



Faculty Handbook

2021-2022

(As Approved by the Faculty and Board of Trustees of Westminster College)



Photo by J.N. Denton

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1.0 Purpose & Organization

1.1 Mission, Vision & Educational Goals

1.1.1 Mission

The Mission of Westminster College

It shall be the mission of Westminster College to educate and inspire all its students through a distinctive liberal arts curriculum and a dynamic developmental experience; to challenge them to be critically aware, life-long learners and leaders of character, committed to the values of integrity, fairness, respect, and responsibility; and to prepare them for lives of success, significance, and service.

1.1.2 Vision

Vision for the Institution

Westminster College will have a national reputation for success in developing young men and women from all over the world to be leaders in a global community. The campus community will be truly integrated; characteristics that give each person a unique identity will become the basis for an enriching community life. Westminster College will have the resources it needs to fulfill this vision and thrive as a learning community in the future.

Vision for Institutional Programs

Westminster College will offer a high quality, innovative, integrated practical liberal education in the arts and science within the context of a diverse international campus community. While the focus will remain on residential undergraduate education, Westminster will extend its programmatic reach to serve a wider range of learners in ways that are consistent with the core mission and values. Educational and developmental programs will be engaging and fully integrated, so that curricular and co-curricular opportunities are seamless. Programs will allow for individualization in order to meet the diverse needs of our students and will be global in nature, emphasizing the significant interconnections that characterize the 21st Century world.

Vision for the Faculty and Staff

Westminster will continue to be known as a campus that cares. Our faculty and staff, regardless of their specific role at the College, will see themselves as educators in a fully integrated community committed to student success in all developmental domains. Faculty will be first class educators and scholars who have a global perspective and are able to connect their disciplinary expertise to the major interdisciplinary questions facing our graduates. Faculty will blend outstanding academic credentials with excellence in teaching and a focus on student development.

Vision for the Campus

The Westminster College campus will provide excellent facilities to fully support the mission. The campus buildings, grounds, athletic fields, and student housing, including fraternity housing areas, will reflect our pride in and love for the College as well as the excellence of our programs. The campus culture will bring to reality the vision of free and open thought and speech that nurtures educational excellence and promotes global understanding.

Vision for the Student Body

Westminster College will attract and retain high quality students nationally and internationally from a wide range of backgrounds who aspire to develop as leaders in a global community. International students will comprise approximately 15% of the student body, and the full time average yearly enrollment of undergraduate students will be at 1200. Students who matriculate at Westminster will be open and willing to pursue cross cultural experiences and seek opportunities for leadership in a wide range of settings.

Vision for the Alumni

Westminster graduates will be prepared to lead successful and fulfilling lives. Having achieved some measure of their success because of their Westminster experience, they will give back to future generations through personal involvement and financial support.

1.1.3 Educational Goals

The enduring goal of a liberal arts education is the formation of well-rounded individuals whose breadth and depth of knowledge and diverse approaches to understanding prepare them for professional careers and a lifetime of learning and service. In this spirit, Westminster College provides programs that allow students to develop proficient and creative thinking in a field of study while also acquiring the following knowledge, skills and perspectives:

- **Critical Thinking:** development of sound analytical and synthetic reasoning skills and the ability to employ them in problem solving;
- **Communication:** ability to receive, interpret, organize, and transmit information, ideas, and emotions through a variety of verbal and nonverbal channels;
- **Mathematical Skills:** acquiring the conceptual, analytic, and quantitative skills and language to interpret results and derive logical and creative solutions to problems;
- **Historical Perspective:** awareness of our human heritage and of the power of historical methods for revealing patterns and meanings in national and international life;
- **Human Behavior and Social Institutions:** knowledge of the conditions that influence human behavior as well as their context in social and cultural institutions in which people act;
- **Science:** 1) understanding and application of scientific inquiry as a systematic way of learning within any discipline and 2) understanding of the natural world and the implications

of scientific knowledge in the contemporary world; Information Technology: ability to employ computer and other information technologies in writing and in manipulation of data, and understanding the nature and limits of information technology;

- Cultures and Global Interdependence: understanding and appreciation of diverse cultures, languages, philosophies, and religions, along with the awareness of the increasing complexity and interconnectedness of the world and the implications for economic, political, social, and cultural systems;
- Fundamental Questions and Values: awareness of the role of values in decision making, of the search for meaning and identity, and of the ethical issues of society;
- Aesthetic Sensitivity: appreciation and understanding of literature and the fine arts.

1.2 Accreditation

Westminster College is accredited by the North Central Association of Colleges and Schools, Commission on Institutional Higher Learning. Letters of accreditation will be made available upon request in the Office of the Dean of Faculty.

1.3 Charter and By-Laws of Westminster College

1.3.1 Charter

BE IT ENACTED BY THE GENERAL ASSEMBLY OF THE STATE OF MISSOURI AS FOLLOWS:

FIRST: As amended and approved by the Court, October 4, 1978. An institution of learning is hereby authorized and established in or near the town of Fulton, Callaway County, Missouri, to be known as Westminster College, and, in all of its interest, to be under the care and control of a self-sustaining Board of Trustees.

SECOND: For the management of the affairs of said college, William Provines, Samuel B. Watson, W. P. Cochrane, John R. Cowan, Hamilton R. Gamble, S. J. P. Anderson, Joseph Charless, John G. Fackler, Robert S. Symington, Rufus Abbott, W. W. Robertson, David Coulter, Preston B. Reed, Middleton G. Singleton, Abraham Wayland, E. M. Samuel, N. L. Rice, Hamilton R. Smith (the present acting trustees), and their successors are hereby constituted a body corporate and politic by the name of the “Board of Trustees of Westminster College,” and by that name shall have perpetual succession and a common seal, and be capable of suing and of being sued, and of taking, receiving, and holding by donations, purchase, grant, conveyance, devise, or otherwise, and of selling, conveying leasing or otherwise disposing of any estate or property — real, personal or mixed, — and of any annuities, endowment, franchises, or hereditaments which may conduce to the support and furtherance of said college, and of receiving the highest legal rate of interest, or such rate as is applicable to the common school fund; and all property and effects of said corporation shall be exempt from all taxation, and the seventh and eighth sections of article I, of an act concerning corporations, approved November 17, 1865, shall not be applicable to this corporation.

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THIRD: All property — real, personal or mixed — now possessed or owned by said trustees, mentioned in the second section of this act, for the use and benefit of said college, however and in whatever name acquired, from and the passage of this act shall vest in the corporation by this act created, and be held and controlled in and by the corporate name in this act conferred and given, and all contracts made by or with the corporation hereinto fore existing under the name of the “Trustees of Westminster College,” in whatever form the same may have been made, and all appointments of officers, instructors, agents, made by the trustees exercising the powers of the last named corporation, in whatever name they may have acted, shall be, and are hereby declared legal and valid in law, as if made by and with the corporation created by this act; and all the acts and proceedings of the trustees and other agents and persons acting in pursuance of the provisions of an act entitled, “An act to reduce to one, and to amend, the several acts chartering Westminster College,” approved December 12, 1855, shall be, and the same are hereby declared to be valid and legal as if said act had had and contained a formal and valid enacting clause; and all suits which may be instituted by or against the corporation created by this act on any such contract, or on or under and of the acts and proceedings in this section mentioned, shall be in the name of the Board of Trustees of Westminster College.

FOURTH: Nothing in this act shall be so construed as to invalidate any of the acts or transactions of any Board of Trustees, their agent or agents under previous acts of this General Assembly; and all said acts and parts of said acts, inconsistent with this Act, are hereby repealed. This act shall take effect and be in force, from and after its passage.

Approved, February 25, 1857

Amended, January 30, 1863

Amended, February 13, 1901

Amended, December 30, 1930

Amended, October 3, 1958

Amended, May 5, 1972

Amended, October 4, 1978

1.3.2 By-Laws of Westminster College (See Appendix S)

1.4 College Administrative Structure

1.4.1 Board of Trustees

Board Chair

Standing Committees of the Board of Trustees

Executive Committee

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Academic Affairs
National Churchill Memorial
Development
Enrollment Management
Financial Affairs
Governance and Trusteeship
Institutional Operations
Investment
Marketing and College Relations
Student Life

1.4.2 President of the College

1.4.2.1 Vice President for Academic Affairs and Dean of the Faculty
Associate Vice President/Associate Dean of the Faculty
Director of the Center for Career Development
Director of Institutional Research
Director of the Churchill Institute for Global Engagement
Associate Dean of Student Success
Director of Learning Opportunities Center
Director of Library Services
Division Chairs
Department Chairs
Registrar
Director of Online Programs
Directors and Coordinators:
Assessment
Center for Teaching and Learning
Dual Degree Engineering Program
Fine Arts Program
First Year Experience
Health Professions Program
Legal Careers Program
Organizational Leadership
Physical Education Program
Security Studies Program
Teacher Education Program
Westminster Honors Program
Women's and Gender Studies Program

1.4.2.2 Vice President and Dean of Student Life
Associate Dean of Student Life
Executive Director of the Wellness Center
Executive Director of Plant Operations and Security
Director of Residential and Greek Life
Director of Athletics
Director of Dining Services

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Director of Spiritual Life/Chaplain
Chaplain Resident/Coordinator of Community Engagement/Service Learning

- 1.4.2.3** Vice President for Business and Chief Financial Officer
Associate Vice President for Business and Controller
Director of Human Resources
- 1.4.2.4** Vice President for Development and Strategic Communications
Director of Advancement Service
Director of Alumni Engagement
Director of Annual Giving
- 1.4.2.5** Vice President and Dean of Enrollment Management
Senior Director of Enrollment Management/Student Financial Planning
Senior Associate Director of Enrollment Management and Communications
Director of Admissions
- 1.4.2.6** Executive Director of Information Technology
Director of Enterprise Research and Data Applications
Systems and Network Administrator
Mail and Printing Services Supervisor
- 1.4.2.7** Director and Chief Curator of the National Churchill Museum
Director of Operations of the National Churchill Museum
Manager of Guest Services and Museum Operation
- 1.5** **Academic Administrative Structure**
(Except for the President and Vice President for Academic Affairs descriptions, all position descriptions are subject to change by the Dean of Faculty without faculty approval.)

1.5.1 **President**

The President, by virtue of the administrative authority vested in him or her by the Board of Trustees, is responsible for the organization, coordination, and executive leadership of the entire campus community. As chief executive officer, the President serves, ex officio without vote, as a member of all faculty and administrative committees and is the official medium of communication between the Board of Trustees and the faculty, the student body, and all other segments of the institution. Long-range institutional planning is the direct responsibility of the President, who reports in this regard to the Board of Trustees.

1.5.1.1 Evaluation

The Board of Trustees, which determines the duties of the President, will also determine the process by which the President is evaluated. At its discretion and timing, and when it believes it is in the best interests of the College, the faculty may also periodically provide the Chair of the Board, for use as he/she deems appropriate, its own review of the President's performance.

1.5.2 Vice President for Academic Affairs and Dean of the Faculty

The Vice President for Academic Affairs and Dean of Faculty, as chief academic officer, oversees all college operations pertaining to the academic programs, the faculty, and academic administration. Specifically, he or she is responsible for the academic standards, vitality, relevance, and quality of the curriculum; for the selection, development, and retention of the faculty; and for the academic performance of the student body. He/she either serves as Director of Assessment and coordinates all assessment activities or assigns someone to perform those duties. The Assessment Director works with each department to develop annual assessment reports; explores best methods for assessing outcomes; ensures that all academic programs have attainable and measurable outcomes; serves as chair of the Assessment Committee. As leader of the Faculty, the Dean ensures that faculty members effectively implement their student advising mission by helping students develop their four-year program in conjunction with their career choices and the Columns Concept, encouraging challenging and consistent course loads and "useful" course choices, encouraging discovery experiences early in the academic career, helping students manage their many influencers, encouraging early switching, tracking milestones, helping students manage "culture shock," and ensuring that regarding their academic progress students know where they are, where they are going, and how to reach their goals. Together with the other Officers of the College, the Vice President for Academic Affairs participates in long-range planning, budgeting, and formulating and coordinating policies having institution-wide implications. By chairing the Council of Chairs and by working closely with standing committees of the faculty, he or she formulates and coordinates policy and serves as liaison to the Faculty and Curriculum Committee of the Board of Trustees. In cooperation with the appropriate committees of the faculty, the Vice President for Academic Affairs is responsible for administering an ongoing program of curricular and faculty/staff evaluation. Such evaluation forms the basis for recommendations relating to curricular revision, faculty/staff appointments, promotions and tenure, the development of campus learning facilities, and student academic matters.

1.5.2.1 Evaluation

The President of the College, who determines the duties of the Vice President for Academic Affairs and Dean of the Faculty, will also determine the process by which the Dean of the Faculty is evaluated. At its discretion and timing, and when it believes it is in the best interests of the College, the faculty, through the Faculty Executive Committee,

may also periodically provide the President, for use as he/she deems appropriate, its own review of the Dean's performance.

1.5.2.2 Associate Vice President/Associate Dean of the Faculty

Under the supervision of the Dean of Faculty, the Associate Vice President/Associate Dean of Faculty builds, monitors and administers the budget for Academic Affairs; works with departments to ensure all budget officers are remaining within budgetary allocations; works with the Business office to adequately train all faculty and academic staff with budget authority. Serves on the Curriculum Committee, the Symposium Committee, the Calendar Committee, the Financial Aid Appeals Committee, the Council of Chairs, and Deans Council when requested. Takes primary responsibility for the course schedules each term to ensure conflicts are minimized and that students have the opportunity to enroll in courses they need. Hears student appeals and/or petitions regarding course waivers or substitutions, academic ineligibility, honor code violations, or other similar issues. Ensures the College Catalog is revised as appropriate each year. Oversees the PAL program until it is phased out. Supervises and works with the Transfer Credit Coordinator to ensure transfer credit is evaluated appropriately; manages transfer equivalency database. Negotiates and publishes articulation agreements that ensure a smooth transition for students transferring to Westminster College and provide opportunities for Westminster students choosing to pursue graduate programs, 3:2 programs, or similar opportunities. When needed, assists with planning and execution of events such as Welcome to Westminster, Scholarship Competitions, retirement occasions, and honors dinners. Pursues dual credit and/or dual enrollment opportunities with Missouri's high schools. Oversees summer academic programs such as STEM and WINS. Assists the Dean of Faculty with special projects as needed.

1.5.2.2.1 Evaluation

The Dean of the Faculty, who determines the duties of the Associate Dean of the Faculty, will, in consultation with the Faculty Personnel Committee, also determine the process by which the Associate Dean of the Faculty is evaluated. At its discretion and timing, and when it believes it is in the best interests of the College, the faculty may also periodically provide the Dean of the Faculty, through the Executive Committee, for use as he/she deems appropriate, its own review of the Associate Dean's performance.

1.5.2.3 Associate Dean of Student Success

The Associate Dean/Director reports to the Vice President for Academic Affairs and Dean of Faculty and serves as a member of the Council of Chairs, on the Admissions Committee, Student Response Team, Calendar Committee, and Financial Aid and Housing Appeals Committee; and chairs the Academic Review Board. He/she is responsible for directing and coordinating the Student Success Center and its staff. He/she supervises the LOC and helps oversee the operations of its programs and supervise the Director of the First Year Experience. He/she serves as the Director of

Academic Advising, which includes overseeing all student advising, registration, workshops for faculty, maintaining the Advising Handbook, overseeing the development of the advising module, and staying current on best practices for advising; coordinates and advises self-designed majors. When appropriate, he/she addresses student concerns regarding advising, academic support, transfer course credit, and any other academic issues; oversees the academic probation program, and, as appropriate, works with students on academic probation and academic warning; serves as the Chief Retention Officer, works closely with the Dean of Students on all retention efforts and serves on the Retention Committee. He/she helps register students over the summer and oversees planning and execution of special events (Welcome to Westminster, Scholarship Competitions, Science Olympiad, etc.); with the Associate Dean of Student Life, coordinates SOAR and student orientation programs. He/she assists the Dean of Faculty and the Associate Vice President/Associate Dean of Faculty with special projects, as needed.

