will be assigned to them.

Serving as a department chair or program coordinator is ordinarily considered a form of college service and part of a faculty member's regular workload. The Provost, however, may grant one or two course releases per year to department chairs or program coordinators in departments or programs that have sustained extra workloads. These on-going course release decisions will be based primarily on the following factors (in no particular order):

- number of full-time faculty

- number of part-time and adjunct faculty
- number of programs managed by the department
- number of department majors and minors
- outside accreditation requirements
- budget size or complexity
- management of specialized equipment and/or spaces

The Provost may also grant, on a year-by-year basis, course releases to department chairs or program coordinators facing temporary challenges. Examples include the following:

- chairing prior to being granted tenure or prior to the seventh year of full-time service
- chairing multiple tenure-track, full-time, or visiting assistant professor searches
- mentoring multiple newly hired full-time faculty
- managing a department through extraordinarily difficult circumstances

The Provost will inform and, when possible, consult with Faculty Executive Committee in awarding ongoing and year-by-year course releases. Course release decisions will be reviewed regularly by the Provost as circumstances change, with all to be reviewed at least once every five years.

Officers of the Faculty

The officers of the faculty will 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, will preside at all meetings of the faculty and will 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 will 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 Reappointment, Promotion, and Tenure.

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

Provost and the 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 will preside at meetings of the faculty in the absence of the President. The Provost will serve as co-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 Reappointment, Promotion, and Tenure. In the absence of the President, the Provost will 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 will be a faculty member with tenure, elected for a three-year term by the faculty. The Secretary of the Faculty will be assisted by a recorder who will be present at all meetings of the faculty.

The primary duties of the Secretary of the Faculty are as follows:

- Produces the minutes of faculty meetings
- Provides an annual list of faculty actions to the Provost, Faculty, and others affected by the actions
- Updates the Faculty Handbook annually and makes it available to the faculty and others
- Maintains a list of voting faculty
- Records attendance at faculty meetings and determines whether a quorum exists. Informs the faculty meeting chair of quorum information, as needed, and of the results of any votes
- Serves as unofficial parliamentarian during faculty meetings
- Maintains an archive of faculty meeting agendas, minutes, and reports, and answers questions related to these, as needed
- Serves in an ex officio role on Faculty Welfare Committee

B. Classifications of Faculty**Voting Faculty Membership**

The voting faculty of the college will 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, will provide the basis from which the calculation of a quorum, or of other quotas, will 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.

Teaching faculty

Persons who are hired as full-time faculty members with an emphasis on teaching and supporting the curricular needs of their department, without the expectation of earning tenure. Teaching 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.

Librarian faculty

Persons who are hired to support the mission of the college through effective librarianship. Librarian faculty can hold the rank of Faculty Librarian I, Faculty Librarian II or Faculty Librarian III

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 will 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. Any departmental responsibilities beyond classroom duties 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 will 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 will 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
Mathematical Sciences
Nursing
Physics

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 at any time, 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

All full-time faculty members are 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 Secretary of the Faculty). All full-time faculty members should also support the work of their department and/or interdisciplinary program, including recruiting efforts.

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 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 Provost'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 (including those in phased retirement) 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. Faculty who are applying for tenure, however, may submit a sabbatical application in the same year as the tenure application, with the sabbatical to be taken in the next academic year, if tenure is granted.
- A faculty member may request one of two lengths of sabbatical leaves:
 - One term (fall or spring) at full salary or
 - One year at half salary
- After the first leave, a faculty member becomes eligible for a term sabbatical leave after eight fall and/or spring terms of full-time teaching (as defined under II.C, Teaching Load) and for a one-year sabbatical leave after twelve fall and/or spring terms of full-time teaching (as defined under II.C, 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 will receive applicable fringe benefits that are based on the reduced sabbatical salary. The college will continue to fund the discretionary amount to the faculty member's 403(b) retirement plan, provided that the faculty member contributes at least three percent (3%) of the 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 and signed by the department chair before it is sent to the Provost's Office. Faculty Development Committee then serves as a peer review committee for the proposals and advises faculty on revisions. The Provost next reviews the proposal or revised proposal and determines whether to recommend the faculty member for sabbatical. The proposal and the Provost's recommendation are then reviewed in turn by the President and the Board of Trustees, who have the authority to accept or reject the Provost's recommendation.

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 Provost, 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 will be without stipend from the college.

Leaves without stipend of up to one year for full-time faculty members not on continuous tenure will 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 will 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 will be as follows: two (2) two-year contracts, followed by a three-year contract. In this contractual period of seven years, the first six years will be designated as probationary. If any member serving in such rank is not to be reappointed, the Provost will so notify the member in writing on or before June 1 of 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 will be informed of the tenure decision no later than June 1 of the sixth year. If tenure is denied, the seventh year will 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 will 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 will 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 will 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 will be informed by June 1 of the first year of such an appointment whether the fourth year at the college will 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 positions. 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 the 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 will 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 a prerequisite for consideration for tenure except in unusual circumstances.

3. Promotion

- a. Any promotion will 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 will 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 when evidence of the earned degree is submitted to the department chair and Provost. The Master of Library Science degree or its equivalent will be the level of academic attainment normally expected of those appointed to the position of Faculty Librarian I.
- c. Promotion to Associate Professor
 - i. The terminal degree plus a meritorious record in academic or other relevant work will 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. Except in the case of individuals without a Ph.D. degree, equivalent academic qualifications, or extensive experience relevant to their academic duties, Teaching Faculty at the rank of Assistant Professor who satisfactorily complete the probationary period are simultaneously promoted to the rank of Associate Professor.
 - iv. 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.
 - v. Upon completion of the requirement for a Ph.D. or equivalent terminal degree, promotion to Associate Professor 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 Faculty Librarian II
 - i. Faculty Librarian I faculty who satisfactorily complete the probationary period are simultaneously promoted to the rank of Faculty Librarian II.
- e. Promotion to Full Professor
 - i. The terminal degree plus a meritorious record in academic or other relevant work will 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 a 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 will 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 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 described 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. Consulting work or work with governmental commissions is done in the faculty member's 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 an area of expertise, 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 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. A statement of the administrative assignment will be placed in a faculty member's evaluation file by the Provost's Office.

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 the 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 the evaluation file and will be afforded the opportunity to discuss recently-submitted materials with the appropriate administrative officers before such written evaluations become a part of the evaluation file. The faculty member may also include in the file a statement 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 Tables 1 and 2 below.

1. Candidates initially appointed as Instructors or Assistant Professors
 - a. Minor reviews
In most cases, the candidate will undergo a minor review by the 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 the 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

Year at Coe	No years of credit given	1 year of credit given	2 years of credit given	Appointed as Associate or Full Professor
1st	Minor Review	Minor Review	Minor Review	
2	Major (CAPRPT) review to renew 2 year contract or offer terminal one-year contract	Major (CAPRPT) review to renew 2 year contract or offer terminal one-year contract	Major (CAPRPT) review to renew 3 year contract or offer terminal one-year contract	Minor review to renew 2 year contract of offer terminal one-year contract
3	Minor Review	Minor	Minor Review	Major (CAPRT) review to determine whether to offer tenure
4	Major (CAPRPT) review to renew 3 year contract or offer terminal one-year contract	Major (CAPRPT) review to renew 2 year contract or offer terminal one-year contract	Major (CAPRT) review to determine whether to offer tenure	
5	Minor Review	Major (CAPRT) review to determine whether to offer tenure		
6	Major (CAPRT) review to determine whether to offer tenure			

Table 2: Required Materials

Deadlines			Required Materials	
	To review committee	To Provost	Supplied by the candidate	Supplied by departmental committee chair to the Provost
Minor Review 1st year (and 3rd and 5th years)	First Tuesday in February	Fourth Tuesday in February	Self-evaluation section of Minor Review Form	Completed Minor Review Form
Deadlines			Required Materials	
	To review committee and peer reviewers	To CAPRPT	Supplied by the candidate (in review dossier)	Supplied by departmental committee chair, peer(s), or Provost's office
Second-year Review	First Tuesday in September	Fourth Tuesday in September	<ul style="list-style-type: none"> • CV • Self-evaluation • Teaching portfolio • Portfolio of scholarly/artistic achievement • List of service 	<ul style="list-style-type: none"> • Departmental committee evaluation letter • Peer evaluation letters(s) • Course evaluations • Previous review materials
Fourth-year Review	First Tuesday in September	Fourth Tuesday in September	<ul style="list-style-type: none"> • CV • Self-evaluation • Teaching portfolio • Portfolio of scholarly/artistic achievement • List of service 	<ul style="list-style-type: none"> • Departmental committee evaluation letter • Peer evaluation letters(s) • Course evaluations • Previous review materials
Tenure Review	First Tuesday in September	Fourth Tuesday in September	<ul style="list-style-type: none"> • CV • Self-evaluation • Teaching portfolio • Portfolio of scholarly/artistic achievement • List of service 	<ul style="list-style-type: none"> • Departmental committee evaluation letter • Peer evaluation letters(s) • Course evaluations • Previous review materials

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 the 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 will 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 year, fourth year, 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: The candidate will prepare a review dossier that 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)

The 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 responses to peer and student evaluations of teaching.

- b) Professional Expression and Development

In this section of the self-evaluation, the candidate should discuss research or a creative agenda and its rationale, including past and current activities and the future trajectory of the research or creative work. The candidate should describe the nature of the work, and where it fits in the candidate's disciplines or fields of interest. The candidate should identify 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 made at the department/program and college levels. The candidate may, if desired, also provide information about service to professional communities and the broader community at large. The candidate is urged to highlight achievements in these areas of service as well as identify

service-related goals and priorities.

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. On or before the date specified in Table 2, the candidate will provide the completed review dossier to the members of the candidate's departmental review committee.

c. The candidate will request one peer letter of evaluation

- The candidate should solicit a letter of evaluation from one tenured peer outside of the candidate's 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:

- 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:

- 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
 - aa. 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, that member 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 will 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 Reappointment, 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 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 the 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 the candidate's department chair of the 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 to 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 candidate's 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

	Deadlines			Required Materials	
	To the Department Chair	To Provost		Supplied by the candidate	Supplied by Department Chair and peer
Post-Tenure Review	First Tuesday in February	Fourth Tuesday in February		<ul style="list-style-type: none">• Self evaluation section of Minor Review Form	<ul style="list-style-type: none">• Self evaluation section of Minor Review Form• 1 Peer evaluation letter
	Deadlines			Required Materials	
	To Provost and department chair	To review committee and peer reviewers	To CAPRPT	Supplied by the candidate (in the review dossier)	Supplied by review committee, peer, or the Provost’s office
Promotion to Professor review	First Tuesday of February Notification of intent to apply for promotion to Professor the following fall	First Tuesday in September	Fourth Tuesday in September	<ul style="list-style-type: none">• CV• Self evaluation• Teaching portfolio• Portfolio of scholarly/creative achievement• List of service	<ul style="list-style-type: none">• Committee evaluation letter• 1 Peer evaluation letter• Course evaluations• Previous review materials

K. Policies and Procedures: Sanctions, Dismissal, Termination, Grievance, and Appeals

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 satisfactorily perform 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.