1.5.2.4 Division Chairs

1.5.2.4.1 Appointment and Terms

Division Chairs are appointed by the Vice President for Academic Affairs and Dean of the Faculty following the conclusion of an election by members of the relevant division as described below in the section entitled “Election & Appointment Process.” Only tenured, full-time faculty members with the rank of assistant professor or higher may serve as a division chair. Appointment is for one year and is renewable. Each division chair normally serves for a three-year term. However, a division chair may serve for a shorter period of time in order to fill the remainder of an unexpired term. A division chair who receives a sabbatical will be replaced for the entire academic year during which the sabbatical is taken and his/her replacement will complete that year and any years remaining in the term of the individual. A faculty member may serve no more than five consecutive years as a division chair.

Division Chairs serve staggered terms so that one chair is normally appointed each academic year. Division Chairs will complete ten days of service during the summer. Work to be completed during those ten days will include the preparation of personnel and division reports. It will also include participation in workshop(s) and/or planning session, as needed, at a mutually convenient time, normally in the week following the conclusion of the spring semester and/or the week preceding the fall semester. In recognition of their administrative service they have release time from teaching both semesters and will receive a stipend. The amount of stipend will be determined each year by the Dean of the Faculty and included in the division chair’s letter of appointment.

1.5.2.4.2 Election & Appointment Process

The Faculty Executive Committee, meeting in executive sessions, will be responsible for soliciting nominations from the division and for conducting elections so that normally the

names of two qualified nominees can be submitted to the Dean. Committee members who are members of the division electing the chair shall recuse themselves from the committee's administration of this process.

For vacancies anticipated a year in advance, the Executive Committee will conduct the nomination and election process so that the Dean may make an appointment from that list submitted by the division by the end of the fall semester preceding the academic year in which service is to begin.

For unanticipated vacancies, the Executive Committee will conduct the nomination and election process so that the vacancy may be filled as promptly as possible.

In response to either an anticipated or an unanticipated vacancy, the Executive Committee will inform the relevant division of the vacancy and the term of service and stipend associated with it and will provide a job description and any other relevant information that it believes would assist in the nomination and election process. It will then solicit nominations from voting members of the division. At least two qualified faculty members must be nominated if there is a sufficient pool of candidates willing to serve. An election will follow by written or electronic ballot, submitted to all members of the division qualified to vote, which includes all members of the general faculty in that division who have been granted the right to vote in Section 1.6. The Executive Committee or one of its representatives, together with the Executive Assistant to the Dean of the Faculty, will tabulate the vote and will identify the top two candidates. They shall prepare a second ballot with only those two names and will submit it to all members of the division qualified to vote. The Executive Committee, or one of its representatives, together with the Executive Assistant to the Dean of the Faculty, will tabulate the vote and will report to the Dean which of the two is the division's preferred choice and which is second. At the end of the first year of service, the Dean and faculty of the division will conduct a review of the chair's performance for the purposes of continuation as chair. A similar review will be conducted at the end of the three-year term. The Dean of the Faculty will initiate contact with the division in order to carry out these reviews and will place a written report for each review in the Official File.

1.5.2.4.3 Duties

The Division Chairs advise the Vice President for Academic Affairs and Dean of the Faculty and, at his or her request, the President, on issues pertaining to the division. They assist in operational planning in the academic division and among divisions and serve as members of any committee or task force that contemplates the addition to, deletion from, or major modification of programs in the division; they also assume leadership for developing and strengthening each department, including oversight of program reviews in each department. They serve as ex officio members of the Faculty Curriculum Committee and as faculty liaisons to the Board's Academic Affairs Committee. With the

Registrar, they coordinate the scheduling of classes within the division and College-wide, ensuring that there are adequate numbers of classes to meet student needs, that they are offered at appropriate times, and that the general education curriculum is supported. They serve as spokespersons for their divisions and the departmental units within them and as representatives of the divisions at college functions, including Enrollment activities. They serve as a contact for student complaints within the division, and take responsibility for assisting students with appeals, for conflict resolution, and for communicating with faculty, as necessary; when necessary, they take complaints to the Dean of the Faculty. They serve as a contact for faculty complaints within the division, and take responsibility for assisting faculty with problems (helping devise reasonable solutions and identify resource needs), for conflict resolution, and for communication with departments and individuals; when necessary, they take complaints to the Dean of the Faculty. The Division Chairs monitor faculty staffing needs within their divisions and support as needed searches for full-time and part-time faculty within their divisions, and they interview part-time faculty and help prepare contracts. They serve as members on the Committee on Leaves, the Committee on Faculty Summer Awards/Stipends, and the Committee on Student Research/Presentations Awards. They assist in the development of budgets for their divisions and manage the professional development travel budget within their divisions as well as other division-level budgets; prepare annual personnel reports on the Department Chairs within their divisions; participate in the evaluation of faculty in the division for the purposes of tenure, promotion and salary increases. They assume other appropriate duties as identified by the Dean of the Faculty and/or the President.

Division Chairs report to the Vice President for Academic Affairs and Dean of the Faculty and, when meeting with the Dean and Associate Dean as a group, function as the Council of Chairs.

1.5.2.4.4 Evaluation

For administrative purposes – how well an individual performs his/her role as Division Chair – the Division Chairs are evaluated by the Dean of the Faculty. For personnel purposes – how well an individual performs his/her role as a faculty member – evaluation is made by the Department Chair. When a Division Chair is also a Department Chair, evaluation for personnel purposes is made by the Dean of the Faculty.

1.5.2.4.5 Removal of a Division Chair

A division chair may be removed before the normal end of his/her term by a no-confidence vote of a majority of faculty members in the division qualified to vote or by the decision of the Academic Dean. Should this occur, the removed Division Chair will resume a full teaching load and will lose any Division Chair compensation at the beginning of the next semester. In signing his/her Division Chair contract, the Division Chair accepts this right of removal and his/her resumption of normal faculty load and compensation. The Division Chair has the right to appeal this decision. (See Professional Standards Committee, WC Faculty Handbook 2.15.)

If a division chair is so removed, a new division chair will be appointed following the procedures outlined above.

1.5.2.5 Department Chairs

1.5.2.5.1. Appointment and Terms

Department Chairs are appointed by the Vice President for Academic Affairs and Dean of the Faculty from a slate of no more than two candidates nominated by the department and/or division chair. Appointment is for one year, but may be renewed annually by the Dean of the Faculty. Normally, however, one person will not hold this position for more than three consecutive years. The Division Chair conducts a review of the Department Chair in consultation with the full-time faculty of the Department before writing the annual report on the chair. The Department Chair reports to the Division Chair and, through him/her, to the Vice President for Academic Affairs and Dean of the Faculty. In recognition of their service Department Chairs receive a stipend and, in some cases, may receive, when required or necessary, release time from teaching. The Dean of the Faculty annually determines the stipend and/or release time associated with the position. Chairs of departments with at least five full-time faculty members will automatically receive one 3-hour course release (or the equivalent) for the academic year. Chairs of all departments who wish to request additional or other non-automatic course releases should apply in writing to the Dean of the Faculty prior to course scheduling for the semester in which the Chair wishes to take the course release (though the Dean may waive the deadline due to extenuating circumstances). Releases are granted based upon the Department Chair's overall workload and other relevant extenuating circumstances. Though the size of the department may be a factor in determining workload, chairs of departments of any size may apply for releases.

1.5.2.5.2 Duties

Duties of the Department Chair include discipline-related duties (e.g., curriculum development and pedagogy, class scheduling, certification of majors for graduation), administrative duties (e.g., recommendations on budgets, execution of budgets, recommendations on departmental research proposals (See App. N, item 9), prepares annual assessment report as well as periodic program reviews, recommendations on appointment, reappointment, promotion, and tenure, communication with departmental colleagues, representation of the department to external constituencies), and evaluation duties (preparation of annual reports on full-time members of departments; participation in the evaluation of department members for purposes of reappointment, promotion, and tenure; assessment of adjunct colleagues and recommendations related to their reappointment), update of webpages for department and ensure that all faculty webpages in the department are kept up-to-date. Department Chairs assume other appropriate duties as identified by the Vice President for Academic Affairs and Dean of the Faculty.

1.5.2.5.3 Evaluation

For personnel purposes, the Department Chairs are evaluated by the Dean of the Faculty in consultation with the appropriate Division Chair.

1.5.2.5.4 Removal of a Department/Program Chair

Should the Dean of the Faculty or a majority of the members of a Department/Program, excluding the Department Chair under review, reasonably doubt that a Department Chair is performing his/her duties effectively, fairly and/or objectively, the individual holding that position may be removed by the Dean of the Faculty prior to the expiration of the Department Chair's contract. Should this occur the removed Department Chair will resume a full teaching load, if a course relief had been granted, and will lose any Department Chair compensations at the beginning of the next semester. In signing his/her Department Chair contract, the Department Chair accepts this right of removal and his/her resumption of normal faculty load and compensation. The Department Chair has the right to appeal this decision. (See Professional Standards Committee, WC Faculty Handbook 2.15.)

1.5.2.6 Division and/or Department Restructuring

The Dean of the Faculty, in consultation with the Division Chairs and members of the relevant department(s) and/or division(s), and with the approval of the Faculty Curriculum Committee and the President, may restructure departments and divisions in a manner that will best serve the interests of the college and its students.

1.5.2.7 Director of the Learning Opportunities Center

The Director of the Learning Opportunities Center (LOC) is responsible for the leadership and management of the Learning Differences Program, the Academic Enrichment Program (AEP), and other academic support services. The Director serves as the administrative head of the programs and participates in their delivery. In this capacity, he or she plans for the effective delivery of the LD and AEP Programs; works with the Associate Dean of the Student Success and Dean of Enrollment Services to establish annual enrollment targets in light of retention projections; prepares annual budgets and, when approved, administers the program within budgetary guidelines; supervises the Assistant Director and any additional staff of the LD and AEP Programs, preparing performance evaluations as appropriate; maintains expertise in the delivery of learning differences programs; advises the Associate Dean of Student Success regarding relevant legal and other issues; orchestrates timely review of applications for the LD Program, coordinates on-campus visits and interviews of applicants; oversees procedures for alternative testing of students in the program, advises the Office of Enrollment Services in a timely fashion of decisions to admit/not admit to the LD Program; develops and maintains faculty awareness of the services and outcomes of the LD and AEP Programs; maintains contact with appropriate faculty to track the progress of advisees; advises and tutors between one-third and one-half of the students in the LD Program; and responds to most of the correspondence directed to the program. He or she assumes other

appropriate duties as identified by the Associate Dean of Student Success or the Dean of the Faculty. This description is subject to change by the Dean of the Faculty without faculty approval.

1.5.2.8 Director of Library Services

The Director of Library Services provides leadership for library services and manages Reeves Library in a manner that supports the mission of the College and serves the needs of the students, faculty, and other users. Working with the Vice President for Academic Affairs and Dean of the Faculty, the faculty, and the library staff, the director ensures that Westminster offers up-to-date quality library services and campus-wide audiovisual/media services to students, faculty and staff. He or she plans for library resource and service needs and effectively manages the library's budget. The director ensures that library services and resources meet the instructional needs of the College working with individual faculty, instructional departments, and the Library Advisory Committee, which is a sub-committee of the Curriculum Committee. The Director reports to the Vice President for Academic Affairs and Dean of the Faculty and assumes other appropriate duties identified by the Dean. This description is subject to change by the Dean of the Faculty without faculty approval.

1.5.2.9 Director of the Churchill Institute for Global Engagement

The Director reports to the Vice President for Academic Affairs and Dean of Faculty and he/she is responsible for serving as a liaison between Academic Affairs and the Churchill Institute for Global Engagement (CIGE). Along with the President and Vice President for Academic Affairs, he/she shares responsibility for guiding and leading the internationalization of the College and providing support for the College's diplomacy with other colleges and universities, high schools, businesses, domestic governmental agencies, and governments abroad. The CIGE Director coordinates and administers the International Studies, Transnational Studies, and Global & Transnational Studies programs, and oversees and coordinates international minors as needed and helps with the development of new ones. He/she also serves as visa official (DSO) and member of the International Student Services Team and assists the ISS Coordinator/PDSO in providing support services and advising for international students. The CIGE Director has primary responsibility for promoting and integrating co-curricular international programs and for creating summer programs utilizing the Churchill Museum and other of Westminster's assets. The Director coordinates and manages the annual Hancock Symposium, working with faculty, students, and staff in planning, organizing, and executing the event. The Director also coordinates and helps select speakers for the Green Lecture, the Brauer Lecture, the Cherry-Price lecture, and similar events involving invited speakers, and manages both the CIGE budget and the budgets for each lecture. In consultation with the Office of Institutional Advancement, the Director will assist in securing funding for the CIGE. He/she is appointed by the Vice President for Academic

Affairs and Dean of Faculty. The Director position is a full-time, 12-month position, and includes teaching 2-4 courses per year (based on the discretion of the Vice President).

1.5.2.10 Registrar

The registrar is a non-faculty position, although he/she reports directly to the Dean of the Faculty. The Duties, appointment details, terms of service, and evaluation can be obtained from the Office of Human Resources.

1.5.2.11 Director of Online Programs

The Director of Online Programs reports to the Vice President for Academic Affairs and Dean of the Faculty. The Director is responsible for overseeing the design, delivery, support, quality and innovation of online courses and programs. The Director works closely with the Dean of the Faculty, the Registrar's Office, the Center for Teaching and Learning, Information Technology, and the Office of Strategic Marketing and Communication regarding online course implementation and delivery.

The duties and responsibilities of the Director are to ensure the continuing development, refinement, and delivery of online courses by coordinating the following activities and others of a similar nature:

- Build and maintain the Westminster online brand strategy
- Work with the Dean of Faculty and academic programs to develop and revise online programs in accordance with the College's strategic plans
- Implement quality assurance standards for online course design and online instructor performance
- Coordinate with academic units and the registrar to schedule online course offerings
- Work with faculty, staff, and administration to develop templates and requisite content modules that facilitate a consistent and intuitive student experience in online classes
- Design faculty training that develops faculty instructional technology competence
- Design faculty development opportunities related to content delivery, learning outcomes assessment, and engagement
- Ensure that online courses and programs meet quality assurance standards, accreditation standards, and regulatory compliance requirements

1.5.2.12 Directors and Coordinators

The following descriptions of the responsibilities of faculty members who have administrative positions as directors and coordinators of various programs, centers, and academies are included here for information only. Listed here are only those directors and coordinators who receive compensation for their duties. The Dean of the Faculty, considering the nature and responsibilities of the position, annually determines the level of compensation whether in the form of a stipend and/or release time. The descriptions are subject to change by the Vice President for Academic Affairs and Dean of the Faculty without faculty approval.

Performance as a director and/or coordinator will be evaluated during the annual review process by the Dean of the Faculty if the director or coordinator reports directly to the Dean. In all other cases, performance as a director and/or coordinator will be evaluated during the annual review process by the immediate supervisor. In either case, the evaluator should seek input from those who served under the director and/or coordinator.

1.5.2.12.1 Institutional Research and Assessment Coordinator

The Institutional Research and Assessment Coordinator directs, coordinates, and implements all institutional research and outcomes assessment activities which impact the goals of the College; provides information to support institutional planning, policy formulation, and decision making; directs and manages data collection, data extraction, data analysis, and research activities relative to institutional research and assessment; directs the compilation of data and manages the submission of required state and federal reports regarding College activities. Responsibilities also include supporting the planning effort by collecting assessment data, distributing it to appropriate units, assisting in identifying assessment instruments, as well as developing and maintaining the College's statistical profile. In addition, the coordinator is responsible for organizing and directing the collection of various institutional reports and projections not regularly assigned to other offices of the College.

ESSENTIAL FUNCTIONS:

1. Perform institutional analyses and undertake special projects for each area of the College as requested by the Cabinet to evaluate programs and activities, identify trends, document performance, and facilitate administrative decision-making to assure program effectiveness.
2. Coordinate the collection and analysis of data to provide information.
3. Support the coordination, documentation, and reporting on the institution to accrediting bodies, such as the North Central Association of Colleges and Schools and the Missouri Coordinating Board of Higher Education.
4. Ensure compliance with assigned federal and state reporting requirements such as the completion of IPEDS reports, as well as a variety of other external surveys and requests for data (e.g., NCAA, MoDESE, National Student Clearinghouse).
5. Oversees and coordinates college-wide assessment activities.
6. Works with academic departments and other units to establish viable and measurable outcomes and to effectively measure the attainment of those outcomes.
7. With heads of academic departments and other units, prepares an annual assessment report outlining assessment activities and achievements.
8. In coordination with the Center for Teaching and Learning, provides assessment workshops for campus units regarding best practices.

9. Works with academic departments and other units to develop curriculum and other modifications based on assessment results.

10. Perform other duties as assigned.

1.5.2.12.2 Director of the Center for Teaching and Learning

The Director of Teaching and Learning reports to the Associate Vice President of Academic Affairs and Associate Dean of Faculty. The Director, along with the Associate Dean of Faculty, is responsible for the development, refinement, and promotion of programs, activities, and resources that promote faculty development as both scholars and educators. In this capacity, the Director will:

- Identify, plan, and coordinate ongoing programming to enhance teaching effectiveness and pedagogical best practices
- Work with the Associate Dean of Student Success and staff at the Student Success Center to ensure faculty receive ongoing training and guidance on student-centered pedagogy and support
- Identify and provide professional development opportunities for faculty to remain abreast of new developments in the scholarship of teaching, best practices, and national and regional trends regarding student populations and their needs
- Collaborate with the Director of Digital Blue and the WATT Committee to help define and promote a technology-rich learning and teaching environment for faculty and students
- Work with the Director of Online Programs to help support programs, training, and activities that prepare faculty who are developing and teaching online courses
- Coordinate the Faculty Mentoring Program
- Manage the Master Teacher I and Master Teacher II Workshops
- Plan faculty orientation activities and work closely with the Office of Academic Affairs to welcome and onboard new part-time and full-time faculty
- Serve as chair of the Teaching and Learning Committee and ex-officio member of the Assessment Committee and the Westminster Advisory Technology Team (WATT)
- Work with the Teaching and Learning Committee to coordinate and host the annual Undergraduate Scholars Forum
- Work closely with faculty members who either seek or who have been required to seek improvement with teaching

- Provide opportunities and resources for faculty to continue scholarly activities and engagement
- Ensure the effectiveness of the program through annual assessment reports to the Associate Vice President of Academic Affairs and Associate Dean of Faculty
- Develop and administer program budget

The Director must be a full-time member of the faculty of the College or a member of the Professional Academic Staff and is appointed by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Associate Vice President of Academic Affairs and Associate Dean of Faculty and the Faculty Executive Committee.

- Appointment is for two years and is renewable.
- The Director will teach two three-hour courses each semester.
- The Director will receive a summer stipend to compensate for work done over the summer months.
- The Director assumes other appropriate duties as identified by the Dean of the Faculty and/or Associate Dean of Faculty.

1.5.2.12.3 Coordinator of the Dual Degree Engineering Program

The Coordinator of the Dual Degree Engineering Program reports to the Vice President for Academic Affairs and Dean of the Faculty and provides guidance to students interested in preparing for careers in engineering including mechanical, environmental, nuclear, civil, electrical, etc. Working closely with the Dean and Division Chair in coordination with the Office of Enrollment Services, Department Chairs, and the Office of Career Services, the Coordinator will develop and maintain active dual-degree programs with a variety of state-wide institutions; develop and maintain knowledge of career opportunities and career paths in engineering and maintain contact with representatives from these professional communities; serve as a program advisor to students interested in dual degree and pre-engineering programs; oversee the pre-engineering minor; annually review the plan and programs for assisting students in achieving career goals in engineering; assist the Office of Enrollment Services with recruitment of students (e.g., assist with preparation of informational literature and speak with prospective students; represent the college at selected events and informational sessions); with assistance from the Office of Career Services, counsel and advise current students to ensure that they are aware of educational requirements for career preparation and of the expectations of graduate schools and hiring organizations; assist the Office of Career Services and students in identifying opportunities for graduate study and employment; and assist with tracking of graduates; work with Department Chairs to ensure that courses supporting the Pre-Engineering minor and Dual Degree Engineering Program are available in a timely fashion; assist in advising a student organization that includes opportunities for pre-engineering students; sponsor on-campus events for students interested in the program. He or she also ensures the proposal and administration

of a budget for the program, ensures that information about the program is disseminated to students, faculty, and the community as a whole, when appropriate, and maintains the effectiveness of the program and files a summative report with the Dean of the Faculty. The Coordinator will be a member of the faculty of the college who is knowledgeable in programs of study typically associated with engineering. The Coordinator position is a three-year appointment made by the Dean of the Faculty, in consultation with the Division Chair of the Mathematical and Natural Sciences. In recognition of his or her service, the Coordinator receives one course release in the fall or spring semester or a stipend.

1.5.2.12.4 Coordinator of the Fine Arts Program

The Fine Arts Program Coordinator ensures that minors offered by the program are current and meet the needs and expectations of students; fosters curriculum development within the program; represents departments in the Fine Arts Program to students, alumni, and others; ensures that the programming and courses offered by the program are properly described in the informational literature of the College (e.g., College Catalog); and certifies minors for graduation. He or she prepares course schedules that ensure that the courses required by minors provided by the program are offered in a timely manner; and ensures that the program provides the instructional services required by the College's General Education Program. He or she communicates regularly with the members of the program and with the Humanities Division chair on matters appropriate to each in order to ensure the smooth operation of the department and division, and he or she convenes department meetings as appropriate for this purpose. The Coordinator identifies staffing needs for the program and calls these to the attention of the Division Chair and Vice President for Academic Affairs and Dean of the Faculty; conducts searches for full-time and part-time faculty with consultation from Division Chairs and as approved by the Vice President for Academic Affairs and Dean of the Faculty; makes recommendations on hiring, reappointment, promotion and tenure of colleagues in the program; makes recommendations for faculty development activities that foster continuous improvement of the department, its faculty and their teaching. He or she makes recommendations to the Division Chair and Vice President for Academic Affairs and Dean of the Faculty on program and division budgets; develops program policies in consultation with program colleagues and communicates these to Division Chairs and Vice President for Academic Affairs and Dean of the Faculty and administers approved departmental budgets. With regard to reporting and evaluation, he or she reports on the activities of the program; writes annual reports on the performance (in the areas of teaching, professional growth, and college service) of full-time members of the departments; and evaluates program members for the purposes of promotion and tenure; evaluates the performance of part-time and adjunct faculty in his or her departments; and makes recommendations for future instructional assignments of these persons. Finally, the Coordinator may provide technical support and coordination for special events, especially those events located in facilities used for fine arts programming such as Champ Auditorium and The Church of St. Mary Aldermanbury. He or she assumes other appropriate duties as identified by the Vice President for Academic Affairs and Dean of the Faculty. The Coordinator is

appointed by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Chair of the Department of Fine Arts and Speech and the Humanities Division Chair. The Coordinator is ordinarily a full-time faculty member teaching in the Fine Arts Program who has the rank of Instructor or higher. Appointment is for one year and is renewable. In recognition of his or her service, the Coordinator receives a stipend.

1.5.2.12.5 Coordinator of the Health Professions Program

The Coordinator of the Health Professions Program reports to the Vice President for Academic Affairs and Dean of the Faculty and provides guidance to students interested in preparing for careers in the health professions including dentistry, medicine, and veterinary medicine, nursing, physical therapy, etc. Working closely with the Dean and Division Chair in coordination with the Office of Enrollment Services, Department Chairs, and the Office of Career Services, the Coordinator will develop and maintain knowledge of career opportunities and career paths in health professions and maintain contact with representatives from academic institutions and professional communities; annually develop a plan and program for assisting students in achieving career goals in the health professions; serve as a program advisor to students interested in health related professions; assist the Office of Enrollment Services with recruitment of students (e.g., assist with preparation of informational literature and speak with prospective students; represent the college at selected events and informational sessions); with assistance from the Office of Career Services, counsel and advise current students to ensure that they are aware of educational requirements for career preparation and of the expectations of graduate schools and hiring organizations; assist the Office of Career Services and students in identifying opportunities for graduate study and employment; and assist with tracking of graduates; work with Department Chairs to ensure that courses supporting health professions are available in a timely fashion; work with the advisor of Beta Beta Beta to develop and advise an active student organization that serves as a focal point for students interested in the health professions; and sponsor on-campus events for students interested in entering health professions. The Coordinator also ensures the proposal and administration of a budget for the program, ensures that information about the program is disseminated to students, faculty, and the community as a whole, when appropriate, and maintains the effectiveness of the program and files a written summative report with the Dean of the Faculty and the Division and Department Chairs of the appropriate departments. The Coordinator will be a member of the faculty of the college who is knowledgeable in programs of study typically associated with health professions. The Coordinator is appointed by the Dean of the Faculty, in consultation with the Chair of the Mathematical and Natural Sciences and with the chair of the Biology Department. In recognition of his or her service, the Coordinator receives one course release in the fall or spring semester.

1.5.2.12.6 Coordinator of the Legal Careers Program

The Coordinator of the Legal Careers Program reports to the Vice President for Academic Affairs and Dean of the Faculty and provides guidance to students interested in

preparing for careers in the legal professions including law, criminal justice, and related fields. In consultation with the Office of Enrollment Services, Office of Career Services, and Department Chairs, the Coordinator will: develop and maintain knowledge of career opportunities and career paths in legal professions; maintain contact with representatives from these professional communities; annually develop a plan and program for assisting students in achieving career goals in the legal professions; assist the Office of Enrollment Services with recruitment of students (e.g., assist with preparation of informational literature, speak with prospective students, and represent the college at selected recruiting events and informational sessions); with assistance from the Office of Career Services, counsel and advise current students to ensure that they are aware of educational requirements for career preparation and of the expectations of graduate schools and hiring organizations; work with Department Chairs to ensure that courses supporting legal studies are available in a timely fashion; develop and advise an active student organization that serves as a focal point for students interested in the legal profession and sponsors events for students interested in entering legal professions; assist the Office of Career Services and students in identifying graduate school career opportunities and employment opportunities; and assist with tracking of graduates. The Coordinator will be a member of the faculty of the college who is knowledgeable in programs of study typically associated with legal professions. In recognition of his or her service, the Coordinator receives a stipend.

1.5.2.12.7 Coordinator of the Physical Education Program

The Coordinator of the Physical Education Program ensures that coursework needed for the physical education major and minor are regularly offered and meet the needs and expectations of students; fosters curriculum development within related departments; represents the Physical Education Program to students, alumni, and others; ensures that the programs and courses offered by the department are properly described in the informational literature of the College (e.g., College Catalog); serves as the primary advisor to physical education majors and certifies majors and minors for graduation. He or she also prepares course schedules which ensure that the courses required by majors and minors are offered in a timely manner. He or she communicates regularly with the members of the Department of Health and Exercise Science, the Department of Education, and the Director of Athletics and convenes meetings of program faculty as needed. The Coordinator identifies staffing needs within the physical education program and calls these to the attention of the Chair of the Department of Health and Exercise and the Chair of the Department of Education. The coordinator oversees program equipment inventory and proposes budget recommendations as needed. With regard to reporting and evaluation, the Coordinator reports on the activities of the Physical Education Program; evaluates the performance of physical education activity course instruction and makes recommendations for future instructional assignments of these persons; and reports as is appropriate to the State Department of Education on the program. Finally, he or she assumes other appropriate duties as identified by the Vice President for Academic Affairs and Dean of the Faculty, the Chair of the Department of Health and Exercise Science and Chair of the Department of Education. The Coordinator is appointed by the Vice

President for Academic Affairs and Dean of the Faculty in consultation with the Chair of the Department of Health and Exercise Science and the Chair of the Department of Education. Appointment is for one year and is renewable. In recognition of this position, the Coordinator receives either a course release or a stipend.

1.5.2.12.8 Coordinator of Women’s and Gender Studies

The Women’s & Gender Studies Program Coordinator ensures that minors offered by the program are current and meet the needs and expectations of students; fosters curriculum development within the program; represents departments in the Women’s & Gender Studies Program to students, alumni, and others; ensures that the programming and courses offered by the program are properly described in the informational literature of the College (e.g., College Catalog); and certifies minors for graduation. He or she prepares course schedules that ensure that the courses required by minors provided by the program are offered in a timely manner and ensures that the program provides the instructional services required by the College’s General Education Program. He or she communicates regularly with the members of the program and with the Humanities Division Chair on matters appropriate to each in order to ensure the smooth operation of the program, and he or she convenes program meetings as appropriate for this purpose. The Coordinator identifies staffing needs for the program and calls these to the attention of the Division Chair and the Vice President for Academic Affairs and Dean of the Faculty; may help conduct searches for full-time and part-time faculty with consultation from Division Chairs and as approved by the Vice President for Academic Affairs and Dean of the Faculty; and makes recommendations for faculty development activities that foster continuous improvement of the department, its faculty and their teaching. He or she makes recommendations to the Division Chair and the Vice President for Academic Affairs and Dean of the Faculty on program and division budgets; develops program policies in consultation with program colleagues and communicates these to the Division Chairs and the Vice President for Academic Affairs and Dean of the Faculty, and administers approved departmental budgets. With regard to reporting and evaluation, he or she reports on the activities of the program and makes recommendations for future instructional assignments. Finally, the Coordinator may provide technical support and coordination for special events. He or she assumes other appropriate duties as identified by the Vice President for Academic Affairs and Dean of the Faculty. The Coordinator is appointed by the Vice President for Academic Affairs and Dean of the Faculty. The Coordinator is ordinarily a full-time faculty member teaching in the Women’s & Gender Studies Program who has the rank of Instructor or higher. Appointment is for one year and is renewable. In recognition of his or her service, the Coordinator receives a stipend.

1.5.2.12.9 Coordinator of Security Studies Program

The Coordinator of the Security Studies Program reports to the Vice President for Academic Affairs and Dean of Faculty and oversees all programs and activities related to Security Studies. In consultation with Department Chairs, the Coordinator will advise students in the major and minor and help them get the courses they need; determine which courses need to be taught and work with faculty on a schedule for teaching them;

and assist students interested in completing a security-related certificate. Coordinating with the Office of Career Development, he/she will develop and maintain knowledge of career opportunities and career paths in Security Studies; maintain contact with representatives from these professional communities; annually develop a plan for assisting students in achieving career goals in Security Studies; counsel and advise current students to ensure that they are aware of educational requirements for career preparation and of the expectations of graduate schools and hiring organizations; assist students with identifying graduate programs; and assist with tracking of graduates. The Coordinator will assist the Office of Admissions with recruitment of students (e.g., assist with preparation of informational literature, speak with prospective students, and represent the college at selected recruiting events and informational sessions); he/she will also establish relationships with key community colleges to both offer certificates and recruit students for the Security Studies major. The Coordinator will oversee the summer WINS program or appoint another faculty member to do so, and he/she will maintain contact with students in the program and help recruit them to the College. The Coordinator will be a member of the faculty of the College who is knowledgeable in programs of study typically associated with Security Studies. In recognition of his or her service, the Coordinator receives one course release per year and a summer stipend.