Nothing contained in this policy will 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 will 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.

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

If a faculty member is accused of engaging in Sexual Misconduct, as defined by the Coe College Sexual Misconduct Policy in the College and Employment Policies manual, the reporting and Grievance Procedure contained in the Coe College Sexual Misconduct Policy will apply. If a faculty member's employment, contract, or tenure with Coe College or the conditions thereof are adversely affected by the hearing officer's determination, Coe College will, if necessary, place the employee on paid leave and conduct any contractually necessary review through the process outlined in the Resolution of Allegation section below. The written investigative summary report and determination from the hearing officer will form the basis for the Human Resources Director or Provost or their designee to make decisions and recommendations for faculty and their employment status in addition to those stated by the hearing officer through the Grievance Process in the Coe College Title IX Sexual Misconduct Policy.

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 will 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 will 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 will 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 will 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 will 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 will inform the faculty member and the President in writing of the findings for each allegation of unprofessional conduct. The written notice will 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 will 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 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 will 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 will 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 that leads to an unfitness to practice in the faculty member's 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 will discuss the matter with the individual in personal conference. If the matter is not settled by mutual consent at this point, the Provost will 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 will be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal will then be formulated jointly by the Provost and the Faculty Review Committee; if there is disagreement, the Provost will 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 will 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 will be allowed for the faculty member to prepare a defense. The faculty member will 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 will 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 will remove their names from the list. The Faculty Review Committee will 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 will 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 will appoint the members.

5. Burden of Proof

The burden of proof for adequate cause rests with the College. Such a determination will 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 will be bound by the formal rules of court procedure.

6. Panel Proceedings

The hearing panel will 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 will be received. The hearing panel will determine the order in which any testimony will be given and will conduct the questioning of any witnesses. If necessary, it will 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 will also have the option to choose and be assisted by counsel and will 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, will 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 will 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 witnesses, as well as witness statements, will, 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 will be duly recorded. If the faculty member waives the right to a hearing or fails

to respond to requests from the hearing panel for written or oral statements, the panel will evaluate all available evidence and rest its recommendation upon the evidence in the record.

7. Consideration by Hearing Panel

The panel will reach its decision in conference on the basis of the hearing record. Before doing so, it will give opportunity to the faculty member or the faculty member's 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 will make explicit findings with respect to each of the grounds of removal presented and will provide a reasoned opinion for each decision. The Provost and the faculty member will be notified of the decision in writing and will be given a typewritten copy of the record of the hearing. The committee will complete its work no later than 45 days after the commencement of formal proceedings.

8. Consideration by Board of Trustees

- a. The Provost will 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 will 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 will 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, will reconsider, taking account of the stated objections and receiving new evidence if necessary. It will frame its decision and communicate it in the same manner as before.
- c. The Board of Trustees will 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 will be avoided so far as possible until the proceedings have been completed. Announcement of the final decision by the Board of Trustees will 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, will 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 will be (a) demonstrably bona fide financial exigency, (b) discontinuance of a program or department for educational reasons, (c) reduction, restructuring or discontinuation of an academic program or major due to severe financial distress, or (d) 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 will 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 will be taken before any adjustments in faculty are made:
 - i. Following a notice of financial exigency, the President and the Provost will 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 will 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 will 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 convene an ad hoc committee composed of tenured, tenure track, and non-tenure track faculty from the Finance and Facilities, Academic Policies, Welfare, and Executive Committees to advise the President on subsequent terminations of faculty employment. This committee will include representation from all academic divisions. The recommendations of the Ad Hoc Committee will be presented to the committees on Academic Policies, Executive, Finance and Facilities, Faculty Welfare, and to the faculty as a whole for discussion and comment.
 - iii. Following these reviews, the President and the Provost will 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 will 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 will 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” will 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. Reduction, restructuring or discontinuation of an academic program or major due to severe financial distress
 - i. Severe financial distress occurs when there are multiple years of significant operating budget deficits and continued projected operating deficits. The faculty as a whole will be kept regularly informed of factors likely to affect termination for severe financial distress. If a reduction,

restructuring or discontinuation of an academic program or major is required, the following steps will be taken. This clause could not be used to terminate any individual faculty member, but when applied, could lead to a material change in an academic program that may impact the existence of one or more faculty positions.

- ii. The President and the Provost will present data relevant to the health of the college's finances to the Finance and Facilities Committee. The committee must be in agreement that the data demonstrates that the deficit of the college cannot be reasonably managed by other approaches.
 - iii. The faculty elected to the Finance and Facilities Committee will 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 will be continuously and directly involved in the process of determining whether a condition of severe financial distress exists. If such a condition is found to exist, the faculty representatives of the Finance and Facilities Committee will convene an ad hoc committee composed of tenured, tenure track, and non-tenure track faculty from the Finance and Facilities, Academic Policies, Welfare, and Executive Committees to advise the President on subsequent terminations of faculty employment. This committee will include representation from all academic divisions. The recommendations of the Ad Hoc Committee will be presented to the committees on Academic Policies, Executive, Finance and Facilities, Faculty Welfare, and to the faculty as a whole for discussion and comment.
 - iv. Following these reviews, the President and the Provost will prepare a general plan to adjust the staff or faculty, 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.
- d. 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 will 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 will be made by the Board of Trustees only after there has been appropriate consultation and the faculty member or the faculty member's 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 full time non-tenure track, tenure track and tenured faculty resulting from any of the above decisions must follow due process as outlined below. This does not apply to per course, adjunct, or VAP faculty.

- a. The Provost will 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 by June 30 before their terminal year of teaching is intended to take effect. The written notice from the Provost will 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 will 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 will remove their names from the list. The Provost and the faculty member involved will 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 will appoint the members.
- d. The hearing will 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, will 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 will determine the order in which any testimony will be given and will conduct the questioning of any witnesses. If necessary, it will also secure the presentation of any additional evidence it deems important to the case. The panel's decision (and, if possible, its written opinion) will be presented to the President and the Board of Trustees. The Board of Trustees will make the final decision.
- e. Before issuing notice to a faculty member of its intention to terminate an appointment due to financial exigency, reduction, restructuring or discontinuation of an academic program or major due to severe financial distress, 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 will 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 will be competent in the teaching area(s) to which reassignment is contemplated. Any necessary determination of such competence will 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 non-reappointment. Where notice is not given according to this schedule, severance salary will be paid to the completion of the current contract year; in addition, those in their first year of service will receive three months extra salary, those in their second year will receive six months extra salary and those who have given at least eighteen months of probationary service, or are tenured, will receive twelve months extra salary.

- f. Academic programs whose 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 a violation of rights by another college employee related to the faculty member's work. Matters grievable under this policy will 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 will 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 will 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 will 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 will 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 will 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 will 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 will 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 will 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 will 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 will 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 will request that the Human Resources Office appoint a mediator. The Chair of the Faculty Welfare Committee will provide the mediator with a copy of the grievance petition and will 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 will 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 will 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 will 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 will notify the Faculty Welfare Committee that the grievance has been resolved and the committee will take no further action in the matter. The mediator will 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 will 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 will 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, the party will have the right to choose and to have present an advisor 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 will be placed in the office of the Provost.

E. Hearing Panel Report

1. The hearing panel will 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 will 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 will 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 will include in their report a summary of the agreement reached.

F. Further Action

1. If not a respondent to the grievance, the Provost will decide what, if any, further action will be taken. The Provost will provide written notice of the 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 will make the final decision about further action to be taken after engaging in whatever process the President determines appropriate.
3. In determining further action, the Provost and/or President will 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, will be preferred. Any further action will 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 will 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 will make the final decision after engaging in whatever process the Chair determines appropriate.
2. If the President is a party to the grievance, the Chair of the Board of Trustees will 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 will 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 will apply. An allegation of "inadequate consideration" refers to concerns whether the Departmental Review Committee, the Committee to Advise the President on Reappointment, 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 will 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 will 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 will 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 will so notify the appellant, the President, and the Provost and no further action will 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 will 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 will have the right to have present an advisor of the appellant's choosing from among the faculty and staff of the college. The college will 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 will have discretion to determine the manner and order in which it will 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 will 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 will 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 will 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 will 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 will recommend to the President that some or all of the applicable procedures be reviewed or repeated and that the decision be reconsidered. The panel will prepare a report explaining why the panel arrived at its findings and identifying which procedures will be reviewed or repeated and by whom. The President will 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 will otherwise remain confidential.
4. If the panel finds improper and/or inadequate consideration on the part of the President alone, the panel report will recommend to the President that the President's decision be reconsidered. The report will explain why the panel arrived at its findings. The President will 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 will otherwise remain confidential.
5. All audio recordings and all relevant written records of the Faculty Review Committee and the hearing panel will 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 will include specific instructions for individuals or committees and will 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 will 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 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 will 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 will 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 will 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 will 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 the 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 will maintain the faculty member's health coverage under the college's group health plan. Upon return from FMLA leave, the faculty member's original position will be restored or an equivalent position with equivalent pay, benefits, and other employment terms will be offered. The use of FMLA leave will 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 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 VI G below for additional benefits information.

- c. **Reasons for Taking Leave:** For the purposes of administering this policy, a person will 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 normal job function before returning from disability leave.
- e. **Request for Leave:** Written request for leave of absence must be made through the Provost, and approved by the President. The Provost will notify the Human Resources 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 Provost.
 - 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 will receive pay during the paid leave which will equal up to the regular salary of the faculty member, and which will be paid according to regular

payroll practices. All employee benefits will be provided as set forth in Section VI 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 normal teaching and administrative duties. This paid leave benefit will 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 will be part of and paid from the accrued short-term disability leave benefit and no separate accrual of family medical paid leave will occur.
 - c. **Reasons for Taking Leave:** For the purposes of administering this policy, a person will 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 Provost, and approved by the President. Leave will be requested using the FMLA leave form, and will require appropriate medical certification. The Provost will notify the Human Resources 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 will be determined by the Provost, as set forth in Section B,1,f above.
 - f. **Pay During Leave and Benefits:** The faculty member with accumulated short-term disability leave will receive pay during the paid leave which will equal up to the regular salary of the faculty member, and which will be paid according to regular payroll practices. All employee benefits will be provided as set forth in Section VI 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 caregiver.

- 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 will be deducted from the accrued short term disability leave. In the event the faculty member experiences any health complications due to pregnancy or childbirth, any leave beyond the six weeks of child bearing leave that may be required due to the resulting serious health condition will 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 will 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 Provost, and approved by the President. Leave will be requested using the FMLA leave form as soon as the need for leave is determined, and will require appropriate medical certification. The Provost will notify the Human Resources 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 will be determined in consultation with the Provost, as set forth in Section B,1,f above.
- f. Pay During Leave and Benefits: The faculty member will receive pay during the paid leave which will equal the regular salary of the faculty member, and which will be paid according to regular payroll practices. All employee benefits will be provided as set forth in Section VI 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 will be granted child rearing paid leave.

- b. **Reasons for Taking Leave:** For the purposes of administering this policy, a faculty member will 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 will 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 will 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 Provost, and approved by the President. Leave will 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 Provost will notify the Human Resources 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 will be determined in consultation with the Provost, as set forth in Section B,1,f above.
- e. **Pay During Leave and Benefits:** The faculty member will receive pay that equals one-half of the faculty member's regular salary during the paid leave period. Payment will be made according to the regular biweekly payroll schedule. All employee benefits will be provided as set forth in Section VI 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 will 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 normal teaching and administrative duties.

- c. Request for Leave: Written request for leave of absence must be made through the Provost, and approved by the President. Leave will 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 Provost will notify the Human Resources 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 will be determined in consultation with the Provost, as set forth in subsection B,1,f above.
- e. Pay During Leave and Benefits: The faculty member will receive pay that equals one-half of the faculty member's regular salary during the paid leave period. Payment will be made according to the regular bi weekly payroll schedule. All employee benefits will be provided as set forth below in Section VI G below.

Employee Benefits During Faculty Paid Leave

- 1. Benefit Provision: The college will continue health and dental benefits as provided under Section A,5 above, with the faculty member paying a required portion of the premium in a timely manner to continue coverage under the college's group plans. Any other employee benefit coverage will be provided in a prorated manner, as provided under the terms of the applicable plan, with the faculty member paying a required 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 will be without stipend from the college, based on their merits and in consultation with the department chair, the Provost, 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 will 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 will receive the college’s written approval. This will be requested in writing by the faculty member in a communication to the appropriate department chair who will in turn submit the request, with any appropriate recommendation, to the Provost. The final approval will come from the President of the College.

V. Payroll Policies

A. Payroll Practices: Coe College operates on a biweekly payroll schedule for all employees. Direct deposit is required for all employees, ensuring timely and secure payment processing.

- Pay Schedule: Employees are paid biweekly on Fridays, and the pay period is the previous two weeks.
- Pay Information: Employees can review their pay stubs, tax forms, bank details, and contact information through Paycor.com.
- Direct Deposit: Payroll funds are deposited directly into the employee’s designated bank account. Any delays caused by an employee’s financial institution are not the responsibility of Coe College. The college will not cover the cost of stopping payment and reissuing checks until three (3) business days have passed.

- Payroll Deductions: In addition to legally required deductions, employees may request voluntary deductions for contributions such as United Way and Coe College donations with prior approval from the Human Resources Office.

For payroll-related inquiries, please contact Human Resources.

B. Salary Information: On or before December 15 of each year, all members of the faculty will 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. Coe partners with Travelers Workers' compensation insurance and they pay 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 their supervisor and Human Resources, who will assist in directing care. This report is needed, even if the injury does not appear serious enough to justify consulting a doctor. The employee will then contact the Traveler's nurse who will complete the first report of injury form.
3. MercyCare Prairie Creek Family Health and UnityPoint Health are our designated workers' compensation treatment centers. 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)

EAP is a free and confidential counseling service for all Coe Employees and their dependents. Coe has contracted with EFR (Employee & Family Resource) to provide this support to our team. Employees can contact EFR for assistance 24 hours a day 7 days a week at 800-327-4692. Six free sessions, in person and virtual appointments are available. Counseling support for personal concerns, family matters, professional or work related needs, as well as financial and legal concerns. Please see the employee benefit guide for additional information.

E. Employee Health, Dental and Vision Insurance

Wellmark Blue Cross/Blue Shield health insurance is available to full-time and adjunct faculty members. The college pays a portion of the premium based on the plan selected. Information on the current employee premium and deduction schedule is available from the Human Resources Office.

New employees have 30 days to 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 will begin immediately.. Changes to enrollment can be made annually during open enrollment, or if there is a qualifying event such as; loss of coverage, marriage, divorce, birth.

F. Flexible Savings Account (FSA)

All full-time and adjunct faculty members are eligible for flexible spending accounts. Medical and Dependent care flex spending accounts allow employees to set aside pre-tax dollars for eligible health expenses during the plan year, up to the IRS defined maximum contribution. The money employees contribute will be divided by the number of pay periods in the year and deducted from an employee's paycheck on a pre-tax basis and deposited into the flexible spending account. IRS defined eligible expenses that are not covered by health, dental or vision insurance can be submitted for reimbursement to the employee. IRS eligible expenses can be submitted for reimbursement and returned to employees without being taxed.

G. 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, or any other person covered under the health insurance plan electing continuation coverage will be required to pay for the coverage by paying the then applicable group rate premium for the coverage and required to notify the Business Office of the intent to continue coverage.

H. 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.

I. Group Life and ADA Insurance

All full-time and adjunct faculty members are eligible for group term life insurance. This benefit is fully funded by Coe College, and coverage begins upon eligibility for benefits (either the first of the month or the first of the month following eligibility) and continues through the end of the month in which an employee separates from employment with the College. The life insurance benefit is equal to an employee's annual base wage, rounded to the nearest thousand dollars. Additionally, Coe College fully funds accidental death and dismemberment (AD&D) insurance, and in the event of an accident, is payable up to an employee's estimated annual wages, rounded to the nearest thousand dollars.

J. 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 borne solely by the employee. Coverage is subject to approval by the carrier.

K. 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 the 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.

L. 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.

M. Travel Insurance

The Associated Colleges of the Midwest Travel 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. Covered Employee Eligibility includes active full-time employees working at least 17 ½ hours per week and domiciled in the United States. Specific limits may apply depending upon age (for those 70 and older) and the type of loss. Benefit value is equal to two times base annual salary subject to a maximum benefit of \$300,000 Principal Sum.

N. 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 a faculty member.
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.

O. Dependent Care Flexible Savings Account (FSA)

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.

P. 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 the 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. 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. A spouse who takes courses as a degree-seeking student 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.

Q. 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.

R. 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, dental and vision insurance is available for qualified domestic partners. Benefits will be available on an after-tax basis unless common law marriage as defined by the State of Iowa exist, in which case benefits are offered on a pre 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 the appropriate affidavits are available in the Human Resources Office or online at MyCoe.

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 a discretionary percent of base salary provided that the employee contributes a minimum of three percent of base salary as outlined in the plan document.
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 upon retirement. Details of these programs are available from the Human Resources 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 will receive one-half of regular annual salary plus all applicable fringe benefits (including eligibility for health and dental insurance as described in VI, E). Salary-based benefits (e.g. life and disability insurance) will be based on the reduced salary. The college will continue to fund the discretionary amount to the faculty member's 403(b) retirement plan, provided that the faculty member 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. Faculty who elect phased retirement are not eligible for early retirement. 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 will receive, for a maximum of two years or until the age of seventy (70), seventy-five percent (75%) of the faculty member's 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. Faculty who elect early retirement are not eligible for phased retirement.

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 the personnel section of the College Catalog.
- f. Listing with the 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

For college policies on the Americans with Disabilities Act, harassment, computer and technology use, alcohol and other drugs, smoking, inclement weather, and various other issues, please see the College and Employment Policies listed on my.coe under the employee tab.

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 will attend without vote, and the second student member will serve as an alternate.

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

A representative of the COSMOS attends without voting for the purpose of reporting. The names of such representatives to be in attendance at a given meeting will be communicated to the President one week in advance of the meeting.

The President will 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 voting.

Types of Meetings

1. Regular: The first regular meeting of the academic year or a conference will occur before the start of the regular schedule of classes. Regular meetings will 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 Provost, may call a special meeting of the faculty.
 - b. The President, or in the absence of the President, the Provost, will 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 will be sent to all members of the faculty. The notice will include a statement of the purpose of the meeting. This statement of purpose will 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 Provost, 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 a

request, the meeting will be held, and its agenda will include the matters raised by those requesting it.

Agenda

- a. The agenda for all regular meetings of the faculty will be submitted in writing to the faculty at least forty-eight hours before the scheduled meeting.
- b. The agenda for all regular meetings will 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. Unfinished 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 will 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, will constitute a quorum in a faculty meeting. The Secretary will determine the specific minimum number for a quorum for each faculty meeting.

- c. All meetings will be conducted in accordance with accepted parliamentary procedure, with Robert's Rules of Order as final authority, with the understanding that it will 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 a case will be the same as for a regular convened meeting. A reasonable deadline will 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, will not be counted. The existence of a quorum will be determined by the total number of eligible respondents whose responses are received by the deadline. Voting results will 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 will 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 will be used.
 - iii. All faculty elections will be decided by a majority of votes cast by eligible voters, provided there is participation by a quorum of voting faculty. If no candidate obtains a majority from the votes of the first election, a runoff election is to be held between the two candidates who received the most votes from the first election. The existence of a quorum will be determined by the total number of votes received by the stated deadline.
 - 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 will be placed on the ballot upon the verification of the nominee's consent.
 - vii. The Executive Committee will 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 will 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 will 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 will 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 Academics, Persistence, and Enrollment
4. Committee to Advise the President on Reappointment, Promotion and Tenure
5. Assessment Committee
6. Committee on Faculty Development
7. Faculty Review Committee
8. Committee on Faculty Welfare
9. First-Year Program Committee
10. Marquis Series Committee
11. Committee on Petitions
12. Committee on Teacher Education
13. 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 will 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. Generally speaking, these positions should rotate among tenured faculty.
- Committee chair responsibilities include scheduling meetings, setting meeting agendas and ensuring that minutes are taken and sent to the Provost's Office.
- Committee membership will commence after July 1.
- Elected positions will be elected by the voting faculty.
- Faculty members are not expected to serve on committees during the academic year in which a sabbatical occurs.
- Replacement of an elected faculty member who is granted paid or unpaid leave will occur via election of voting faculty.
- Replacement on a committee of an appointed faculty member who is granted paid or unpaid leave will be determined on a case-by-case basis, upon request of the remaining members of the committee, by the Executive Committee.