1.5.2.12.10 Director of the Westminster Honors Program

The Director of the Westminster Honors Program reports to the Vice President for Academic Affairs and Dean of the Faculty. Since the Program is housed in the Churchill Institute, the Director will work closely with the directors of the Institute, the Churchill Institute for Global Engagement, and the Emerson Center for Leadership and Service to develop programming focused on intellectual and leadership skills, within a global context. He/she coordinates the selection process for students applying to the program, coordinates curricular and co-curricular components of the program, and ensures that the program is both run successfully and assessed regularly. In consultation with the Honors Program Faculty Advisory Committee, the Director will oversee the development and execution of the Honors Program by reviewing applications to the program and determining admissions; overseeing the development and appropriate approval of courses in the program; planning course offerings each semester and recruiting faculty to teach the necessary courses; teaching up to three credit hours in the program per year; developing co-curricular activities for students, including professional and leader development workshops, field trips, career development workshops, and mentoring opportunities; planning and hosting social events for the honors students; maintaining student portfolios and records of students' progress; chairing, coordinating, and guiding the Honors Program Faculty Advisory Committee; and overseeing all aspects of the program. The Director ensures the proposal and administration of a budget for the program. Working with Enrollment Services and the Dean of the Faculty, he/she ensures that information about the program is disseminated to students, faculty, and the community as a whole, when appropriate. The Director is responsible for ensuring that the effectiveness of the program is maintained and thoroughly assessed, and he/she files a summative report with the Dean of the Faculty. The Director will be selected from the

full-time members of the faculty; the position is a three-year renewable appointment made by the Dean of the Faculty. In recognition of his or her service, the Director receives three to four course releases per year, depending on the needs of the program (or the equivalent stipend), determined by the Dean of the Faculty.

1.5.2.12.11 Director of the First Year Experience

The Director of First-Year experience reports to the Associate Dean of Student Success and is responsible for the effective delivery of the Westminster Seminar and the Leader Within. The Director is a full-time, tenured member or a full-time, probationary faculty member who has substantial service toward tenure. The Associate Dean of Student Success will solicit applications for the position of Director and, in consultation with the Faculty Executive Committee, select a Director. Appointment is for four years and is renewable.

In the performance of his/her duties, the Director is an ex-officio member of the Student Success Committee, Admissions Committee, and Student Response Team, works closely with representatives from the Office of Student Life and the Office of Enrollment Services as well as with the Division and Department Chairs, the Director of Academic Advising, the Registrar, and faculty of the College. Service as Director will be considered the equivalent to serving on one of the 4 or 5-weighted committees. The Director assumes other appropriate duties as identified by the Associate Dean of Student Success. The duties and responsibilities of the Director include: in consultation with Division and Department chairs, plans for the delivery of the Westminster Seminar (WSM and LST 101) and recruits faculty to teach the WSM; works with Enrollment Services to prepare marketing of the seminar to new students; in consultation with the Dean, Director of the Center for Teaching and Learning, and Director of Academic Advising, designs and implements appropriate faculty development activities which support the effective delivery of the WSM; orchestrates the recruitment of mentors; works with WSM faculty who request assistance in the selection of mentors; provides a training experience for WSM faculty and their mentors; works with WSM faculty to develop topics, descriptions and syllabi for seminars; when necessary or possible, teaches one section of WSM in the fall semester; teaches the one-hour mentor training class, WSM 210 each spring for all new student mentors; supervises the planning for and delivery of new student registration during the summer including the development of appropriate informational literature; is available in summer to communicate with new students and their parents about the seminar program and advise new and transfer students for all classes, in addition to seminar; reads each new student file and determines which seminar and faculty advisor would be the best match; supervises and works with the Office of Student Life on the planning and delivery of the activities of New Student Week; oversees and orchestrates the activities associated with the offering of the Westminster Seminar, providing coordination and leadership for instructional and supporting activities through regular meetings of faculty offering the WSM; develops and, once approved, administers a budget which supports faculty development activities associated with the WSM, the academic activities of New Student Week, and WSM offerings, all the other first-year experiences included in the program; coordinates with the Committee on Assessment so that the latter has the information it needs to assess the WSM, LST 101 and any other aspects of first-year experience; serves as the Instructor for WSM 311 Mentorship in the

fall semester; and assumes other appropriate duties as identified by the Associate Dean of Student Success.

This is a ¾-time position that includes teaching WSM 210 and 311. The Director will teach two courses in his/her specialization (desirably, one course per semester) in consultation with the Chair of the Department and the Associate Dean of Student Success.

1.5.2.12.12 Coordinator of the Teacher Education Program

The Coordinator of the Teacher Education Program will be the Department Chair of Education. The Coordinator of the Teacher Education Program works with faculty colleagues to ensure that documentation required by DESE and other external and internal bodies is completed; works with local schools to coordinate arrangements for student teaching and education practica; works with the registrar to ensure certification; represents the Teacher Education Program to both internal and external constituencies; and supervises the DESE Coordinator.

The Coordinator will receive a course release (a 3-credit hour course) each semester and will receive a stipend. Although most of the responsibilities can be fulfilled during the regular academic year, the Coordinator will also (as needed) be responsible for coordinating activities throughout the College's fiscal year (i.e. July 1 to June 30).

1.5.2.12.13 Coordinator of Digital Blue

The Digital Blue Coordinator reports to the Associate Vice President for Academic Affairs and Associate Dean of Faculty. The Coordinator, along with the Associate Dean of Faculty, oversees and directs Westminster's Digital Blue Initiative. In this capacity, the Coordinator will do the following:

- Provide recommendations and guidance on the integration of technological resources (iPads, applications, software, hardware) that can promote a technology-rich learning and teaching environment for faculty and students.
- Work closely with the Associate Dean of Faculty and Associate Vice President of Information Technology on budgeting and allocating devices and equipment to support Digital Blue Initiatives.
- Plan and provide ongoing training to faculty, staff, and students to enhance digital literacy across campus and support learning and teaching with technology.
 - This can include, but is not limited to, providing workshops, training sessions, presentations with speakers and industry experts, and/or hosting "train the trainer" programming.
- Work with Director for the Center for Teaching and Learning and the Associate Dean of Student Success to ensure Digital Blue Initiatives and trainings integrate and promote best practices in higher education pedagogy and student success
- Help identify external professional development opportunities for faculty and staff to enhance institutional awareness and knowledge of technology-rich learning and teaching.

- Serve as a full-time member of the Westminster Advisory Technology Team (WATT) and assist with the execution of that committee's duties as outlined in section 1.8.3.2.19.
- Assist Enrollment Services with presentations to perspective students and parents regarding Digital Blue
- Collaborate with Marketing and Communications team to help promote Digital Blue to internal and external audiences

The Digital Blue Coordinator must be a member of the full-time faculty of the College or a member of the Professional Academic Staff and is appointed by the Vice President for Academic Affairs and Dean of Faculty in consultation with the Associate Dean of Faculty and Council of Chairs.

- Appointment is for three years and is renewable.
- The Digital Blue Coordinator will receive a stipend and/or course release each academic year. Service as Digital Blue Coordinator will be considered the equivalent to serving on a 3-weighted committee.
- The Coordinator assumes other appropriate duties as identified by the Dean of the Faculty and/or the Associate Dean of Faculty.

1.5.2.12.14 HLC Accreditation Liaison Officer (ALO)

In conjunction with the chief executive officer who remains the primary HLC contact regarding HLC policies, practices, and other matters related to accreditation, HLC policy asks each member institution to identify an Accreditation Liaison Officer (ALO). ALOs receive communications from HLC regarding policies, procedures and professional development opportunities, including the report of actions following each meeting of HLC's Board of Trustees, communications about the Institutional Update and information about HLC's Annual Conference. This position is appointed by the President and will be chosen from the faculty, staff, or administration.

HLC has identified the following responsibilities for the ALO:

1. Serving as a recipient of HLC communications regarding the institution's accreditation, in addition to the chief executive officer.
2. Disseminating information and answering questions about HLC policies and procedures for all audiences within the institution.
3. Staying current with HLC policies and procedures.
4. Providing oversight and direction for the institution's Data Update Coordinator to ensure the currency, accuracy and timeliness of information submitted to HLC as part of the Institutional Update.
5. Providing oversight and direction for the timely submission of substantive change requests and reports required by HLC policy.
6. Facilitating responses to HLC inquiries, including complaints referred by HLC staff to the chief executive officer.

7. Maintaining the institution's file of official documents and reports related to the institution's relationship with HLC.
8. Providing comments to HLC as requested in its consideration of proposed policies, procedures and issues affecting the accreditation relationship.
9. Ensuring that any changes in basic institutional information are reported to HLC.
10. Ensuring that the institution meets its financial obligations to HLC through the timely payment of dues and fees.
11. Development and oversight of the institutional HLC budget and attending the annual HLC Conference to keep apprised of HLC policies and processes.

If this person is a faculty member s/he will receive a stipend and/or course release based on the amount of work anticipated during that academic year. The receipt of a stipend and/or course release will be determined by the Dean of Faculty in consultation with the President and the Associate Dean of Faculty.

1.6 Bylaws of the Faculty of Westminster College (see Appendix S)

1.6.1 Definition of Faculty & General Faculty

1.6.1.1 Faculty. All individuals holding faculty appointments as defined in Section 2.1.

1.6.1.2 General Faculty. All persons who by Section 2.1 of the Handbook have been granted the privileges of the floor and/or the right to vote on faculty matters. This includes:

1.6.1.2.1 All persons defined as faculty in 1.6.1.1

1.6.1.2.2 The President of the College, the Vice President for Academic Affairs and Dean of the Faculty, and members of the Professional Academic Staff (as defined in Section 2.1.6.1). The Professional Academic Staff generally includes but is not limited to the Director of Library Services and other members of the professional library staff, the Director of Counseling and other members of the professional counseling staff, The Director of Learning Opportunities Center (LOC) and other members of the LOC staff.

1.6.1.2.3 Members of the Professional Staff (as defined in Section 2.1.7) whose annual contract specifies teaching responsibilities. The Professional Staff of the General Faculty usually includes but is not limited to the Director of Athletics, the Head Athletic Trainer, the Assistant Athletic Trainer, coaches, the chaplain, the Director of Student Activities and Leadership Development, the Internship Coordinator and the Director of International Programs when their annual contract specifies teaching responsibilities, and unless the person is listed is a member of the Professional Academic Staff.

1.6.1.2.4 Emeriti Faculty

1.6.1.2.5 Ex Officio Administrative Officers: the Vice President for Business and Finance, the Vice President for Institutional Advancement, the Chief Information Officer, the Vice President and Dean of Student Life, the Vice President and Dean of Enrollment Services, and the Executive Director of the Winston Churchill Memorial and Library

1.6.2 Participation in Faculty Governance

1.6.2.1 All members of the general faculty as described in Section 1.6.1.2 will have privileges of the floor at faculty meetings.

1.6.2.2 Those full-time and part-time faculty members identified in 1.6.1.1, who in Section 2.1 of the Handbook have been granted the right to vote on faculty matters, shall also be eligible for committee service.

1.6.2.3 Those full-time individuals identified in Section 1.6.1.2.2 shall also be eligible for committee service, unless restricted by other sections of the Handbook, and shall have the right to vote on faculty issues.

1.6.2.4 Those full-time individuals identified in Section 1.6.1.2.3 shall also be eligible for committee service, unless restricted by other sections of the Handbook, and shall have the right to vote on faculty issues.

1.6.2 Faculty Officers

The officers of the general faculty shall include a chair, a vice-chair, a secretary and a parliamentarian.

1.6.3.1 The Chair & Presiding Officer

The chair and presiding officer of the general faculty is the Vice President for Academic Affairs and Dean of the Faculty.

1.6.3.2 The Vice-Chair of the Faculty

The Vice-Chair of the Faculty is elected from among the tenured faculty by secret ballot and majority vote prior to the election of members of the Executive Committee. The Vice-Chair may not also be a member of the Faculty Personnel Committee or a regular member of the Executive Committee. The term of office is three years, and no one may serve more than six years consecutively. In addition to chairing meetings of the Faculty in the absence of the Dean, the Vice-Chair of the Faculty serves as chair of the Executive Committee, and he or she in consultation with the Dean sets the agenda for regular meetings of the Faculty. The Vice-Chair also performs other functions as stipulated elsewhere in the *Faculty Handbook*, including 1.6.17.2 Other Duties: please see 1.5.2.1; 1.5.2.4.2; 1.6.8; 1.6.10; 1.6.15; 1.6.17; 1.7; and 2.9.1.8. The Vice-Chair will receive a

course release (a 3-credit hour course) or stipend in either fall or spring semester. Also, see last sentence in 1.8.3.1.1.

1.6.3.3 The Faculty Secretary

The Secretary of the Faculty, appointed by the Executive Committee in consultation with the Dean of the Faculty, prepares and distributes such announcements, statements, and correspondence as the faculty directs. He/she also works with the Dean of the Faculty's Executive Assistant in ensuring an accurate record of minutes for all faculty meetings. The Faculty Secretary must be a tenured faculty member. The term of office is one year.

1.6.3.4 The Parliamentarian of the Faculty

The Parliamentarian, appointed by the Executive Committee in consultation with the Dean of the Faculty, advises the presiding officer of a meeting of the general faculty on matters of procedure. The term of office is one year.

1.6.3 Meetings

The Dean of the Faculty, in consultation with the Faculty Executive Committee, determines the time and place of faculty meetings. Special meetings may be called by the Vice President for Academic Affairs and Dean of the Faculty, in consultation with the Faculty Executive Committee, or convened by the Vice President for Academic Affairs and Dean of the Faculty upon the request of the Faculty Executive Committee or the receipt of a petition signed by a quorum of the voting members of the general faculty.

1.6.5 Quorum

A majority of voting members (the following members of the general faculty: Ranked Faculty, Full-Time Faculty, Pro Rata Part-Time, Senior Lecturer, and Professional Academic Staff) (See Section 1.6.2), excluding faculty members on sabbatical leave or leave of absence, shall constitute a quorum. The number constituting a quorum for an entire semester shall be determined by a tally of voting members of the general faculty on the first day of classes and shall be announced by the Faculty Secretary at the first faculty meeting of each semester. Those voting members of the general faculty who may be counted toward a quorum are expected to attend faculty meetings. (See Section 2.9.2.8)

1.6.6 Rules of Order

Parliamentary procedure shall be in accordance with the rules contained in the current edition of Robert's Rules of Order, except when the rules therein are inconsistent with provisions in the faculty bylaws or with such rules of order as the faculty may adopt.

1.6.7 Voting

The usual method of voting on motions shall be by voice vote, although the chair has the option of requiring a vote by show of hands. Should the ruling of the chair on a voice vote be challenged, the vote shall be taken by show of hands. Upon the recommendation of the Executive Committee or upon a majority vote of faculty present, the method of

voting on a motion shall be by written or electronic ballot. The faculty, by majority vote of those present, will determine whether the written ballot shall be distributed to only those present, with a vote immediately following, or shall be distributed to the entire voting faculty with a vote due by a faculty-set due date. Regardless of the voting method, the action of a majority of the faculty present at a duly convened meeting at which a quorum is present shall be the action of the faculty, unless a higher voting threshold shall be required elsewhere in this *Faculty Handbook*.

All voting members of the general faculty as specified in section 1.6.1.2 may take part in a faculty vote. Should a member of the general faculty be on sabbatical leave, developmental leave, or unpaid leave, he/she retains the right to attend faculty meetings and/or vote on faculty matters.

1.6.8 Elections & Appointments

Elections and appointments to faculty committees, task forces and/or administrative positions shall be guided by policies established in the *Faculty Handbook*. Where no handbook policy exists, the Faculty Executive Committee, in consultation with the Dean of the Faculty, will establish faculty election and appointment policy. For the purposes of election or appointment to committees in any given year, the Vice-Chair of the Faculty will divide Professional Academic Staff members evenly between the three divisions. No more than one Professional Academic Staff member may serve on an elected committee as defined by Section 1.8.3.1 of the Faculty Handbook. Members of the Professional Academic Staff who are also members of the president's Cabinet as defined by Section 1.8.2.1 of the Faculty Handbook are not eligible for elected faculty committees.