1. Executive Committee of the Faculty

- a. Purpose: Lead the faculty in the College's shared governance process by working with the President and Provost to identify and discuss initiatives related to the educational program of the College and/or faculty concerns. Provide faculty representation to the Administration and the Board of Trustees on important strategic topics and College policies.
- b. Membership: Five faculty members and one student; the President and the Provost 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 will 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 will 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 will serve more than four successive years, but any individual who has served for four successive years will be eligible for election after being off the Committee for at least one year.
- c. Specific Duties:
 - i. Address issues of importance to the faculty and central to the academic mission of the College and ensure that faculty are involved in college policy development and strategic topics.
 - ii. Represent the faculty voice to the administration and the Board of Trustees by appointing a committee member to attend the President's Senior Staff meetings and by selecting committee representatives to attend annually

- scheduled meetings with the Academic & Student Affairs Committee of the Board of Trustees.
- iii. Take responsibility for various shared governance decisions, including but not limited to the following:
 1. Setting the academic calendar.
 2. Scheduling faculty meetings and setting the agenda for these meetings.
 3. Making and reviewing recommendations on policies in the Faculty Handbook, the College and Employment Policies manual, and other governance documents.
 4. Managing the elections of faculty to elected faculty committees and appointing faculty to all other faculty and college committees; appointing committee chairs as needed; collaborating with and delegating work to other committees as needed.
 5. Advising the administration on decisions related to opening conference, graduation, the Contemporary Issues Forum, the Kesler Award, honorary degree recipients, and other college ceremonies, meetings, and awards, when appropriate.
 6. Creating and implementing processes to select students for various competitive awards, such as the Kennedy Scholarship and the McElroy Scholarship.
 7. Providing advice regarding the addition, elimination, or restructuring of any transcribed academic program when these changes affect occupied full-time or adjunct faculty positions.
 8. Representing the faculty voice in various other situations that may arise.
 - 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) will make these recommendations and will 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 transcribed 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 will 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 the Internal Grant sub-committee or appeal board.

2. Committee on Academic Policies

1. Purpose: Study the curricular structure of the college and make recommendations relative thereto; consider all policies affecting implementation of the curriculum.
2. Membership: Six faculty members appointed by the Executive Committee of the Faculty; two student representatives appointed by the student government. The Provost and the Registrar serve as ex officio members of the Committee; the Committee is chaired by the Provost and by a faculty co-chair, to be elected by the Committee's faculty members. When possible, the committee will include representation from each of the three divisions of the college as well as tenured and untenured faculty.
- 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 transcribed 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 Academics, Persistence, and Enrollment

- 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 faculty members appointed by the Executive Committee of the Faculty; two student representatives appointed by the student government. Ex officio members include a senior administrative leader of Admissions, the Director of Financial Aid, the Associate Dean for Student Academics, the Director of the TRIO Program, and a representative from the Registrar's Office, 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, Academic Policies Committee, and others 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 Reappointment, Promotion and Tenure (CAPRPT)

- a. **Purpose:** Recommend to the President the reappointment, promotion in rank, and permanent tenure of individual members of the college faculty. The Committee may be consulted by the Provost and President if they wish, or if the Committee wishes, on policy questions concerning these matters.
- b. **Membership:** The Committee consists of five faculty members holding tenured appointments, one from each of the three divisions of the college and two at-large members. Committee membership will consist of no more than two members from any single division, and no more than one member from any single

department. At least two members are elected each year for a two-year term in order to ensure 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 three successive years on the Committee. An interval of at least two successive years must come between terms served on the Committee.

c. Specific Duties:

- i. Evaluate evidence concerning faculty members whose status is under consideration by applying the criteria and procedures defined in the Faculty Handbook.
- ii. When necessary, invite relevant individuals (e.g., candidate, Review Committee Chair, Department Chair, Provost) to appear before the Committee for the purpose of soliciting additional details regarding a candidate's application. Any candidate invited to appear before the Committee may bring to the meeting a member of the Committee on Faculty Welfare or a faculty member of their choice.
- iii. Invite any candidate for whom an adverse Committee recommendation is foreseen to appear before the Committee prior to the submission of its recommendation.
- iv. Observe due decorum relative to the confidentiality of Committee information. Committee members will discuss their deliberations only in a formally convened meeting of the Committee, and they will hold in confidence any information related to the evaluation process, including the recommendation submitted to the President.
- v. Submit reappointment, tenure, and promotion recommendations in writing to the President. Each faculty member for whom a recommendation is submitted will receive a copy of the recommendation in their evaluation file.

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 faculty members appointed by the Executive Committee of the Faculty; one student representative appointed by the student government. The Associate Dean of Faculty Development 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 Faculty Development

- a. Purpose: Coordinate faculty development programs and advise the Provost on initiatives as necessary.
- b. Membership: Five faculty members, one from each of the three divisions of the College as identified in the *Faculty Handbook* and one at-large, appointed by the Executive Committee of the Faculty. The five faculty members must include at least one tenured member and one non-tenured tenure-track member. The Associate Dean for Student Academics, the Director of Grants and Sponsored Research, and the Director of the Writing Center serve as ex officio members. 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 Provost on policies and priorities regarding available faculty development funds.
 - iii. Serve as a peer review committee for sabbatical proposals and advise faculty on revisions to proposals.
 - iv. Evaluate internal grant proposals in order to make recommendations to the Provost.
 - v. Advise the Provost on ACM and other external grant initiatives, when needed.

7. 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 will 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, an administrative officer of the College, or a member of the Faculty Welfare Committee. 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 will 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 will 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 will appoint one of its members to serve as chair of the hearing panel. The President and the faculty member involved will 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 will 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 will appoint one of its members to serve as chair of the hearing panel. The President and the faculty member involved will 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 will 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. Specific Duties:
 - 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 a 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.

8. 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 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. Specific Duties:
 - 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.
 - ix. Upon request of a faculty member, individual members of the FWC will attend any meeting between the faculty member and the President and/or Provost and/or HR. In such cases, the FWC member will serve as a witness during the meeting, take notes, and offer resources, advice, and support after the meeting and through any follow-up meetings and requirements.
 - 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 Provost and the President of the College.

9. 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 three faculty members appointed for two-year terms by the Executive Committee of the Faculty; one to two student representative(s) appointed by the student government. When possible, to ensure continuity, appointments should be staggered so that at least one faculty remains when the new members are added. The Director of the FYS Program, who chairs the committee, a representative from Student Life, a representative from the Learning Commons, the Registrar, a Reference Librarian, and the Director of the Writing Center or the Director of Writing Across the Curriculum will serve as ex officio members. The Provost 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 and Fine Arts, Natural Sciences and Social Sciences.
- c. Specific Duties:
 - i. Provide program-wide activities, such as a summer reading, Diversity and Inclusion programs, and any related activities.
 - ii. Advise the Director on FYS faculty development activities.
 - iii. Work with the Writing Committee to approve guidelines for the FYS Portfolio.
 - iv. Approve FYS course proposals and assist faculty with the development of proposals for new FYS courses.

10. Marquis Series Committee

- a. Purpose: Plan and coordinate the activities of the Coe College Marquis Series, which consists of events that provide opportunities for diverse intellectual and/or cultural enrichment for the College and the broader community.
- b. Membership: A minimum of three faculty members appointed for staggered three-year terms by the Executive Committee of the Faculty; two student representatives appointed by the student government. A Marketing Office staff member, a representative of the fine arts technical production team, and a Box Office staff member are non-voting ex officio members of the Committee.
- c. Specific Duties:
 - i. Administer the funds budgeted by the college for the Marquis Series events by identifying and contracting events which enhance the diverse intellectual and/or cultural life of the College.
 - ii. Coordinate Marquis Series event logistics and requirements, including venue, marketing, technical, hospitality, and hosting (e.g., introducing speakers, providing assistance to attendees and speakers) from initial identification through event completion.
 - iii. Facilitate opportunities associated with Marquis Series events which support student learning and enrichment (e.g., arrange presenter-led master classes, workshops, and other opportunities for students to interact with and learn from presenters) and community engagement.

11. Committee on Petitions

- a. Purpose: Review student petitions.
- b. Membership: Three faculty members appointed by the Executive Committee of the Faculty; one student representative appointed by the student government. One of the faculty members serves as the chair of the Committee. An administrative leader from Student Development, appointed by the Dean of Students, 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.

12. 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 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.

13. 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 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. The IRB committee membership is specified by federal regulations. Stipulations also include, but are not limited to, the following; the

IRB “shall include at least one member who is not affiliated with the institution” and further “shall be sufficiently qualified through the experience and expertise of its members (professional competence) and the diversity of its members, including gender, race, and cultural background.” The committee will not be composed of entirely men or entirely women. 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. Complete the on-line “Protecting Human Research Participants” training.
- ii. Observe written procedures and guidelines described in the Coe College IRB Policies and Procedures Handbook as required by Title 45 of the Code of Federal Regulations (CFR) Part 46.103.
- iii. Periodically review guidelines for conducting research involving humans at Coe College and make recommendations for changes.
- iv. Disseminate information to the community regarding legal requirements and ethics for conducting research with human participants.
- v. Review research proposals by Coe College faculty, students, staff, and college committees.
- vi. Consult with those engaged in on-campus research as needed.
- vii. Review research funded by the Federal Government.
- viii. Review requests from outside agencies for research on campus.
- ix. Review and approve requests from outside agencies regarding IRB authorization agreements.
- x. Monitor the information provided to research participants to ensure their informed consent.
- xi. Consult 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 Campus Affairs
3. Committee on Access, Fairness, Belonging, and Support

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.
- Elections or appointments to committees of the college normally take place near the end of the Spring Term, if possible.
- Chairs of committees will be appointed by the Executive Committee of the Faculty. Generally speaking, these positions should rotate among tenured faculty.
- Committee chair responsibilities include scheduling meetings, setting meeting agendas and ensuring that minutes are taken and sent to the Provost's Office.
- Committee membership will commence after July 1.
- Elected positions will be elected by the voting faculty.
- Faculty members are not expected to serve on committees during the academic year in which a sabbatical occurs.
- Replacement of an elected faculty member who is granted paid or unpaid leave will occur via election of voting faculty.
- Replacement on a committee of an appointed faculty member who is granted paid or unpaid leave will be determined on a case-by-case basis, upon request of the remaining members of the committee, by the Executive Committee.

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 members of the faculty, at least two of which must be tenured, elected by the full faculty.” and elected by the full faculty, two students nominated by the Student Senate, and two 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 will 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 transcribed academic program.

2. Committee on Campus Affairs

- a. Purpose: To initiate, coordinate, or advise on campus efforts in areas involving activities and the well-being of faculty, students, and staff. These include, but are not limited to, campus technology, wellness, athletics, and sustainability.
- b. Membership: Four faculty members appointed by the Executive Committee of the Faculty. Two faculty members, with an effort towards achieving gender balance, will be selected to serve as the college's NCAA faculty athletic representatives (FARs). Two staff members appointed by the Staff Advisory Group and two students appointed by the student government will also serve on this Committee. The Committee will also include one staff member representative from each of the following areas: Athletics, Health and Wellness, and Information Technology.
- c. Specific duties:
 - i. Serve as a platform for discussions on topics related to Campus Affairs as requested by the administration, the Executive Committee of the Faculty, or the Staff Advisory Group.
 - ii. Serve as an open discussion group on technology infrastructure and challenges for the institution.
 - iii. Make planning-related suggestions and assist in assessing technology priorities in conjunction with relevant offices and strategic planning groups.
 - iv. Review and provide guidance on the revision and assessment of technology-related policies.
 - v. Regularly evaluate wellness needs and perceptions of wellness across campus.
 - vi. Create wellness experiences that promote meaningful connections between students, faculty, and staff.
 - vii. Serve in an advisory role to the President and Director of Athletics and Recreation and make recommendations to the athletic staff and the faculty concerning the conduct of athletic activities within and beyond the American Rivers Conference.
 - viii. Oversee athletic awards made to student-athletes upon recommendation of the respective coaches and the Director of Athletics and Recreation. Work with the athletics department to identify and nominate student-athletes who are eligible for scholarships, grants, and other recognitions sponsored by the NCAA and other organizations.
 - ix. Serve as the college representatives to the American Rivers Conference, carrying out duties as defined by the conference.

- x. Fulfill the responsibilities of an FAR, as defined by the NCAA, if so designated by the committee.
- xi. Make recommendations to the administration regarding priorities for enhancing the campus' sustainability.
- xii. Sponsor and organize educational events to raise awareness of sustainability issues.
- d. The Committee is encouraged to appoint subcommittees as necessary to divide the duties listed above, and to handle new responsibilities as they may arise.

3. Committee on Access, Fairness, Belonging, and Support

- a. Purpose: To advise and assist the President and all constituents of the College community on issues related to access, fairness, belonging, and support.
- b. Membership: Three members of the full-time faculty appointed by the Executive Committee of the Faculty; three full-time staff, appointed by the President; and four students appointed in early fall term, two to be appointed by the faculty and staff members of the committee and two to be appointed by the student government. Faculty and staff will serve two-year terms. 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. The following positions and office or program representatives shall serve as ex officio, non-voting members: Dean of Students, Title IX Officer, Representative of Human Resources, College Chaplain/Director of Religious Life, Coordinator of Student Development and Support, Director of ADA, and Representative of International Student Affairs. When possible, to ensure continuity, appointments should be staggered so that one faculty and one staff member remain when new members are added. 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. Partner with college constituencies to support effective ways to improve access, fairness, belonging and support for all Coe College community members.
 - ii. Advocate for the College community with regard to issues related to access, fairness, belonging, and support.
 - iii. Advise the President and senior staff on the creation or revision of policies, practices, and procedures as they relate to access, fairness, belonging, and support.
 - iv. Advise and support efforts to strengthen the College's relationship with the local community.

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 will 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 will be appointed for two years and half for one year to provide for staggered terms thereafter.
 - ii. No student will 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 Provost.
 - 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 will 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 Trustees Bylaws

AMENDED AND RESTATED BYLAWS OF COE COLLEGE AS ADOPTED BY A VOTE OF THE BOARD OF TRUSTEES, MAY 19, 2018 (Updated 2.23.2021, 5.17.2025)

ARTICLE I BOARD OF TRUSTEES

SECTION 1 BOARD OF TRUSTEES. The affairs of the corporation shall be managed and conducted by, and all voting rights shall be vested in, a Board of Trustees of not less than twenty-five (25) nor more than forty (40) elected members. In addition, the President of the College and the National President of the Alumni Association of the College shall be ex-officio members of the Board. When an ex-officio member of the Board is named in these Bylaws, or elected as a member of a Committee of the Board, the service of such person shall be in his or her capacity as an ex-officio Board member and shall continue only while holding that office.

SECTION 2 ELECTION OF TRUSTEES AND TERMS OF OFFICE. The elected members of the Board of Trustees shall be elected at each Autumn meeting of the Board. The elected members of the Board of Trustees shall be divided as equally as may be into three (3) classes for purposes of election with each class to serve for a term of three years and to be designated by the year in which that expiration occurs, so that approximately one third of the elected members of the Board of Trustees are chosen each year. There is no limit on the number of years or terms consecutive or otherwise of service. A Trustee who at any time has served for at least three consecutive terms (nine consecutive years), may elect in lieu of seeking an immediate further term to rotate off the Board for one year only. At the conclusion of the one-year period, the Trustee shall be eligible for an additional term or terms subject to the standard requirements of Article IV Section 8 of favorable evaluation at that time and nomination by the Trusteeship Committee. A new trustee, as distinguished from a trustee who is elected to fill a vacancy, may be elected at a Board meeting other than the Autumn meeting for such term less than three (3) years as will most reasonably accommodate the objective of dividing the elected members as equally as may be into three classes.

SECTION 3 RESIGNATION AND REMOVAL. A Trustee may resign at any time upon written notice to the Chair of the Board or the President of the College. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof, and acceptance of such resignation shall not be necessary to make it effective. A trustee may be removed by a vote of a majority of the full Board of Trustees taken at a regular meeting or at a special meeting of the Board.

SECTION 4 VACANCIES. Any vacancy occurring among the elected members on the Board of Trustees prior to expiration of the term of office of such position may be filled at a regular meeting or at a special meeting of the Board. A Trustee elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

SECTION 5 LIFE MEMBERS OF THE BOARD. The Board of Trustees may elect one or more persons who have served as members of the Board of Trustees in a distinguished manner to an honorary position that will be referred to as Life Members of the Board of Trustees, which position will be non-voting and advisory only. Life Members may attend all meetings of the Board of Trustees and Board Committees and have the floor for discussion but shall not have voting privileges. Life Members are entitled to receive copies of all minutes and reports of the Board of Trustees and of Committees of the Board. Life Members may volunteer for and be assigned duties in general support of the College.

SECTION 6 MEETINGS OF THE BOARD OF TRUSTEES.

SECTION 6.1 Regular Meetings and Agenda. The regular meetings of the Board of Trustees shall be three (3) in number: occurring in the Autumn, Winter and Spring. If not fixed by the Board or the Executive Committee, the dates, location, agenda and time of the meetings shall be determined by the Chair of the Board after consultation with the President of the College. The agenda for regular meetings of the Board shall include, but not be limited to, the following:

- Invocation
- Installation of New Trustees
- Roll Call
- Reading, Correction and Approval of Minutes
- Report of the President of the College
- Reports of Standing Committees
- Reports of Special Committees
- Unfinished Business
- New Business

SECTION 6.2 Committee Meetings. The schedule of Committee meetings to be held in conjunction with Board meetings shall be established by the Chair of the Board after consultation with the various Committee Chairs, with the objective of providing maximum attendance flexibility.

SECTION 6.3 Special Meetings. Special meetings of the Board may be held at the call of the Chair of the Board and it shall be the duty of the Chair to call such meetings upon the written request of the President of the College or any three (3) members of the Board.

SECTION 6.4 Attendance by Telecommunications Equipment. Any or all members of the Board of Trustees or of any Committee may participate in a regular or special meeting of the Board or of such Committee by means of or conduct the meeting through the use of any means of communication including, but not limited to, conference telephone, internet meeting software, video conference, or similar communications equipment by which all persons participating in the meeting may simultaneously hear or otherwise simultaneously communicate with each other during the meeting. Participation in a meeting pursuant to this provision shall constitute attendance in person at the meeting unless the Trustee advises at the commencement of the meeting that his or her participation is for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

SECTION 6.5 Action Without Meeting. Any action required to be taken at a meeting of the Board of Trustees, or any action which may be taken at a meeting of the Board of Trustees, may be taken without a meeting if one or more written consents are delivered to the Chair of the Board or Secretary of the Board. Such consents shall describe the action to be taken and shall be signed by not less than ninety (90) percent of the voting members of the Board of Trustees. To be effective, written consents may be delivered by mail, fax, email, or other form of electronic communication approved by the Board of Trustees from time to time, and must be obtained from a sufficient number of voting members of the Board of Trustees within seven (7) days of the earliest dated consent. Such written consent may be revoked by a writing to that effect received by the Chair of the Board or Secretary prior to the receipt by the Chair of the Board or Secretary of unrevoked written consents sufficient in number to take corporate action.

SECTION 6.5 Quorum and Vote Required. Sixteen (16) members of the Board of Trustees shall constitute a quorum for the transaction of business at a meeting of the Board of Trustees. When these Bylaws specify that a vote or other formal action is to be taken by the full Board of Trustees, it shall mean that a majority of the full number of the Board of Trustees must affirmatively vote in favor of the proposal. In all other cases a vote of the majority of the Trustees present at a meeting at which a quorum is present shall be sufficient. In those instances, where majority vote of the full number of the Board of Trustees is required, the proposed action must be set forth in the notice of the meeting where the action is to be taken.

SECTION 7 EFFECTIVE DATE OF TRUSTEESHIP. The provisions of Article IV Sections 8.1 and 8.2 requiring verbal Affirmation and Acceptance from the Trustee after his or her election are a precondition of holding the office of Trustee. The verbal Affirmation and Acceptance shall be given at the next regular Board meeting after the date of his or her election or within 30 days thereafter. A verbal Affirmation and Acceptance pursuant to the Section 8.2 alternate procedure may be made before or within 30 days after the date of the next regular Board meeting. The failure of a proposed Trustee to comply with the above stated time frame shall nullify and rescind his or her election without necessity of further action on the part of the College. If the Trustee is in compliance, the effective date of the trusteeship shall be as of the date of the Board meeting when the Affirmation and Acceptance was verbally made or the date of filing in the Office the President of a written affirmation of a verbal Affirmation and Acceptance made pursuant to Section 8.2. After the date of his or her election the Trustee may receive Board mailings and a Committee assignment but the Trustee shall have no authority to vote or otherwise act as a Trustee until the verbal Affirmation requirement has been complied with.

SECTION 8 NOTICE OF AND SCOPE OF MEETINGS. Notice of regular and special meetings of the Board shall be given in writing at least five (5) days before the day on which the meeting is to be held by mail and/or by fax transmission and/or by e-mail and shall be deemed duly given when so mailed or transmitted to the mail address, fax number or e-mail address provided by the Trustee. Any and all business of the College may be conducted at the regular meetings whether listed in the agenda or not; except when a matter is required by these Bylaws to be set forth in the notice of the meeting. The business to be conducted at a special meeting of the Board shall be confined to the matters raised in the call and notice of that meeting and that which pertains thereto.

ARTICLE II OFFICERS AND COMMITTEES OF THE BOARD

Note: At the time of release of the 2025 Faculty Handbook, the Board of Trustees is revising the board committee structure. Upon approval by the board, the revised bylaws will be available from the President's office.