1.6.9 Order of Business

Meetings of the Westminster faculty are conducted according to the following agenda:

- Approval of Minutes
- Old Business
- New Business
- Reports and Announcements

Reports of committees, standing or special, and of task forces, including but not limited to all proposals for faculty action originating with a committee or task force, are initially brought to the floor of the meeting as new business. All standing committees, special committees and/or task forces, except those specifically charged at their creation to report directly to the faculty, report to the faculty through the Executive Committee.

New business originating from the floor will be referred by the chair to the appropriate committee. The person originating a proposal has the right to present the proposal to the committee to which it is referred, and the committee is obligated to return the proposal, with its recommendations or comments, to the faculty for final action. Only if a matter is regarded as being of such urgency that two-thirds of the faculty members present vote to suspend the rules can an item of business originating on the floor of the faculty meeting be considered without first having been considered by the appropriate faculty committee.

At the chair's discretion, the faculty agenda, described above, may be modified to allow the President of the College or other speaker to address the faculty at the beginning of a faculty meeting, rather than the end. For other compelling reasons the chair may further modify the agenda for a particular meeting. Only faculty action may permanently modify the order of the agenda.

1.6.10 Minutes of the Meetings

1.6.10.1 Faculty Meetings

Copies of the minutes of faculty meetings will be posted electronically on Microsoft Teams, under the title "Faculty Meetings." Wherever posted, minutes will be edited where necessary to protect an individual's right to privacy.

1.6.10.2 Executive Committee Meetings

The minutes of the Executive committee meetings will be posted electronically on Microsoft Teams, under the title "Faculty Meetings." They, together with any attachments, reports and/or other written material referred to in the minutes, shall be available for viewing in the Offices of the Dean of the Faculty by any member of the administration, faculty, staff or student body. Minutes of executive sessions of the Executive Committee shall only be made available to members of the committee and to those authorized as stipulated in 1.6.10.3.

1.6.10.3 Permanent Minutes

When not in use, the permanent minutes of both the meetings of the faculty and the meetings of the Executive and Personnel Committees shall be kept in the file room in the Office of the Dean of the Faculty. Any member of the faculty, at his or her own request to the Executive Assistant to the Dean of the Faculty, may have access to the permanent minutes during regular office hours of the College, except that access to the minutes of executive sessions of the Personnel or Executive Committees requires the approval of the Dean or authorization by formal action of that committee.

1.6.10.4 Committee and Task Force Minutes

The Chair of each committee or task force will be responsible for regularly posting their meeting minutes in the "Faculty Committee Meeting Minutes Only" TEAM. Those minutes will be retained on a schedule devised by the Dean of the Faculty, in consultation with the Faculty Executive Committee.

1.6.11 Actions Binding

It is the professional obligation of every faculty member to observe and enforce the rules, policies, and procedures established by action of the faculty or its duly authorized agents: all such actions are binding upon all members of the general faculty.

1.6.12 Open Hearings

The President and the Vice President for Academic Affairs and Dean of the Faculty may call open hearings on matters relating to college issues. The chair of any duly constituted faculty committee or task force may call open hearings on matters falling within his/her group's purview. The official calling an open hearing determines what matters are to be considered and how the hearing is to be conducted. The official, upon his/her decision to call an open hearing, must notify the Vice President for Academic Affairs and Dean of the Faculty and the Chair of the Faculty Executive Committee of the issue to be discussed.

1.6.13 Guests at Faculty Meetings

No persons other than members of the general faculty shall be permitted to attend faculty meetings unless they have been specifically designated by faculty action or by approval of the Faculty Executive Committee as invited guests. The chair of the meeting may grant guests the right to speak but not to vote. By action of the faculty, a standing invitation is extended to Westminster College students, staff, administrators, and trustees.

1.6.14 Advocacy of Public Political Issues or Candidacies

Affirming that the meetings of the faculty in formal session are for the discussion of issues directly related to the formulation and implementation of policies governing the college, except as noted below, the use of those meetings as a forum for the advocacy of any public political issue or candidate is prohibited. Public political issues and candidates, within this context, are those scheduled for formal disposition either by public balloting or by the vote of the legally elected representatives of any political jurisdiction.

The faculty may debate and hear formal arguments on a specific public political issue or candidate (a) when the administration of the college takes, or is contemplating taking, a public stand on that issue or candidate; (b) when a majority of the faculty indicates during a formal faculty meeting its desire to consider and/or debate an issue or candidate; or (c) when the Executive Committee recommends on a case by case basis the discussion and debate of specific issues or candidates by the faculty.

1.6.15 Rule Governing Faculty Committees & Task Forces

1.6.15.1 Notice of Meeting Time and Agenda

When it is practically possible to do so, the chair (or convener) of a committee or task force shall give ample notice to the Vice President for Academic Affairs and Dean of the Faculty of the time and place of committee/task force meetings and provide him/her with copies of the agenda.

1.6.15.2 Scope of Committees and Task Force

Assignment of proposals, resolutions, inquiries, and problems to committees and/or task forces shall be in keeping with the following procedures: the responsibility and authority to determine which faculty standing committee shall have jurisdiction over a given

proposal, resolution, or problem shall lie with the Faculty Executive Committee, in consultation with the Dean of the Faculty. However, the faculty retains the right, by formal action, to identify a particular committee it wishes to consider a proposal. The responsibility and authority to determine the charge to special faculty committees or task forces shall be guided by Section 1.7 of the *Faculty Handbook*.

1.6.16 ***Faculty Handbook***

The *Faculty Handbook* contains the approved policies and procedures of Westminster College concerning a faculty member's rights and responsibilities and terms and conditions of employment.

1.6.16 ***Faculty Handbook Creation or Revision***

Section I of the *Faculty Handbook* (Sections 1.0 through 1.8), except Section 1.1, 1.3 and the description of the job responsibilities of non-faculty administrators, and the appendices that apply only to faculty of Section I or Section II (Sections 2.0 through 3.3) may be changed by approval of the faculty and the President. Section 1.1 may be changed with the approval of the faculty, the President and the Board of Trustees. Section 1.3 may be changed by the Board of Trustees, as allowed by law. The description of the job responsibilities of non-faculty administrators may be changed by the President. Changes to Section II of the Handbook relating to personnel matters, matters of educational policy or matters of governance shall be made with the approval of the faculty and the President, unless one or the other, or both, formally stipulate that approval also needs to be given by the Board of Trustees. Regardless of the source of the change, the Executive Committee of the Board of Trustees will be promptly informed in writing by the President of all changes to Section I and Section II of the *Faculty Handbook*. Handbook material that applies to all employees of the College may be changed following normal administrative procedures, provided that changes in benefits will not be implemented until the next contract year. The Faculty Executive Committee will be immediately notified of any changes made to the Faculty Handbook. Except when the college enters financial exigency, changes become effective at the beginning of the academic year following the academic year in which they are approved. For guidelines relating to financial exigency, see Section 2.8.

The Board of Trustees may accept or reject any changes to the *Faculty Handbook*, as outlined above, or may request that the President and the faculty revisit the changes and resubmit them for the Board's consideration. The Faculty Executive Committee will be immediately informed of the Board's decision.

1.6.16.1 **Initiation of Amendments**

Proposals for amending sections of the handbook may be initiated by the Board of Trustees, proposing agencies of the Faculty, Administrative Officers or Offices, or ten (10) voting members of the general faculty by petition. Such proposals will be forwarded to the Faculty Executive Committee for action.

1.6.16.2 Courses of Action

Upon the receipt of an amendment, the Executive Committee may propose one of the following courses of action:

- send the amendment to the faculty without comment
- send the amendment to the faculty with the recommendation to approve or reject
- return the amendment to the submitter for further study and revision
- submit an alternate revision to the faculty with or without the approval of the submitter

The faculty will accept or reject the amendment(s) by a simple majority vote. The faculty may modify the proposal or accept or defeat it, or may return it to the Executive Committee for further study and revision. If the faculty approves the proposal, it shall be then submitted to the President.

Should the President disagree with faculty action regarding amendment to the *Faculty Handbook*, he/she shall meet with the Executive Committee. If a compromise is agreeable to the President and to the Executive Committee, the Executive Committee shall communicate that compromise to the general faculty. If the compromise is agreeable to a majority of the faculty present at a called meeting to discuss the compromise, the amendment shall be forwarded to the Board in the normal manner. When a compromise agreeable to the President and a majority of the faculty is not reached within ninety (90) days of the meeting between the President and the Executive Committee, and when a majority of the faculty wishes to pursue their alternative over the objections of the President, the faculty's position and rationale shall be presented to the Faculty and Curriculum Committee of the Board by the Vice-Chair of the Faculty and the President's position and rationale shall be presented by the President or by the Vice President for Academic Affairs and Dean of the Faculty. The Board of Trustees' decision is final.

Except under extraordinary circumstances, as agreed to by the President, the Dean of the Faculty and the Chair of the Faculty Executive Committee, action on amendments by the faculty and President must be completed by the end of the fall semester so that action by the Board of Trustees can be taken before the issuance of faculty's notice of appointment for the next academic year. Should the individuals named above determine that extraordinary circumstances exist and that prompt changes in the *Faculty Handbook*, based on amendments by the faculty and the President, are essential for the College, they may request a special Board review at an emergency Board meeting or at the next regular Board meeting, even if it occurs after December 31.

1.6.17 Distribution of the Handbook

The *Faculty Handbook* is available on the Westminster College website and in the "Information for Faculty" TEAM.

1.7 Committee Structure

The Committee structure at Westminster consists of standing committees formally described in Part I of the *Faculty Handbook*. It also includes a) task forces established by the Faculty Executive Committee, a Dean of the College and/or the President, b) faculty service as advisors to student organizations, and c) faculty service to the Dean as the faculty secretary or parliamentarian.

Committees and task forces may formally conduct business only when a majority of the voting members of the committee are present. The Chair shall announce at the first meeting during the academic year the number constituting a quorum.

1.7.1 Standing Committees

The duties, membership and term of service on standing committees are governed by Part I of the *Faculty Handbook*. Unless otherwise noted in the *Faculty Handbook*, faculty appointments to non-elected membership positions shall be made by the Executive Committee, in consultation with the Dean of the Faculty.

Ex officio membership on a committee is designated by specifying that the holder of a certain office is a member of the committee, e.g., "the Vice President for Academic Affairs and Dean of the Faculty." An ex officio member of a committee enjoys all the privileges of membership unless one or more such privileges are specifically withheld.

The President of the College and the Vice President for Academic Affairs and Dean of the Faculty are ex officio members, without vote, of all faculty committees except the Professional Standards Committee. If it is the usual practice for the Dean to meet regularly with a specific committee, the Dean is listed as an ex officio member of that committee.

1.7.2 Task Forces

The duties, membership and term of service on task forces are determined by the originating authority. The originating authority will consult with the Faculty Executive Committee when appointing faculty members to a task force or when formulating the charge to a task force when it relates to academic affairs.

A task force exists for one year or less. Only by explicit action by the originating authority may it be extended, recharged and/or reconstituted for a longer period of time. If the duties of a task force require it to become a regular body, the Faculty Executive Committee should determine whether to recommend its conversion into a regular standing committee of the faculty.

1.7.3 Policies relating to both Standing Committees and Task Forces

Ordinarily, both newly elected and newly appointed members of committees and task forces begin their terms of service one working day preceding the first day of regular classes for all students. In unusual circumstances, however, the newly elected or

appointed members of some committees or task forces may be called into service during the summer vacation to attend to matters pertaining to the upcoming school year which cannot be deferred until the beginning of the fall semester. Both elected and appointed committee and task force members are eligible to serve successive terms unless this is specifically prohibited. All costs arising from legal action against a Westminster employee acting in the performance of his/her duty as a member of a College approved committee or task force or as an academic advisor, a teacher or an administrator, without knowingly violating law or College Handbook policies, shall be borne by the College.

When members of a committee or task force are scheduled to be on leave for either a semester or a year, or are for other reasons not likely to be available for service during a significant period of their term, replacement members will be appointed or elected for that entire academic year as well as for the remainder of the original member's term. The Faculty Executive Committee will handle or advise on all such appointments and will schedule all necessary elections. In consultation with the Dean, it will also determine the meaning of "significant period of their term." Except for untenured members of the Faculty Personnel Committee, replacement members who serve one year or less of an original member's term on an elected committee are exempt from any immediate reelection restrictions that would normally apply—i.e. they may be eligible for immediate reelection.

The appointment of faculty to standing committees or to task forces or to other positions identified as needed for the next academic year shall be made by the Executive Committee in the spring semester of the preceding academic year, following the conclusion of committee elections and the passage of the due date for the return of faculty committee preference forms. The Executive Committee shall establish the timing of the committee elections in the spring semester.

At the conclusion of the academic year, the chair of each committee and task force shall prepare and submit to the Vice President for Academic Affairs and Dean of the Faculty an annual report on the work of the committee/task force, including separate sections on the contributions of each of its members. The Dean of the Faculty will annually remind all chairs of this responsibility. A copy of the chair's evaluation of each faculty member's contribution shall be given to the faculty member, and a copy of that report as well as a copy of the work of the committee/task force will be retained by the Vice President for Academic Affairs and Dean of the Faculty for placement in the faculty member's personnel file.

1.8 Committee Description

1.8.1 Board of Trustees Committees - See Section 1.4.1

1.8.2 Administrative Councils

1.8.2.1 President's Cabinet

An advisory body to the President on matters relating to the specific administrative areas of the college and the college as a whole.

Duties:

- Advises the President
- As authorized by the President, establishes college-wide policies that can be incorporated into the *Employee Handbook* performs other duties assigned to it by the President

Membership:

- Vice President for Academic Affairs and Dean of the Faculty
- Vice President of Business & Chief Finance Officer
- Vice President and Dean of Enrollment Management
- Vice President for Institutional Advancement
- Vice President and Dean of Student Life
- Vice President of the Churchill Institute, and Executive Director of the National Churchill Museum
- Vice President & Chief Communications Officer
- Associate Vice President and Associate Dean of the Faculty

Guidelines:

- Minutes of Cabinet meetings are kept by the Executive Assistant to the President

1.8.2.2 Council of Chairs

An advisory body to the Vice President for Academic Affairs and Dean of the Faculty and/or, at his/her request, to the President on matters relating to the academic area, including strategic planning, and on other matters submitted to it relating to the health and well-being of the College.

Duties:

- Advises the Dean and/or President
- Serves as the Committee on Leaves
- Serves as the Committee on Faculty Summer Awards/Stipends
- Serves as the Committee on Student Research/Presentation Awards
- Performs other duties as stipulated in the *Faculty Handbook* or assigned to it by the Dean of the Faculty and/or President
- Participates in strategic planning
 - Provide faculty with improved education and communication about the strategic plan
 - Clarify the relevance of the strategic plan and its connection to departments and faculty in carrying out departmental and individual faculty goals each year
 - Facilitate dialogue between faculty and the Vice President/Dean of the Faculty and President on how the plan is operationalized both in the academic area and other areas of the College
 - Invite feedback from faculty on substantive issues that face the strategic plan and its implementation on an ongoing basis

Membership:

- Vice President for Academic Affairs and Dean of the Faculty

- Academic Division Chairs
- Associate Dean of the Faculty

1.8.3 Institutional Committees

During the Committee election/selection process, nominations for positions stipulating tenured faculty status will be based on the potential tenure status of the nominee at the time of initial committee service rather than the status at the time of nomination. Probationary faculty awaiting a tenure decision will therefore be part of the tenured faculty pool.

Should there not be sufficient number of tenured or probationary faculty available to serve, the tenure status of the position as described in the *Faculty Handbook* may be waived for that election/selection. Should this non-availability recur, or appears likely to recur, frequently, the Faculty Executive Committee will review the guidelines in the *Faculty Handbook* and make suitable recommendations to rectify the problem. Elections/Selections under this waiver will be for the entire term of office stipulated in the *Faculty Handbook* or, if a replacement election/selection, to the end of the position's term of service.