SECTION 1 OFFICERS OF THE BOARD. The Board of Trustees at its regular Spring meeting shall elect from its own members as officers of the Board (as vacancies arise and when the positions need to be filled), a Chair, a Vice-Chair, a Second Vice-Chair, a Secretary, and a Treasurer. The Board shall also elect at this meeting an Assistant Secretary and Assistant Treasurer of the Board, which positions may be held by one and the same person or by different persons and which position(s) may be filled by persons who are not members of the Board. The Chair, the Vice-Chair, the Second Vice-Chair, the Secretary, and the Treasurer of the Board shall each be elected for a term of three (3) years and each shall be eligible to succeed himself or herself in such office for only one (1) additional term, but after one (1) year may again be reelected for one (1) or two (2) additional three (3) year terms. The Board may also elect such other officers, agents and assistants, whether from its membership or otherwise, as it may determine advisable. Each officer, assistant, or agent of the Board shall perform the duties usually pertaining to such offices, and such other duties as may be designated by these Bylaws or by the Board. The officers of the Board shall each also be officers of this corporation within the meaning of the Iowa Code.

SECTION 2 STANDING COMMITTEES OF THE BOARD. The Standing Committees of the Board shall consist of: An Executive Committee, an Academic and Student Affairs Committee, a Finance and Facilities Committee, an Investment Committee, an Audit and Compliance Committee, a Trusteeship Committee, a Compensation Committee, and an Advancement Committee. Changes in the nomenclature of the Committees may be done by Board resolution without the necessity of amending these Bylaws, so long as the Committee duties and functions remain as herein stated. The members of the Standing Committees shall be appointed and designated by the Chair at or immediately following the Autumn meeting upon consultation with the President of the College and input from Board members as to their preferences. Vacancies in the Standing Committees shall be filled in the same manner.

SECTION 3 MINUTES OF COMMITTEE MEETINGS. Minutes of all Committee meetings shall be kept and forwarded to all Board members as soon after each meeting as practical.

SECTION 4 NOTICE AND AGENDA. When possible, the notice of each Committee meeting shall be accompanied by an agenda and any material deemed pertinent to matters for consideration.

SECTION 5 VACANCIES IN OFFICER OR COMMITTEE POSITIONS. If a vacancy occurs prior to the next regular meeting of the Board, the Executive Committee is delegated the power to elect both Executive and Administrative Officers of the College and Officers of the Board of Trustees to fill such vacancy. The terms of those thus elected shall expire at the time of the next

regular meeting or of a special meeting of the Board called for the purpose of electing an officer to fill such vacancy.

ARTICLE III DUTIES OF BOARD OFFICERS

SECTION 1 THE CHAIR OF THE BOARD. The Chair of the Board shall preside at the meetings of the Board and also preside and act as Chair of the Executive Committee. The Chair, with the Secretary of the Board and the President of the College, shall execute by manual, electronic, or facsimile signature all diplomas and shall execute, with the Secretary attesting, contracts and instruments authorized or issued by the authority of the Board requiring his or her signature. The Chair, in consultation with the President, shall appoint the Chairs of the Standing Committees, and is empowered to appoint special or ad hoc committees not otherwise provided for by these Bylaws and the Chairs of such committees.

SECTION 2 THE VICE-CHAIRS. The Vice-Chair shall, in the absence or disability of the Chair, perform all of the duties of the Chair. The Vice-Chair shall also serve as the Chair of the Compensation Committee. The Second Vice-Chair shall in the absence or disability of both the Chair and Vice-Chair perform all of the duties of the Chair.

SECTION 3 THE TREASURER. The Treasurer shall oversee the College budget and general financial operations. The Treasurer shall determine that an accurate inventory is maintained of all stocks, bonds, securities, and all other property, personal or real, owned by the College. He or she shall present a report to the Board showing the general financial condition of the College, including the status of the operating budget, the funds held for investment, changes made in investments, the income received from investments, and the expenses incurred in handling the same. He or she shall serve as a member of the Audit and Compliance Committee and as a member and as Chair of its Finance and Facilities Committee.

SECTION 4 THE ASSISTANT TREASURER. The Assistant Treasurer shall, under the direction of the Investment Committee, have charge of all funds of the College held for investment purposes, which he or she shall cause to be deposited in such bank or banks as the Investment Committee shall direct. He or she shall, under the direction of the Board and subject to such rules and regulations as shall be adopted by the Board, (a) under the supervision of the Investment Committee have custody of the stocks, bonds, securities, and any personal property owned by the College and held for investment or income purposes, and (b) under the supervision of the Executive Committee have management and supervision of any real estate owned by the College held for investment or income purposes. Clauses (a) and (b) of the preceding sentence shall not be held to prevent the Investment Committee from contracting with a responsible trust company, bank or other suitable financial institution to act as custodian in holding and keeping safely said securities, and to prescribe the terms on which and to whom delivery shall be made, or the Board or the Executive Committee from contracting with a responsible person, persons, or corporation to act as managers for and supervisors of the real estate owned by the College held for investment or income purposes. Under the direction of the Treasurer, the Assistant Treasurer

shall keep appropriate records of the investments of the College, including funds and property held for investment, investments owned, changes made in investments; income received, and investment expenses and he or she shall furnish information to the Treasurer for the purpose of making the report to the Board referred to in Section 3 of this Article. The Assistant Treasurer shall perform the duties of the Treasurer in the absence or disability of the Treasurer, excepting those powers and duties as may apply to the Treasurer by reason of holding the office as a member of the Board of Trustees.

SECTION 5 THE SECRETARY AND ASSISTANT SECRETARY. The Secretary shall perform the usual duties pertaining to this office. He or she shall cause to be mailed to each member of the Board due notice of all Regular and Special meetings. He or she shall see that minutes are kept of all the meetings of the Board and of the Executive Committee and are maintained in a book with numbered pages, which book shall be at all times open to inspection by any member of the Board. He or she (personally or through an employee of the College) shall receive and keep on file minutes of all other Committees, and shall send copies of the minutes of all Board or Committee meetings to each member of the Board and shall file copies of the same with the President of the College, the Chief Financial Officer and the Vice Presidents (and the Chancellor if one is appointed) for their guidance in the performance of their respective duties. He or she, with the Chair of the Board and the President of the College, shall execute by manual, electronic, or facsimile signature all diplomas. He or she shall attest all instruments and contracts issued by authority of the Board, requiring such attestation. The Secretary shall be the custodian of all fidelity bonds rendered to the Board by an Officer or employee of the College. The Assistant Secretary shall perform the duties of the Secretary in the absence or disability of the Secretary, excepting those powers and duties as may apply to the Secretary by reason of holding the office as a member of the Board of Trustees

SECTION 6 TRANSFERS OF REALTY OR PERSONAL PROPERTY. Any transaction involving the sale or other disposition of real estate of the College or granting any right or interest therein shall require approval of the Board or the Executive Committee (with the exception for gifted real estate stated later in this Section) provided any real estate recognized as campus or plant may be sold or encumbered only by action of the majority of the full Board of Trustees or by the Executive Committee if the full Board has by such vote delegated such authority to the Executive Committee. If real estate is given by gift to the College, whether by will, lifetime gift or otherwise, the Chair of the Board and the President are authorized to make a determination that such real property need not be retained for College use as campus or plant or investment but should be sold; upon which determination the Chief Financial Officer of the College is authorized to list immediately the same for sale and negotiate the terms of sale without the necessity of further approval. After the requirements of approval herein stated have been complied with, all deeds or other instruments affecting real estate or granting any right or interest therein shall be executed by the Chair or any Vice-Chair or by the President of the College and by the Secretary or Assistant Secretary of the Board. If the Chair, the Vice-Chairs and the President are absent or otherwise unable to act, the Executive Committee is empowered and authority is delegated to it to authorize and designate any other Trustee to join on behalf of the College with the Secretary or other authorized officer in the execution of any written instrument which the Executive Committee is authorized to approve, including, but not limited, to deeds or contracts therefor and mortgages of real estate. Transfers or assignments evidencing the transfer of any interest of the College in registered securities, or any other personal property

requiring written evidence of the transfer, and releases of mortgages, may be executed by the Treasurer, Assistant Treasurer, or any other person designated by the Board of Trustees, the Executive Committee or by the Finance and Facilities Committee.

ARTICLE IV

CONSTITUTION AND DUTIES OF BOARD COMMITTEES

SECTION 1 THE EXECUTIVE COMMITTEE. Members of the Executive Committee of the Board shall consist of the Chair of the Board, the President of the College, the Vice-Chairs of the Board, the Secretary of the Board, the Treasurer of the Board, the Chair of the Academic and Student Affairs Committee, the Chair of the Finance and Facilities Committee, the Chair of the Investment Committee, the Chair of the Audit and Compliance Committee, the Chair of the Trusteeship Committee, the Chair of the Advancement Committee, and any additional Trustees selected by the Board.

SECTION 1.1 Meetings. The Executive Committee will meet on the call of the Chair sufficiently prior to the three (3) regularly scheduled Board meetings to determine the agenda therefor and otherwise as frequently as the affairs of the College may require.

SECTION 1.2 General Authority. The Committee shall have supervision and control of all the affairs of the College during the intervals between the meetings of the Board of Trustees, except as otherwise provided in these Bylaws or by action of the Board. An explicit grant of authority to the Executive Committee in a particular instance shall not be construed to limit or affect the broad inherent authority granted to the Executive Committee in this Section if a like explicit grant of authority is not set forth in another context or instance.

SECTION 1.3 Limits to Authority. The Executive Committee shall have no power to remove the President from office or to remove or displace any professor or full-time instructor. The Executive Committee shall not have any power to sell, part with, lessen, or encumber any of the College property constituting its campus or plant, unless the authority to do so shall have been delegated to it by vote of a majority of the full Board of Trustees.

SECTION 1.4 Tuition and Fees. The Executive Committee may establish the amounts to be charged students for tuition, fees, room and board.

SECTION 1.5 Conflicts. The Committee shall have charge and control of all property of the corporation, real or personal, owned or held for investment or income purposes, other than the funds, securities, and other intangible personality which is committed to the charge and control of the Investment Committee in Section 5. The Committee shall assure that all the assets of the College are used for its appropriate institutional purposes.

SECTION 1.6 Encumbrances of Investment Property. The Executive Committee shall, between sessions of the Board, have the authority to mortgage, pledge, or otherwise encumber and to loan or lend any portion of the College property held for investment or income purposes, whether real estate or intangible or tangible property. No loan of

endowment funds shall be made to any officer or employee of the College or to the immediate member of the family of any officer or employee.

SECTION 1.7 Endowment. No part of the principal of any endowment fund may be loaned to any other fund of the College unless (to the extent not expressly prohibited by any gift instrument) such action is approved or ratified by a vote of a majority of the full Board of Trustees on the basis of a good faith judgment that such loan is prudent and would not impair or adversely affect the principal or income of the restricted endowment funds as a whole, and provided further that this restriction shall not prevent an indebtedness or charge from arising by operation of law or by a foreclosure of assets from one fund encumbered to secure improvements credited to another fund. Prudence in such an instance shall include provision for and expectation of repayment on reasonable terms and the transaction shall be evidenced by a promissory note or other written documentation.