With one exception, no faculty member may serve on more than one committee in an academic year whose workload ranking by the Executive Committee is a 4 or a 5. The exception: a faculty member who serves on one 4 or 5 committee may also serve on another 4 or 5 committee if his/her presence, because of an office he/she holds, is required by the *Faculty Handbook* or is deemed essential by the Executive Committee or the President.

1.8.3.1 Elected Committees

1.8.3.1.1 Faculty Executive Committee

This committee is both the executive committee of the general faculty and the committee on faculty committees. It also acts as an advisory body for the Vice President for Academic Affairs and Dean of the Faculty and the President.

Duties:

- Receives and reviews the reports of all standing faculty committees and any ad hoc committee or task force, unless the committee or task force is specifically charged to report directly to the faculty. It forwards such reports and any proposals requiring faculty action to the general faculty. The committee is free to recommend the adoption or rejection of a proposal developed by another committee, but its primary responsibility in reviewing such proposals is procedural, not substantive: is the proposal clearly and unambiguously stated; were directly affected parties given the opportunity to contribute to the deliberations of the original committee; have obvious kinds of questions been addressed and relevant data gathered and evaluated?

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- Initiates inquiries and solicits proposals for action pertaining to any matter under the purview of the faculty by referring the matter to an existing committee, forming an ad hoc committee or task force, or by addressing the matter itself. It also exercises such powers and responsibilities of the general faculty as have been delegated to it by faculty action. In exercising its delegated powers, it is obligated to report its decision to the faculty, but in the absence of faculty action to the contrary, its decision stands.
- Serves as an advisor on membership to a Dean of the College and/or the President when a task force requires faculty membership. Serves as an advisor to a Dean of the College and/or the President on the charge to a task force when that task force focuses predominately on academic issues.
- Recommends on the need for a declaration of financial exigency. If such a declaration is made, it recommends on how to reorder programs, income and expenditure as a result of financial exigency.
- Advises the Dean of the Faculty on faculty layoffs.
- Periodically reviews the suitability of the student survey adopted by the faculty and used in the evaluation process.
- Acts as an appellate body for faculty who contest an interpretative decision of the Curriculum Committee relating to general education issues.
- Oversees the revision of the *Faculty Handbook* as stipulated in Section 1.6.17.
- Performs any other responsibility, not mentioned above, delegated to it by the *Faculty Handbook* and/or faculty action.

Membership:

- Three tenured faculty, one from each academic division
- Three untenured faculty, one from each academic division. No more than one of the untenured members of the committee may be a member of the Professional Academic Staff.
- Vice-Chair of the Faculty, ex officio
- Dean of the Faculty, ex officio, without vote

Guidelines:

- The six faculty members are elected by majority vote of the faculty to staggered, two-year terms. Even though their tenure status may change in the second year of their committee service, probationary faculty will complete the term of service to which they were elected.
- If no untenured members are able to serve, tenured members may be elected to serve in their place as one-year replacements
- Faculty serving on this committee may not at the same time also be a member of the Faculty Personnel Committee.
- The six faculty members may not be immediately reelected.
- The chair is the Vice-Chair of the Faculty.

1.8.3.1.2 Faculty Personnel Committee

This committee is the faculty committee on tenure, appointments, promotions in faculty rank, and faculty salaries.

Duties:

- Advises the Dean and the President regarding initial, full-time faculty appointments, and the renewal or non-renewal of probationary or special faculty appointments
- Participates in faculty searches in accordance with *Faculty Handbook* policies
- Advises the Dean and the President regarding promotions in faculty rank
- Reviews the Dean's recommendations for increments in faculty salaries
- Acts as the faculty's agent in recommending the award or denial of tenure
- Oversees the college's system of faculty evaluation
- Advises the Dean or the President regarding the salary of a Westminster faculty member who exercises the retreat right and returns to the faculty from administration
- Nominates or recommends the nomination of individual faculty members to be the recipients of externally granted awards for teaching and/or service to the college and its students
- Advises the Dean of faculty suspension and/or dismissal for cause
- Advises the Dean and/or the President relating to faculty personnel issues as stipulated in the *Faculty Handbook* and/or authorized by faculty action

Membership:

- Vice President for Academic Affairs and Dean of the Faculty (ex officio, without vote, for the purposes of presenting administrative recommendations and other pertinent information, including faculty evaluation data in his or her custody)
- Six tenured members of the faculty, elected by majority vote of the faculty, two from each of the three academic divisions (Humanities, Social Science, and Natural Science and Mathematics). The two tenured faculty members from the same division serve staggered two-year terms.
- Three untenured faculty, one from each academic division, serving a one-year term. No more than one of the untenured members of the committee may be a member of the Professional Academic Staff.

Guidelines:

- Former tenured members of this committee are not eligible to begin a subsequent term on the committee until the third year after the expiration of the last term to which they were elected. However, tenured members who are elected to serve a replacement term of one year or less are eligible for immediate reelection.
- If no untenured members are able to serve, tenured members may be elected to serve in their place as one-year replacements.

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- Former probationary members of this committee are not eligible to begin a subsequent term on the committee until the third year after the expiration of the last term to which they were elected.
- No one who is a member of the Executive Committee of the Faculty may at the same time be a member of this committee.
- No division chair may at the same time be a member of this committee.
- The untenured members on the committee participate in all deliberations and actions of the committee, except that they have no vote in tenure decisions.
- No faculty member who is serving or has served as a mentor in Westminster's formal mentoring program may participate in any administrative evaluation of his/her mentee during the mentee's probationary period, except as a committee chair evaluating a committee member. Once the mentee has obtained tenure, he/she may participate in evaluation, but should respect the implied confidentiality of their conversations and interactions during the years prior to tenure.

Likewise, no faculty member who is, or has been, a mentee in Westminster's formal mentoring program may participate in the evaluation of his/her mentor during the mentee's probationary period, except as a committee chair evaluating a committee member. Once the mentee has obtained tenure, he/she may participate in evaluation, but should respect the implied confidentiality of their conversations and interactions during the years preceding the tenuring of the mentee.

- Former tenured committee members will be eligible for recall to serve as division representatives on the Faculty Personnel Committee in the event that both of the sitting tenured division representatives have to recuse themselves from a tenure case. Recall will be based on availability, recency of service, and seniority. One division representative will be considered sufficient and service will be limited to the specific case.
- A department chair on the Faculty Personnel Committee will not participate in reviewing a member of his/her department beyond the chair's Committee interview. Other than giving testimony, the chair will fully recuse himself/herself from, and not be present for, the remainder of the interview, deliberation and voting portions of the evaluation for that professor.
- Any Committee member with a relationship that might represent a conflict of interest will, at the discretion of the Faculty Personnel Committee, be recused. (The committee elects its own chair.

1.8.3.1.3 Curriculum Committee

The Curriculum Committee is the committee on academic programs and on academic policies relating to general education.

Duties:

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- Reviews departmental proposals for additions or deletions to courses listed in the college catalog
- Reviews -00 courses before they are offered a third time and reports its findings and recommendations to the course instructor and the faculty. However, no formal action by the faculty is required before the course is offered a third time. Before a -00 course is offered a fourth time, it must be reviewed by this committee and approved by the faculty for listing in the catalog
- Has original jurisdiction over proposals for incremental changes in graduation requirements
- Recommends the creation of task forces that should be charged with developing proposals for new academic programs and majors
- Reviews any proposals for new programs
- Reviews and proposes modifications to various academic policies, including, but not limited to, the policies controlling registration, admissions, student probation and dismissal, and grading
- Provides policy oversight of existing programs, such as internships and self-designed majors. While the conduct of such programs within the guidelines established by the faculty is the responsibility of the program coordinators or directors, program directors and coordinators are encouraged to use the committee as an advisory body and sounding board for new ideas.
- Serves, either as a committee of the whole or by creation of a sub-committee, as the Library Advisory Committee, together with the Director of Library Services.
- Supervises and guides the general education program; and recommends to the general faculty any desired changes in that program.
- Identifies one member to serve on the Teachers Education Advisory Committee.

Membership:

- Vice President for Academic Affairs and Dean of the Faculty, ex officio, without vote
- Four members of the faculty, one from each academic division and one at-large. No more than one of the members of the committee may be a member of the Professional Academic Staff.
- One Academic Division Chair, ex-officio, selected by the Council of Chairs to represent the Council of Chairs
- Associate Dean of the Faculty, ex officio, without vote

Guidelines:

- Members of the faculty are elected by majority vote of the faculty to staggered, two-year terms. Both tenured and non-tenured members of the faculty are eligible for election to this committee.
- For the purposes of election to this committee, members of the professional academic staff of the LOC are considered to be in the Humanities Division, and members of the library's professional academic staff and counseling professional academic staff are considered to be in the Social Science Division.
- The committee selects its own chair and its own secretary.

1.8.3.1.4 Professional Standards Committee

The Professional Standards Committee hears complaints against faculty and/or administrative officers.

Duties:

- Hears allegations which call into question a faculty member's competence as a teacher or scholar, that a faculty member has failed to meet his or her professional responsibilities to the institution, students, or colleagues (including violations of stated college policies), or that involve generally recognized standards of professional ethics.
- Reviews all grievances as stipulated in Section 2.15 and Appendix G of the Faculty Handbook

Membership:

- Three tenured faculty members
- Two untenured faculty members. No more than one of the members of the committee may be a member of the Professional Academic Staff.
- One faculty member, regardless of tenure status

All members shall be elected by plurality vote of the faculty for staggered, three-year terms.

Guidelines:

- See Appendix G for guidelines should any of these members need to be excused from a particular case.
- If no untenured members are able to serve, tenured members may be elected to serve in their place as one-year replacements.
- The Chair shall be elected by the faculty by secret ballot and majority vote from among the continuing members of the committee.

1.8.3.1.5 The Oath and Values Board

The Oath and Values Board hears cases involving alleged student violations of the honor code.

Membership: 12 students as specified in the Oath and Values Board

- Three faculty advisors composed of members of the Oath and Values Board faculty pool. No more than one of the members of the committee may be a member of the Professional Academic Staff.

Guidelines:

- Membership and operation of the Oath and Values Board are guided by the Oath and Values Board Constitution contained in the Student Handbook and reprinted in Appendix O.

1.8.3.1.5.1 The Oath and Values Board Faculty Pool

The Oath and Values Board faculty pool shall consist of three faculty members, one from each academic division, elected by the faculty to staggered two-year terms. No more than one of the members of the committee may be a member of the Professional Academic Staff. The Oath and Values Board, guided by its constitution, will seek advisors from among the members of the Oath and Values Board faculty pool, guided by the principle that the workload of service should be as equably distributed as possible.

1.8.3.2 Appointed Committees

1.8.3.2.1 Admission and Retention Committee

Duties:

- Reviews and makes recommendations regarding the College's policies, plans, procedures and programs for recruiting and retaining students, and assists the College in achieving its strategic goals.
- Provides support to the Office of Enrollment Services in the recruitment of students
- Reviews the credentials of marginal applicants and of applicants whom the Dean of Enrollment Services believes might merit special consideration, approving or disapproving admission in keeping with established policy

Membership:

- Four faculty members, with at least one from each academic division, appointed to two-year staggered terms. One of the four members will be a full-time member of the Department of Mathematical Sciences; and one will be a full-time member of the LOC. No more than one of the members of the committee may be a member of the Professional Academic Staff.
- Director of the First Year Experience, (*ex officio*) (added 4-12-21...should have been added with the creation of the director position...omission was an oversight)
- Dean of Enrollment Services (*ex officio*, without vote), or his/her designee (*ex officio*, without vote)
- Dean of Student Life (*ex officio*, without vote), or his/her designee (*ex officio*, without vote)
- Vice President for Academic Affairs and Dean of the Faculty (*ex officio*), or his/her designee, (*ex officio*)

Guidelines:

- The committee designates its own chair from among the faculty members on the committee

1.8.3.2.2 Alpha Chi Sponsor and Advisors

Duties:

- Serve in a liaison capacity to the faculty and administration and advises the Westminster Alpha Chi chapter in the conduct of its activities

Membership:

- Sponsor selected by the President for a three-year term
- Two faculty advisors, elected by active members of Alpha Chi to a one-year term

1.8.3.2.3 Assessment Committee

Duties:

- Provides policy oversight of the college-wide program to assess progress toward the goals set forth in the College's mission statement, as well as documents derived from the College's mission statement, including the College's learning goals and the Concept for Student Development
- Provides assessment results to College constituencies for use in quality improvement processes
- Aids in marketing and recruiting efforts by sharing assessment results with appropriate College offices
- Coordinates academic department and other College office assessments
- Plans and implements assessments for Assessment Day activities
- Reviews relevant research proposals as explained in Appendix N, item 9

Membership:

- Director of Assessment (chair), ex officio
- Dean of Student Life or the Dean's appointed delegate, ex officio
- Director of Career Development, ex officio
- Alumni Director, ex officio
- One representative from each of the three academic divisions appointed to staggered two-year terms
- Director, Center for Teaching and Learning, ex officio
- Two Students
- Director of Institutional Research, ex officio
- Dean of the Faculty, ex officio (if not serving as the Director of Assessment)

Guidelines:

- The committee is chaired by the Director of Assessment

1.8.3.2.4 Ethics in Research Committee

Duties:

- Ensures that the standards for ethical research with humans and animals adheres to college policy as contained in Appendix N of the *Faculty Handbook*

Members:

- Three faculty members, one from the Department of Psychology, one from Biology, and one at-large (with experience with qualitative research on human subjects), appointed to a term as stipulated by the Executive Committee.
- Director of Institutional Research, ex officio

- One student, selected by the committee upon recommendation of SGA, to a one-year term

Guidelines:

- The committee will elect as chair one of its faculty members

1.8.3.2.5 Faculty Secretary - See Section 1.6.3.3

1.8.3.2.6 Five-Year Calendar Committee

Duties:

- Advises the Dean of the Faculty and the Dean of Student Life on long term issues relating to the academic calendar

Membership:

- Dean of Faculty, *Chair*
- Dean of Student Life
- Registrar
- VP of Enrollment Management & Financial Aid
- Executive Assistant to the President of the College
- Social Sciences Division Chair, or designee
- Natural and Mathematical Sciences Division Chair, or designee
- Humanities Division Chair, or designee
- Exec. Director of Plant Operations, or designee
- Director and Chief Curator of the National Churchill Museum
- Director of First Year Experience
- Athletics Director
- Executive Director of Information Technology or their designee
- Exec. Director of Alumni and College Relations
- Two Student Representatives

Guidelines:

- The Dean of Faculty is the Chair and reports to the President

1.8.3.2.7 Teaching and Learning Committee

Duties:

- Assists in the administration of the Faculty Mentoring Program and the Center for Teaching and Learning.
- Assists the Director of the Center for Teaching and Learning in developing and scheduling programs and tasks to help foster better pedagogy at Westminster. Such programs may include Faculty Development Day, the Spring Teaching Workshop, Brownbag Presentations, the Master Teacher I and Master Teacher II workshops and

presentations, the Cheap Lunch/Priceless Conversation pedagogy discussions and special Friday afternoon events.

- Assists in the planning and operation of CTL efforts to organize additional cooperation between Westminster faculty to improve teaching, such as the Class Visits program and the Teaching Expertise program.
- Undertakes other tasks it deems relevant, or that are assigned to it by the Dean of the Faculty or the Faculty Executive Committee, that directly relate to fostering teaching and learning excellence on campus

Membership:

- Three faculty members, with one representative from each academic division, appointed to staggered two-year terms
- The Dean of the Faculty, *ex-officio*
- Director, Center for Teaching and Learning, *ex-officio*
- Full-time member of the Education Department, *ex-officio*
- A Professional Librarian
- Director, Writing Across the Curriculum Program, *ex-officio*
- A member of the IT staff, *ex-officio*
- Two students, selected by the SGA

Guidelines:

- The Director of the Center for Teaching and Learning will serve as chair of the Teaching and Learning Committee

1.8.3.2.8 Study Abroad and Off-Campus Programs Advisory Committee

Duties:

- Periodically reviews existing affiliations for off-campus study to assure that they address student needs and interests
- Examines proposals for new affiliations and/or exchanges and makes recommendations to the Coordinator of Study Abroad and Off-Campus Programs
- Reviews policies for faculty-led travel courses, evaluates new course proposals, and assists the Coordinator in establishing the yearly schedule of courses
- Assists the Coordinator in developing new initiatives to promote international and domestic off-campus study
- Promotes support for off-campus programming
- Consults with the Coordinator on procedures and policies relating to study abroad and off-campus programs

Membership:

- Coordinator of Study Abroad and Off-Campus Programs
- The Council of Chairs

Guidelines:

- The Coordinator serves as chair

1.8.3.2.9 Parliamentarian of the Faculty- See Section 1.6.3.4.

1.8.3.2.10 Strategic Planning Committee

Duties:

- Reviews internal and external developments and trends in light of the College's policies and Strategic Plan and makes recommendations to the President regarding strategic priorities and directions as well as modifications to the plan

Membership:

- Varies from year to year, depending on the charge to and the focus of the committee. Faculty will always be represented on the committee. Faculty are appointed by the President, upon consultation with the Faculty Executive Committee. All other members are also appointed by the President.

Guidelines:

- The President appoints the chair; the committee reports to the President

1.8.3.2.11 National Churchill Museum Advisory Committee

Duties:

- Encourages the use of the National Churchill Museum (NCM) to contribute to the education of Westminster students, to involve students more in Museum activities, and to help integrate Museum programs into the College curriculum
- Advises the Director of the NCM on the use of the Davidson Funds
- Performs any other tasks assigned to it by the President

Membership:

- Executive Director of the NCM
- Other personnel appointed by the President

Guidelines:

- Unless the President decides otherwise, the chair is the Executive Director of the NCM
- Faculty members will be appointed by the President, in consultation with the Faculty Executive Committee

1.8.3.2.12 Blue Blazer Faculty Advisors

Duties:

- Working with the Board/Alumni Advisor, advises the Blue Blazer Student Investment Committee in the conduct of its activities

Membership:

- Two faculty advisors selected by the Board/Alumni Advisor in consultation with the Executive Board of the Blue Blazer Student Investment Committee, to staggered four-year terms, renewable

Guidelines:

- The Board/Alumni Advisor is selected by the Board of Trustees or its designee and serves at its pleasure.

1.8.3.2.13 Marshal of the College

Duties:

- Plans and coordinates the logistical movements involved in all convocations of the College
- Opens and closes all formal convocations where that is necessary
- Trains and coordinates the Vice-Marshals of the College
- Prepares/Maintains a Convocations Guidelines Manual that outlines for each regular convocation event: the duties, responsibilities, equipment and personnel needs, and offices with which coordination is needed. The Manual should be sufficiently precise that a Vice-Marshal could use it to perform effectively the duties of the Marshal in case he/she is unable to perform his/her normal duties or to communicate the details of their implementation to a successor.

Membership:

- A tenured member of the faculty, chosen by the President of the College in consultation with the Faculty Executive Committee.

Guidelines:

- The term of appointment will be for five years.
- During the second semester of the fourth year of service, the President, in consultation with the Marshal and, as necessary, the Executive Committee will determine whether the five-year term of service will be renewed in the sixth and following years.

If the decision is not to renew the term of service in the sixth year, the President, in consultation with the Faculty Executive Committee, will announce the replacement appointment whose service begins at the end of the current Marshal's term. In the fifth year of the Marshal's term, he/she will work with the heir apparent to ensure that there is a smooth transition at the end of the fifth year.

1.8.3.2.14 Vice-Marshal of the College

Duties:

- Under the guidance of the Marshal of the College, assists in the planning and coordination of the logistical movements involved in all convocations of the College.
- In the case of the temporary illness or incapacity of the Marshal, one or both of the Vice-Marshals assumes the duties of the Marshal of the College.

Membership:

- Two tenured members of the faculty chosen by the President in consultation with the Marshal of the College, the Grand Marshal of the Skulls of Seven and the Faculty Executive Committee.

Guidelines:

- The Marshal of the College and the Grand Marshal of the Skulls of Seven will jointly present recommended candidates to the Faculty Executive Committee. The Faculty Executive Committee will then discuss these candidates and recommend candidates to the President.
- The term of appointment will be for three years. Terms of appointment will be staggered.

1.8.3.2.15: Green Council (Presidential Committee)

Duties:

- The Green Council enhances campus environmental awareness; investigates strategies for continued “greening” of the campus (including, but not limited to recycling and waste reduction, energy and water conservation, transportation, and wise land use policies); and advises the President and/or relevant campus constituencies regarding issues of environmental concern.

Membership:

- One faculty (preferably selected from those engaged in teaching courses in the environmental science major)
- Executive Director of Plant Operations & Auxiliary Services, ex officio
- Chair of Environmentally Concerned Students (ECoS), ex officio
- Faculty Advisor for ECoS and/or the Eco House, ex officio
- Two Students, Selected by SGA
- Member, Computer Services Staff

Guidelines:

- The President selects the Chair.
- Term of Service is one-year.

1.8.3.2.16: Coulter Science Center Committee

Duties:

- Work with Security to determine open hours of facility.
- Provide to Security details of the appropriate labs and classrooms to be made secure and at which times.
- Provide direction and input to miscellaneous uses of the Coulter Science Center, with the care and preservation of the Center in mind.
- Maintain proper use and management of classrooms and laboratory spaces.

- Work with Plant Operations regarding environmental quality of the CSC (e.g. heating, cooling, cleanliness, etc.)

Membership:

- Chair, Division of Natural and Mathematical Sciences
- The following Department Chairs:
 - Biology/Env. Science
 - Chemistry
 - Computer Science
 - Math/Physics
 - Psychology
- Manager of Laboratories and Laboratory Safety

Guidelines:

- Committee selects its own chair

1.8.3.2.17 Honors Program Advisory Committee

The advisory committee will evaluate student applications to the Honors Program and select student members. It will also evaluate faculty teaching applications for the program.

Duties:

- Serves as an advisory board to the Honors Program.
- In consultation with the Director of the Honors Program, assists in the program's admissions process by reviewing student applications, conducting interviews as needed, and assisting with campus forums, Honors Program social functions, and informational events.
- Advises the Director of the Honors Program on disciplinary and academic matters that have an impact on students' continued participation in the program.
- Reviews and revises the Honors Program courses as needed.
- Supervises and reviews procedures and policies relating to the Honors Program.

Membership:

- Director of the Honors Program
- 3 faculty members, one from each division, appointed to staggered two-year terms
- A representative of the Churchill Institute (without vote)

Guidelines:

- The Honors Program Director will serve as Chair of the committee.

1.8.3.2.18 Student Success Committee

The Committee focuses on student success, persistence, and progress toward graduation. It reviews policies and procedures regarding student retention and provides continuing feedback regarding the institutional retention plan, including setting annual retention goals.

Duties:

- Reviews and makes recommendations regarding the College's policies, plans, procedures and programs for retaining students
- Assists the College in achieving its strategic goals regarding student success.

Membership:

- Dean of Student Life, *ex officio*
- Associate Dean of Student Success and Chief Retention Officer, *ex officio*
- Director of First Year Experience, *ex officio*
- Director of Institutional Research, *ex officio*
- Vice President and Dean of Enrollment Services, *ex officio*
- Vice President for Business and CFO or designee, *ex officio*
- Chair, Admissions Committee, *ex officio*
- Director of Wellness Center, *ex officio*
- Director or his/her designee from the Learning Opportunities Center, *ex officio*
- Visiting student members (provide broader student perspective on particular issues, with no vote)

Guidelines:

- Associate Dean of Student Success and Chief Retention Officer serves as Chair
- Term of Service for the Chair of the Admissions Committee is one year.

1.8.3.2.19 Westminster Advisory Technology Team (WATT)

Duties:

- Assist faculty, staff, and students with implementation of technology rich learning, teaching, and professional work
- Provide professional development opportunities to aid faculty and staff in implementing digital literacies in their classroom and their professional work
- Other tasks as assigned by the Dean of the Faculty or the Faculty Executive Committee that directly relate to developing quality use of and implementation of digital literacy

Membership:

- Chair, selected from teaching faculty, to serve a one-year renewable term
- One faculty member from each academic division, selected with approval by the FEC for staggered two-year terms
- A Professional Librarian
- A member of the IT staff
- Director of Online Programs
- Director of Teaching and Learning
- Associate Dean of Faculty, *ex officio*
- Two students (who are voting members) selected by the faculty members on the committee; additional non-voting student members as needed at the discretion of the committee

Guidelines:

- Committee will meet monthly, with additional professional development duties as warranted by faculty/staff needs.

1.8.3.3 Selected Committees

Committee members are selected by the committee's chair as per the guidelines below. Those selections are then forwarded to Faculty Executive Committee and require their approval. Members of selected committees are selected based on their individual expertise or skill set as it relates to the agenda or topic for that committee member's term of service. Selected committees must have members representing all divisions. (Added as approved by Faculty April 2021)

1.8.3.3.1 The Hancock Symposium Committee

The Hancock Symposium Committee coordinates the planning for the annual Symposium and helps execute the plans prior to and during the event. A detailed list of the committee members' duties can be found in the Academic Dean's Office.

Duties:

- The Administrative Sub-Committee of the Hancock Symposium (ex-officio members of the Hancock Symposium Committee) solicits ideas from the community regarding the Symposium topics, chooses the topic each year, plans the schedule for the Symposium, coordinates marketing, handles logistics, manages the budget, and takes responsibility for oversight of all activities related to the Symposium.
- The Hancock Symposium Committee solicits ideas from the community regarding speakers, selects keynote speakers, plenary speakers, and speakers for "breakout" sessions; facilitates the integration of the Symposium into the curriculum by designing sessions and choosing speakers that apply to issues in all divisions, and through designing a campus-wide reading list; and shares in the implementation of the Symposium, primarily through securing moderators and helping to host speakers, and through finding ways to enhance participation among all members of the Westminster community.

Membership:

- Faculty member to serve as chair of the committee
- One faculty member from each academic division
- One student member from each academic division
- Director of the National Churchill Museum, ex-officio
- Director of the Churchill Institute for Global Engagement, ex-officio
- Dean of the Faculty, ex-officio
- Dean of Student Life, ex-officio
- Director of Alumni Engagement, ex-officio

Guidelines:

- Faculty committee members begin work in the fall one year prior to the Symposium and continue through the conclusion of all Symposium events. They will receive credit for both years of service.
- The chair is selected by the Director of the Hancock Symposium according to the expertise and skill set as it relates to the topic of the upcoming Symposium.
- Faculty committee members are selected by the Symposium chair, in consultation with the Director, based on the expertise and skill set of the faculty. Selected members require the approval of the Faculty Executive Committee.

Each student member will be nominated by his/her divisional faculty member and approved by the Committee. Each student will assist the faculty member from his/her division.

1.8.3.3.2 Westminster Advisory Technology Team (WATT)

Duties:

- Assist faculty, staff, and students with implementation of technology rich learning, teaching, and professional work
- Provide professional development opportunities to aid faculty and staff in implementing digital literacies in their classroom and their professional work
- Other tasks as assigned by the Dean of the Faculty or the Faculty Executive Committee that directly relate to developing quality use of and implementation of digital literacy

Membership:

- The director of Digital Blue
- One faculty member from each academic division, selected with approval by the FEC for staggered two-year terms
- A Professional Librarian
- A member of the IT staff
- Director of Online Programs
- Director of Teaching and Learning
- Associate Dean of Faculty, *ex officio*
- Two students (who are voting members) selected by the faculty members on the committee; additional non-voting student members as needed at the discretion of the committee

Guidelines:

- Committee will meet monthly, with additional professional development duties as warranted by faculty/staff needs.
- The committee chooses the chair

2.0 Faculty Personnel Policies

Section II of the *Faculty Handbook (Sections 2.0 through 3.3) and appendices A through N* contain the approved policies and procedures of Westminster College

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concerning the terms and conditions of employment of the faculty at Westminster College. This part of the handbook is incorporated into the contract of employment of each faculty member.

Should there be any misapplication or misinterpretation or violation of the specific provisions of this part of the *Faculty Handbook* the faculty member affected may file a grievance against actions taken by a chair, the Dean of the Faculty, or other officer of the College under the grievance process established in Section 2.15 and Appendix G.

Throughout Section I & II of this Handbook, the terms “Dean of the Faculty,” “Dean,” and “Vice President for Academic Affairs and Dean of the Faculty” refer to the Vice President for Academic Affairs and Dean of the Faculty.

Throughout Section II of this handbook, “department chair” is to be construed as the department chair, unless the faculty member in question is the department chair, in which case the division chair takes the place, or assumes the role, of the department chair. Where the intent of some provision is to include both the department and the division chairs, the reference shall be to “the department chair and the division chair.”

Throughout Section II of this handbook, if in any given year the date specified as the due date for some report or request or as the deadline for some action falls on a day when administrative offices are closed, the deadline is moved to the first working day after the date specified.

Throughout Section II of this handbook, the following definitions of “year” are used:

1. The *academic year* begins for continuing faculty three working days preceding the first day of regular classes for all students and ends on the date when grades are due for the spring semester. The academic year begins for new faculty four working days preceding the first day of regular classes for all students and ends on the date when grades are due for the spring semester. (See Appendix Q for schedule of activities that occur at the beginning of each semester.)
2. The *fiscal year* begins on July 1 and ends on the immediately following June 30th.
3. *Calendar year* is used in two senses, depending on context:
 - a. 365 days (from a specified date), or
 - b. January 1st through the December 31st immediately following.
4. The *contract year* for probationary and tenured faculty begins on July 1 and ends on the immediately following June 30th, unless stipulated otherwise in the annual contract. It includes the academic year, the time faculty perform their contractual duties, and the remainder of the fiscal year when faculty members remain affiliated with the institution and continue to have access to office space and other campus resources normally available during the academic year.

2.1 Definition of Faculty, Faculty Rank, and Faculty Titles

The faculty of the College shall consist of five distinct groups: Ranked Full-Time Faculty, Ranked Pro Rata Part-Time Faculty, Part-Time Per Course Faculty, Special

Appointment Faculty, and Administrators with Faculty Appointments. Specific contract types (see Section 2.2) and other specific contractual rights and responsibilities shall accrue to each group as defined in the *Faculty Handbook* in appropriate sections of Section II. In particular, Part-Time Per Course Faculty and Special Appointment Faculty have limited rights and responsibilities; these are fully defined in this section (2.1) and in the sections on Evaluation and Separation (2.5 and 2.8). Search, appointment and orientation policies for all faculty are contained in Section 2.3.

Professional Academic Support Staff are considered members of the general faculty with privileges of the floor and the right to vote. (See Section 2.1.6)

The contract of a faculty member, regardless of group classification, will indicate whether he/she holds exempt or non-exempt status as defined under the Fair Labor Standards Act (FLSA) and other federal laws. Exempt employees are excluded from specific provisions of federal and state wage and hour laws. They do not receive overtime pay for extra hours worked.

2.1.1 The Ranked Faculty

A ranked faculty member is a full-time or pro rata part-time employee of the college appointed, upon conclusion of a national search, to one of the four academic ranks: Instructor, Assistant Professor, Associate Professor, or Professor. All ranked faculty are members of the General Faculty, with privileges of the floor and the right to vote.