SECTION 1.8 Insurance. The Committee shall review at least annually all casualty, liability, mandated insurance or reserves to insure that the same are adequate for the protection of the College. The Executive Committee shall also be responsible for requiring the furnishing of fidelity bonds for the faithful performance of duties of Officers of the Board or of the College when deemed necessary and the amounts thereof.

SECTION 1.9 Interim President. The Executive Committee shall have the right to elect a temporary replacement for the President in the event he or she is unable to serve for any reason. Such appointee shall be designated Interim President of the College and ex officio a member of the Board of Trustees and shall have and exercise all the rights and duties of the President during the term of his or her office.

SECTION 1.10 Faculty Consultation. The Executive Committee may meet with the Faculty Executive Committee when in the judgment of either Committee the welfare of the College would be advanced thereby.

SECTION 2 ACADEMIC AND STUDENT AFFAIRS COMMITTEE. The Members of the Academic and Student Affairs Committee shall consist of the Chair of the Board, the President of the College, and no fewer than five (5) other members selected by the Board. Non-voting members of the Academic and Student Affairs Committee shall consist of: three (3) representatives of the faculty chosen by the Provost and Dean of the Faculty; three (3) student representatives chosen by the Vice President for Student Affairs; and the Provost and Dean of the Faculty, the Vice President for Student Affairs, and the Vice President for Admission and Marketing. The Academic and Student Affairs Committee shall, after seeking the advice of the President, the Faculty and the other Executive and Administrative Officers of the College produce an ongoing evaluation of the academic programs of the College in order to recommend to the Board areas in which programs should be expanded or reduced. The Academic and Student Affairs Committee shall have the responsibility for making recommendations to the Board for all new degree programs to be established by the College. The Committee shall have responsibilities for oversight of all areas relating to campus life, including:

SECTION 2.1 Student Life. The Committee shall assess the quality of life of the Coe

students, recognizing that academic issues, social policies, health, and environmental factors are influential aspects of that quality.

SECTION 2.2 Academic Affairs. The Committee shall review and make recommendations on educational policy; serve as liaison among the President (and other Executive and Administrative Officers), the Board of Trustees and the Faculty on questions of educational policy; review and approve Faculty appointments, resignations, leaves of absence and promotions as submitted by the President or the Provost and Dean of the Faculty; and review regularly the quality of academic programs.

SECTION 2.3 Enrollments. The Committee shall monitor the admissions and financial aid practices of the College, as well as student retention.

SECTION 2.4 Honorary Degrees. The Academic and Student Affairs Committee shall recommend to the Board the names of persons to receive honorary degrees from the College. It shall make no such recommendations on any other grounds than that of genuinely distinguished service in fields of endeavor related to the interests of a liberal arts college. All honorary degrees shall be bestowed in person, except that in case of an unavoidable absence a substitute may act in behalf of the recipient. As part of the bestowal ceremony the reasons for the conferring of the degree shall be publicly stated.

SECTION 4 FINANCE AND FACILITIES COMMITTEE. The Members of the Finance and Facilities Committee shall consist of the Chair of the Board, the President of the College, the Treasurer of the Board, and no fewer than five (5) other trustees who shall be selected by the Board. The Chief Financial Officer of the College and the Vice President for Facilities and Operations shall be non-voting members of the Committee, as shall be the Assistant Treasurer of the Board if not also serving as the Chief Financial Officer. The Chair of the Finance and Facilities Committee shall be the incumbent Treasurer of the Board. A faculty representative shall be a non-voting member of the Committee.

The Committee shall have the supervision over the financial records and financial reporting of the College and, prior to the commencement of each fiscal year, shall prepare in cooperation with the President of the College a tentative budget for the ensuing fiscal year, which budget, as put in final form, shall be submitted to the Board at its regular Spring meeting or an adjournment thereof, for its consideration, adjustment or approval. The budget submitted shall include an itemized statement of the projected income of the College and shall indicate the source from which the income is derived. It shall also give an itemized list of the estimated expenses for the year and separating other current expenses by departments, including a budget for capital expenditures.

The Committee shall have responsibilities for the oversight of all maintenance of the College buildings and grounds, including all ordinary repair of buildings and the budgeting and implementation of the ongoing Comprehensive Maintenance Plan.

SECTION 5 AUDIT AND COMPLIANCE COMMITTEE. The members of the Committee shall consist of the Chair of the Board, the President of the College, the Chair of the Finance

and Facilities Committee, the Chair of the Investment Committee, the Chief Financial Officer of the College (non-voting member), and no fewer than three (3) other trustees who shall be selected by the Board.

The Committee shall ensure the integrity of the College's financial systems, including its financial results and the accuracy of the financial reporting system. The Committee shall provide oversight of the financial reporting process and financial controls, and review policies with respect to risk assessment and risk management. Additionally, the Committee shall exercise reasonable oversight with respect to the implementation and effectiveness of the College's compliance and ethics program. The Committee shall arrange for an annual audit of the financial statements of the College, including IRS 990 reporting, by a firm of certified public accountants at the close of the fiscal year. The Committee shall provide the Board of Trustees with copies of the audited financial statements and may accept the audited financial statements on behalf of the Board. The Committee shall ensure that conflict of interest statements are completed by all members of the Board of Trustees annually, and shall review such statements and take appropriate actions if necessary.

SECTION 6 INVESTMENT COMMITTEE. The members of the Committee shall consist of the Chair of the Board, the President of the College, the Chief Financial Officer of the College (non-voting member), and no fewer than five (5) other trustees who shall be selected by the Board.

The Committee shall have the immediate charge, responsibility and control of the funds, securities and other intangible property of the College held for investment purposes and shall have the authority to invest and reinvest or direct the investment and reinvestment of the invested funds in such manner as it shall deem to be in the best interests of the College. It shall keep a constant oversight of the investments of the College and shall have the power to sell, transfer or direct the sale or transfer of any shares of stock, bonds, other securities or other intangible property held for investment or income purposes.

Section 6.1 Delegation to an Investment Manager. The College may engage, with the approval of the Executive Committee, upon the recommendation of the Investment Committee, a professional investment manager or managers and/or a consultant who does not directly manage an investment portfolio, but who directs and guides asset investment, to perform the functions of investment set forth above and shall require that the investment manager or consultant make prompt and periodic reports to the Investment Committee with respect to investment decisions and performance of the funds being so managed or under the guidance of the consultant. Such engagement shall be for a reasonable period with the right of prompt termination by the Executive Committee upon the recommendation of the Investment Committee.

Section 6.2 Investment Policy. The Investment Committee shall establish guidelines for investment policy to be followed by any investment manager or consultant, which guidelines shall take effect when approved and adopted by the Committee. The Guidelines may include the objectives of investments, the type and size of commitment to any one situation, and other restrictions or requirements the Investment Committee may deem appropriate. The guidelines will be subject to review or revision from time to time upon recommendation and adoption of

the Investment Committee. The investment policy may establish further duties of the Investment Committee, so long as they are not contrary to the provisions of these Bylaws. The Investment Committee will report on the investment policy from time to time to the Board for the advice and comment of the Board.

SECTION 7 COMPENSATION COMMITTEE. The Compensation Committee shall consist of the Chair of the Board, the Vice Chair of the Board, the Chair of the Finance and Facilities Committee, and no fewer than three (3) additional trustees selected by the Board. The Committee shall be chaired by the Vice-Chair of the Board. The Committee shall establish the compensation of the President and assure that the compensation paid to the College's senior staff is reasonable and appropriate. The Committee shall fix a regular schedule for comprehensive evaluation of the President, which schedule may be revised from time to time in its discretion.

SECTION 8 ADVANCEMENT COMMITTEE. The Advancement Committee shall consist of the Chair of the Board, the President of the College, and no fewer than five (5) additional Trustees selected by the Board. The Vice President for Advancement and the Chancellor (if such position is filled) shall be non-voting members. The Committee shall review periodically the alumni relations of the College, assuring that the alumni relations programs serve to promote the cooperation and support of the alumni in advancing the College's welfare. In consultation with the President of the College and the Vice President for Advancement, the Committee shall set specific short-term and long-term fundraising goals for all gift categories, and shall annually evaluate progress toward achieving those goals. The Committee shall, working with the President of the College and the Vice President for Advancement, be responsible for the solicitation of gifts for the endowment fund, for additions to the physical plant and for support of the current operating budget of the College, and in general for expanding the financial support of the institution, consistent with the needs of the College as defined in the current Strategic Plan. This responsibility will include reviewing and helping develop the capital fundraising operations of the College including capital campaigns, development policies, solicitation strategies, and major gift projects. The Advancement Committee shall prepare annually for submission to the Trusteeship Committee a report on Trustee participation in charitable giving to the College.

SECTION 9 TRUSTEESHIP COMMITTEE. The Trusteeship Committee shall consist of the Chair of the Board, the President of the College, and no fewer than five (5) additional Trustees selected by the Board. The Vice President for Advancement shall be a non-voting member of the Trusteeship Committee. The Trusteeship Committee shall develop ongoing programs to educate Trustees regarding pertinent issues in higher education, and to disseminate related information to the Trustees. The Trusteeship Committee shall consult with the President and the Vice President for Advancement to develop slates of nominees for new Board membership. The Trusteeship Committee shall develop and oversee implementation of a formal program to orient new Trustees to the College and to their responsibilities as Board members. The Trusteeship Committee shall develop and implement programs for periodic evaluation of the effectiveness of individual Trustees and of the Board as a whole. Each Trustee will be evaluated prior to being nominated for additional terms of service on the Board.

Section 9.1 In connection with the nomination and subsequent election of an individual

to serve as a Trustee, the Chair of the Board, the President of the College, and/or the Vice President for Advancement shall advise the individual of the duties and expectations of the Office of Trustee. Additionally, the Chair of the Board will assign a mentor to each new Trustee as a contact to assist in understanding the role of a Trustee and the Board meeting procedures. If the proposed Trustee is not presently on the Board, then the Trusteeship Committee shall also provide to the individual in written form the text of an Affirmation and Acceptance in which the individual states that he or she is willing to accept the Office of Trustee and serve the College in accordance with the stated duties and expectations. The Affirmation and Acceptance shall be given verbally to the Board in the presence of the Board in session.

Section 9.2 As an alternate procedure, the Affirmation and Acceptance shall be given between meetings of the Board by means of a verbal Affirmation and Acceptance given by telephone to the Chair of the Board or College President, or in the presence of the Chair of the Board or College President if they are physically together, but such verbal Affirmation and Acceptance shall not be of any effect until the Trustee has executed an identical written Affirmation and Acceptance in order to document the verbal procedure and the same has been filed with and is of record in the Office of the President of the College.

Section 9.3 The elected Trustee shall cooperate in good faith with the Chair of the Board and the President of the College in arranging both the Section 9.1 and Section 9.2 procedures as applicable and his or her failure to do so shall automatically invalidate the election on the date a certificate by the Chair of the Board so stating is filed in the Office of the President of the College.

SECTION 10 MINUTES, REPORTS, QUORUM. It shall be the duty of each Committee to keep accurate minutes of its meetings and to file copies of such minutes with the Secretary of the Board and the President of the College. At the regular meetings of the Board, each of the Committees shall submit its report in writing with recommendations appended thereto. A majority of the members of any Committee shall constitute a quorum; provided, that if a quorum is not present the Chair of the Board, or in the absence of the Chair, the Vice-Chair or the Second Vice-Chair may appoint any member(s) of the Board of Trustees to act in the place of and stead of the absent member(s) of such Committee.

SECTION 11 COMMITTEE ACTION, ADDITIONAL AUTHORITY. Action duly taken by a Committee (when any additional required approval has been received) shall be effective and binding with respect to third parties. For internal purposes the Board shall ratify at each meeting all actions of the Committees taken since its last previous meeting. Wherever in these Bylaws an action on the part of any Committee is prohibited or action by the Board is required, the Board may, on an instance by instance basis, delegate to the Executive or such other Committee authority to take such otherwise prohibited action and/or waive the requirement of Board approval. This may be done by a majority of a quorum of the Board and shall not be subject to the provisions of Article VII of these Bylaws relating to amendment unless such delegation or waiver is intended to be done on a more permanent basis.

SECTION 12 NOTICE AND CALL OF COMMITTEE MEETINGS. Notice of meetings of the

Committees shall be given in like manner and substance to notice of meetings of the Board of Trustees, except that in all cases the giving of five (5) days' notice prior to the day of the meeting shall be sufficient. Special meetings of committees may be held at the call of the Chair of the Committee and it shall be the duty of the Committee Chair to call such meetings upon the written request of the President of the College or of the Chair of Board or of any two (2) members of the committee.

ARTICLE V ADMINISTRATION AND FACULTY OF THE COLLEGE

SECTION 1 EXECUTIVE AND ADMINISTRATIVE OFFICERS. The Executive and Administrative officers of the College shall ordinarily consist (by whatever nomenclature) of the President, the Provost and Dean of the Faculty, the Vice President for Advancement, the Chief Financial Officer, the Vice President for Student Affairs, the Vice President for Admission and Marketing, and the Vice President for Facilities and Operations; the Board, by resolution and without necessity of amendment of these Bylaws, may (i) create additional offices, (ii) create subordinate offices within these categories, (iii) adjust nomenclature and titles, including whether an Officer is an Executive Vice President, Vice President of the College and/or Dean, (iv) combine two or more functions and offices in one person, and (v) choose from time to time to fill the office of Chancellor or decline to fill it and/or decline to fill any other office. The persons elected to these offices shall be officers of this corporation within the meaning of the Iowa Code.

SECTION 2 FACULTY. The Faculty of the College shall consist of the President of the College, the Provost and Dean of the Faculty and the Professors, Associate Professors, Assistant Professors, the Librarian and full time Instructors.

SECTION 3 APPOINTMENT OF THE FACULTY. The Provost and Dean of the Faculty, Professors, Associate Professors, Assistant Professors, the Librarian, and full-time Instructors shall be appointed by the President with the approval of the Board of Trustees; provided, however, the President of the College with the approval of the Academic and Student Affairs Committee may make temporary appointments to fill vacancies in any such ranks or positions until the next meeting of the Board of Trustees. No person so appointed temporarily shall be a member of the Faculty as defined in Section 2 of this Article until so approved by the Board of Trustees.

SECTION 4 APPOINTMENT OF OTHER TEACHING POSITIONS. Part-time instructors and other part time adjunct teaching personnel shall be appointed by the President of the College.

SECTION 5 MINUTES OF FACULTY MEETINGS. The Faculty shall keep minutes of its meetings, which minutes shall be open to the inspection of any member of the Board.

ARTICLE VI

DUTIES OF THE EXECUTIVE AND ADMINISTRATIVE OFFICERS OF THE COLLEGE

SECTION 1 DUTIES OF THE PRESIDENT. The President of the College is the Chief Executive Officer of the College, and is also the head of all educational departments or divisions of the College, exercising such supervision and direction as will promote their efficiency. All educational and administrative departments or divisions and the personnel thereof are ultimately responsible to the President, who in turn is responsible to the Board of Trustees. The President shall develop the College's strategic plan in consultation with the Board of Trustees. The President shall, if present, preside at all meetings of the Faculty and shall be the official medium of communication between the Faculty and the Board of Trustees, and between the students of the College and the Board of Trustees. The President shall recommend to the Board appointments to the Faculty and to the other Executive and Administrative Offices of the College. The President shall be responsible for carrying out the internal administration of the College, including such measures as the Board may specifically enact. The President shall also be responsible for initiating and carrying out such other policies concerning the internal administration of the College as may be deemed advisable when not contrary to any action taken by the Board. The President shall make reports to the Board, at its various meetings, with respect to the present work and condition of the College.

SECTION 2 DUTIES OF EXECUTIVE AND ADMINISTRATIVE OFFICERS. The Executive and Administrative Officers of the College may be known collectively as members of the President's staff. The President may appoint such additional members to his or her staff so long as such appointments are not in conflict with the College's strategic plan or other provisions of these Bylaws. They shall report to the President and shall have such particular duties and responsibilities as are assigned to them by the President.

SECTION 3 EMPLOYMENT OF THE PRESIDENT. The President of the College shall be elected by vote of a majority of the full Board of Trustees and shall not be eligible for any other office of the College or of the Board. Any written contract or other arrangement for employment of the President may provide for a term of more than one (1) year, provided that the President always serves at the pleasure of the Board of Trustees and the Board by vote of a majority of the full Board of Trustees may terminate the services of the President at any time.

SECTION 4 EMPLOYMENT OF CHANCELLOR AND VICE PRESIDENTS/DEANS. The Chancellor and the Vice Presidents/Deans named in this Article shall each be appointed by the President subject to approval and election by the Board of Trustees and each shall be responsible to the President and perform such additional duties in addition to those enumerated as the President may assign. Their employment shall be for such term of years or otherwise and upon such conditions of employment as the President may fix.

ARTICLE VII AMENDMENTS

These Bylaws may be suspended or amended at any meeting called for the purpose of so suspending or amending by a vote of a majority of the full Board; provided that a majority of the

incumbent Trustees shall be present and participating in the meeting at the time such vote is taken; and provided further that the notice of the meeting shall contain an explanation of the reason for the proposed amendment(s) and any suggested text of the proposed amendment(s) or the reason for any proposal to suspend the By-Laws.

ARTICLE VIII PAST RELATIONSHIP TO THE PRESBYTERIAN SYNOD OF IOWA

In recommendation of its Permanent Committee on Colleges and Education the Synod of Iowa of the Presbyterian Church, U.S.A., voted in 1907 to “assent to amendment of the college charter, so that election of trustees, by the Board of Trustees of Coe College, to fill vacancies caused by expiration of term, resignation or otherwise shall be final without ratification by the Synod,” with the understanding as stated in the committee's report that “our college at Cedar Rapids will be greatly strengthened” by this action and that “the vital relation of the College to the Presbyterian Church and its positive Christian character are not objected to by the Carnegie Fund for the Advancement of Teaching.” In conformity with this action by the Synod the Charter of the College was amended and the College continues in legal independence with a “positive Christian character” and in “vital relation to the Presbyterian Church” and in specific fulfillment of its original chartered purpose.

ARTICLE IX INDEMNIFICATION RESOLUTION

To the fullest extent authorized or permitted by law, the College shall indemnify and hold harmless each and all members of the Board and Officers of the College, past, present or future, their heirs, executors and administrators from and against all personal liabilities, judgments, decrees, fines, penalties, expenses, fees, amounts paid in settlement or any other costs, losses, expenses including, but not limited, to attorneys’ fees and court costs, not otherwise covered by the insurance coverage maintained by the College, arising or resulting from or in connection or association with any threatened, pending or completed action, suit or proceeding whether civil, criminal, administrative, investigatory or otherwise and any appeals related thereto, under which said indemnified persons are parties or participants because of their actions or omissions in any capacity during the course and in the scope of their employment, duties, or activities on behalf of the College or agency unless they are finally adjudicated to be liable for willful or wanton conduct. For purposes of this section, “Officers of the College” shall be the officers of the Board, the President, the Provost, Executive Vice Presidents, Vice Presidents, Deans, and members of the Faculty and the staff charged with the responsibility of making recommendations to the President concerning the allocation and distribution of institutional resources, including personnel and curriculum, even though said staff, Faculty, or agents may not be “officers” of the College in the formal corporate sense.

The foregoing provisions shall not exclude or limit any rights or benefits to which any person so indemnified is or may be entitled: (a) as a matter of law or statute; (b) by any agreement(s); (c) by the vote of the Board; or (d) through insurance purchased by the College.

ARTICLE X
LEANDER CLARK ENDOWMENT

The endowment funds transferred to this corporation from Leander Clark College shall be forever preserved and securely invested as permanent and sacred funds, the interest or income of which only shall be used, and only to defray expenses incurred, in the operation of the consolidated work of said two colleges as carried on in Coe College, and shall never be diverted to any other use, and the endowment fund of One Hundred Fifty Thousand Dollars (\$150,000.00) secured to said Leander Clark College under the proposition made by Hon. Leander Clark and accepted by the Board of Trustees of said Leander Clark College in June 1903, which fund is commonly known as the Clark-Carnegie endowment shall be held invested and its income used only and forever in strict accord with the conditions of the proposition under which it was secured, and said proposition with all its conditions shall be entered upon the records of the Trustees of Coe College and said conditions fully performed by said Trustees, it being the purpose of Coe College to fully adopt all the above provisions in the Articles of Incorporation of Leander Clark College for the protection of said endowment funds and the use of the income therefrom, and to impose upon the Trustees of Coe College all the obligations assumed by the Trustees of Leander Clark College in accepting said endowment funds and to confer upon the Trustees of Coe College all the rights thus acquired by the Trustees of Leander Clark College.

Appendix B: 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 multifarious and complex world of the new millennium, both within the United States and around the world. Building 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 robust and well-qualified pool of applicants.

The College is committed to actively seeking equal employment opportunities based on merit for all persons, without regard to race, color, religion, national origin, disability (physical or mental), sex, age, sexual orientation, genetic information, or parental status, and to instituting policies and procedures to conform to federal, state, and local laws regarding equal employment opportunity.

Considerations for 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 Provost, 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 broad pool of qualified applicants.
3. If departments have clearly not taken sufficient measures toward developing a broad candidate pool, the Provost may direct that further measures be taken before the search can continue.

Appendix C: 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 Provost of the College and will be open to that faculty member.
- (2) The Provost of the College will 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 will 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.