2.1.1.1 Full-Time Faculty

A full-time faculty member carries a full load of courses (as defined in Section 2.11.1A and B), or has primary appointment that carries a load of 50% or more of course work and fulfills other duties (e.g., academic administration) equivalent to a full-time teaching load, and fulfills the duties and responsibilities of a faculty member, and holds academic rank as defined in Section 2.1.2.

Full time non-ranked faculty members appointed, without a national search, to one of the four academic ranks of Instructor, Assistant Professor, Associate Professor, or Professor are members of the General Faculty, with privileges of the floor. Faculty members in this category whose contract and/or cover letter stipulates the possibility of renewal will have the right to vote and, in their second and succeeding years of service, if any, will be eligible to serve on a task force or committee.

2.1.1.2 Pro Rata Part-Time Faculty

Pro rata part-time faculty are faculty who are ranked as defined in Section 2.1.1 and 2.1.2 and who are given a faculty appointment equivalent to half-time or more, but less than that of a full-time faculty member. They are employed on probationary or continuous contracts. Pro rata part-time faculty are eligible to be considered for promotion and tenure within the same time frames as full-time ranked faculty. Although the quantity of work in the three areas of evaluation is pro-rated, they must meet the same minimum requirements as full-time ranked faculty. They are eligible for all faculty development

opportunities and fringe benefits on a pro rata basis, including eligibility for sabbatical leave at pro rata compensation after six years of pro rata service. They are full voting members of the General Faculty and have, on a pro rata basis, responsibilities for advising, service on committees, and all other responsibilities of full-time faculty members as detailed in the *Faculty Handbook*.

Individuals appointed and/or tenured as pro rata part-time faculty may become full-time ranked faculty. The request for such a change in status must be submitted to the faculty member's department chair by September 30 of the year preceding the academic year in which the change, if approved, will take effect. The request must make a case for the change in terms of the benefits it would bring to the College. The department chair will make a recommendation to the division chair. The division chair will forward the recommendation, with his or her concurrence or objections, to the Dean of the Faculty, who will then consult with the Faculty Personnel Committee and make a recommendation to the President, whose decision is final. In the case of a pro rata part time faculty member who is not yet tenured, upon a positive decision by the President, upon the recommendation of the Faculty Personnel Committee and the Dean of the Faculty, the faculty member will be given a minimum of one-year credit for his/her service towards tenure. How years of pro rata part-time service in excess of one year will be counted toward tenure as a full-time faculty member must be worked out between the faculty member and the Dean of the Faculty and made a part of the faculty member's notice of appointment, provided that no more than three years of pro-rata service will be counted toward tenure as a full-time tenured faculty member.

Full-time faculty members may request a pro rata part-time appointment for a semester or a year to assist them in attending to a special scholarly project, family responsibilities, the transition into retirement, or similar personal needs. Requests must be submitted to the faculty member's department chair at least six months in advance of the planned reduced teaching load, unless circumstances beyond the faculty member's control justify granting an exception. The department chair will make a recommendation to the division chair, who will forward the recommendation, with his or her concurrence or objections, to the Dean of the Faculty. The Dean of the Faculty will then consult with the Faculty Personnel Committee and make a recommendation to the President, whose decision is final. The availability of qualified faculty to assume the balance of the faculty member's teaching responsibilities will be an important consideration in decisions regarding temporary pro rata part-time status. One year of service as a pro rata part-time faculty member will be counted toward tenure as a full-time tenured faculty member. How years of pro rata part-time service in excess of one year will be counted toward tenure as a full-time faculty member must be worked out between the faculty member and the Dean of the Faculty and made a part of the faculty member's notice of appointment, provided that no more than three years of pro-rata service will be counted toward tenure as a full-time tenured faculty member.

2.1.2 Criteria for Appointment or Promotion to Specific Faculty Ranks

At the time of initial appointment of a full-time or pro rata faculty member, the President, in consultation with the Dean of the Faculty and upon the recommendation of the department/program chair and the Faculty Personnel Committee, makes a judgment about rank for the initial appointment using the criteria described below as guidelines. Written copies of the decision will be provided to the department chair, the division chair and the Faculty Personnel Committee. Changes in rank due to promotion are subject to the provisions of Section 2.6.

2.1.2.1 Instructor

Persons are appointed at the rank of Instructor in one of two circumstances: (a) they teach in academic disciplines in which the doctorate is the usual terminal degree, but they possess only an appropriate master's degree (or they have made progress toward a doctorate that is at least the equivalent of a master's degree); or (b) they teach in academic disciplines in which the master's is the usual terminal degree, but they possess only an appropriate bachelor's degree. The person must also evidence potential as a teacher, an interest in continued intellectual development, and a willingness to serve in the various non-instructional capacities ordinarily required of Westminster faculty.

Persons who are initially appointed at the rank of Instructor with a master's degree, due to the unavailability of suitable candidates with the appropriate doctorates or for other compelling reasons, as determined by the Dean of the Faculty in consultation with the search committee and the Faculty Personnel Committee, may be considered for tenure without completing a doctorate, provided they meet the performance criteria in Section 2.5.5. The initial letter of appointment of an Instructor must stipulate whether the appropriate terminal degree must be completed in order to be considered for tenure and promotion.

2.1.2.2 Assistant Professor

For appointment at or promotion to the rank of Assistant Professor, a person must (a) have an earned doctorate in an appropriate field, or (b) have an appropriate professional degree as defined by the discipline, or (c) be a candidate for a doctorate in an appropriate field, lacking only the completion of a dissertation. A person appointed at or promoted to the rank of Assistant Professor must meet the performance criteria in Section 2.5.5.2.

A person with a Master's degree, but lacking A.B.D. status, may also be initially appointed at the rank of Assistant Professor due to the unavailability of suitable candidates with the appropriate doctorates or candidates who have appropriate A.B.D. status, or for other compelling reasons, as determined by the Dean of the Faculty in consultation with the search committee and the Faculty Personnel Committee.

The initial letter of appointment to Assistant Professor of an individual who is joining the faculty without a terminal degree must stipulate whether the completion of that terminal degree is necessary in order to be considered for promotion and tenure.

Faculty members who were initially appointed at the rank of Instructor because they lacked the requisite degree and course work for appointment at the rank of Assistant Professor may be considered for promotion to Assistant Professor in the fall semester immediately following the completion of the degree, provided they meet the performance criteria for promotion in Section 2.5.5.2.

Faculty members who were initially appointed at the rank of Instructor with a master's degree, due to the unavailability of suitable candidates with appropriate doctorates or for other compelling reasons (See Section 2.1.2.1), may be considered for promotion to the rank of Assistant Professor without completing a doctorate, provided they meet the performance criteria for promotion in Section 2.5.5.2. Unless a shorter time period was specified at the time of the faculty member's initial appointment, or unless he or she has subsequently earned a doctorate, he or she must have served a minimum of six years at the rank of Instructor to be promoted to the rank of Assistant Professor.

2.1.2.3 Associate Professor

For appointment at or promotion to the rank of Associate Professor, a person must (a) have an earned doctorate in an appropriate field, or (b) have an appropriate professional degree as defined by the discipline. However, a person appointed at or promoted to the rank of Assistant Professor with a master's degree, due to the unavailability of suitable candidates with appropriate doctorates or for other compelling reasons (See Sections 2.1.2.1 and 2.1.2.2), may be considered for promotion to the rank of Associate Professor without completing a doctorate. Unless a shorter time period was specified at the time of the faculty member's initial appointment, he or she must have served a minimum of six years at the rank of Assistant Professor to be promoted to the rank of Associate Professor. A person appointed at or promoted to the rank of Associate Professor must meet the performance criteria in Section 2.5.5.3.

2.1.2.4 Professor

For appointment at or promotion to the rank of Professor, a person must (a) have an earned doctorate in an appropriate field, or (b) have an appropriate professional degree as defined by the discipline. However, a person appointed at or promoted to the rank of Associate Professor with a master's degree, due to the unavailability of suitable candidates with appropriate doctorates or for other compelling reasons (See Section 2.1.2.1), may be considered for promotion to the rank of Professor without completing a doctorate. Unless a shorter time period was specified at the time of the faculty member's initial appointment, he or she must have normally served a minimum of six years at the rank of Associate Professor to be promoted to the rank of Professor. However, a faculty member with the rank of Associate Professor may be nominated for promotion during his or her fourth or fifth year of service as an Associate Professor if and only if he or she has a distinguished record of performance in all three areas and meets the performance criteria in Section 2.5.5.4. Faculty members can only be nominated for early promotion by their department chair, division chair, or the Dean of Faculty and cannot nominate

themselves. To be recommended for early promotion by the Faculty Personnel Committee he/she must not only demonstrate a consistent record of distinguished performance in all three areas but must also demonstrate exceptional achievement in at least two areas of evaluation in Section 2.5.5.4. This may include quantity and/or quality of professional output, external recognition for teaching excellence, and/or outstanding service to the college. If a faculty member is not recommended for early promotion, he/she does not need to wait the requisite 2 years to re-apply for promotion (see Section 2.6.1).

2.1.3 Part-Time Per Course Faculty

Part-time per course faculty do not have the regular responsibilities or privileges of the ranked faculty. They have term appointments for specific teaching duties. A part-time per course faculty member may be either a part-time employee of the College with a term contract or a full-time staff member whose responsibilities in a given semester include part-time instruction. Part-time per course faculty:

1. Usually have a teaching load of six (6) credit hours or fewer;
2. Usually have no other faculty duties;
3. Are selected in the manner set forth below in Section 2.3, unless they are full-time members of the college staff;
4. Are always appointed for a definite term;
5. Receive fringe benefits and tuition remission only if they are full-time employees of the College;
6. Do not accrue time towards tenure, promotion, or sabbatical leave.

Part-time per course faculty, as stipulated in their contracts, are expected to be available to advise and assist students in their course(s).

2.1.3.1 Lecturer

Lecturers have term appointments to fulfill specific part-time teaching duties. They are not eligible for tenure or promotion to a specific faculty rank, nor does the time they serve as Lecturer count toward the probationary period for tenure should they later be appointed to a tenure-track position. Lecturers are members of the General Faculty with privileges of the floor but without the right to vote.

A person assigned this title must meet or exceed the minimum requirements for appointment as an Instructor.

2.1.3.2 Senior Lecturer

Senior Lecturers have term appointments to fulfill specific part-time teaching duties. To receive the title of Senior Lecturer, the recipient must have established a distinguished record as a teacher over a period of at least three years. Assignment of this title is made by the President, upon the recommendation of the department chair, the division chair, the Faculty Personnel Committee, and the Dean of the Faculty.

Senior Lecturers are paid at a higher rate than other part-time per course faculty who have equivalent academic credentials, and unlike Lecturers they are eligible to receive college financial support for development. They will be notified a semester in advance if they are not going to be offered another part-time appointment. They are voting members of the General Faculty.

2.1.3.3 Adjunct Professor

Adjunct Professors have term appointments to fulfill specific part-time teaching duties. Their academic backgrounds and degrees are not those ordinarily regarded as qualifying a person for a faculty appointment in a liberal arts college, but their professional degrees or non-academic experience are deemed to qualify them to teach certain specified courses.

Adjunct Professors are members of the General Faculty with privileges of the floor but without the right to vote.

2.1.4 Special Appointment Faculty

Special appointment faculty are members of the General Faculty. All categories of special appointment faculty have privileges of the floor, but only the Dean of the Faculty, the President of the College, and replacement faculty have the right to vote.

2.1.4.1 Professor Emeritus or Emerita

A ranked faculty member who retires after 10 or more years of dedicated service to the college may be designated Professor Emeritus or Emerita. The Dean of the Faculty presents his or her recommendation that emeritus status be granted, or that it not be granted, to the Executive Committee, which after hearing the Dean's reasons either (a) concurs and forwards the Dean's recommendation to the President or (b) forwards a separate recommendation to the President, who alone can confer such status. This process will be concluded before the end of the faculty member's last semester of service prior to regular or early retirement. If, however, a faculty member's retirement is due to unforeseen circumstances, such as an unexpected health problem, the process may be deferred until early in the first semester after the faculty member's last semester of service.

2.1.4.1.1 Status and Privileges of Emeritus Faculty Members

- a. Their names are recorded at this rank in the college catalog during the remainder of their lifetimes.
- b. They have all the library privileges given to other faculty.
- c. They and their spouses have use of college recreational facilities.
- d. They and their spouses may partake of meals at campus dining facilities at the rates established for faculty.
- e. They and their spouses will be admitted to college sponsored events on the same terms as faculty who are actively teaching.
- f. They may continue to have access to the campus computer network and to have a college e-mail address.

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- g. If they so desire, they are provided college business cards identifying them as emeritus faculty.
- h. If they so desire, they may keep their academic regalia.
- i. Those who live in or near Fulton may retain a college mailbox and continue to receive various notices directed to the faculty and distributed through campus mail for as long as they so desire.
- j. They and their spouses may audit Westminster College courses without charge when space is available.
- k. Any of their dependent children or spouses who, at the time of the faculty member's retirement, are students at Westminster College will continue to be eligible for tuition remission on the same terms as the spouse and dependent children of faculty who are actively teaching. Any of their dependent children who, at the time of the faculty member's retirement, are students at a college with which Westminster has a tuition exchange agreement will continue to be eligible for tuition exchange on the same terms as the dependent children of faculty who are actively teaching, provided such continuation does not violate the terms of the tuition exchange agreement. Any of the dependent children who, at the time of the faculty member's retirement, are younger than college age, will continue to be eligible for both tuition remission at Westminster and for tuition exchange with other institutions, provided such continuation does not violate the terms of the tuition exchange agreement, on the same terms as the dependent children of faculty who are actively teaching.

Any spouse at the time of the faculty member's retirement who is not a student at Westminster at the time of the faculty member's death, will be eligible for tuition remission on the same terms as the spouses of faculty who are actively teaching (cross reference: Section 2.10.6).

While it is unlikely that this benefit will be eliminated, in such case the benefit will be continued for children enrolled in college at the time the benefit is eliminated.

2.1.4.2 Replacement Faculty

A replacement faculty member is a person with a tenure-track appointment to the faculty position vacated when a Westminster faculty member accepts a full-time administrative appointment. Anyone who is offered such a position must be notified in the initial notice of appointment or an accompanying letter by the Dean of the Faculty that his or her position is subject to retreat rights as stipulated in this handbook. When a Westminster faculty member in administration exercises his or her retreat rights, it is possible that the appointment of his or her tenure-track replacement in the department will not be renewed. If it is not, the minimal period for notice of non-renewal stipulated in Section 2.8.3.1 must be met.

Academic positions held by tenured faculty and by tenure-track probationary faculty who were not, at the time they signed their initial notice of appointment, considered "replacement faculty", may not be designated as "available" as discussed in Section 2.1.5. Replacement faculty have privileges of the floor and the right to vote.

2.1.4.3 Visiting Professor

A person who holds or has recently held professorial rank (Assistant Professor, Associate Professor, or Professor) at another institution of higher learning and who is appointed to teach for a specified, limited period of time will be designated as a Visiting Professor. The time period, the non-teaching responsibilities, and the benefits of the appointment must be agreed upon by the visiting professor and the Dean of the Faculty after consultation with the department chair and made a part of the notice of appointment.

Appointments as a Visiting Professor may be either full-time or part-time, but all such appointments are on term contracts.

2.1.4.4 Research Associate

Research Associates have a term appointment to fulfill specific non-teaching duties. They are associated with the College for the purpose of furthering research goals. They will have a limited number of privileges (including office space, limited photocopying rights, etc.) Their appointment is not salaried, but specifically meant for association with the institution. Research Associates are members of the General Faculty with privileges of the floor but without the right to vote. The time period, privileges, and responsibilities of the appointment must be agreed upon by the Research Associate and the Dean of the Faculty, after consultation with the department and division chairs, and made part of the notice of appointment.

2.1.5 Administrators with Faculty Rank and Retreat Rights

The Board of Trustees may grant the President and/or the Dean of the Faculty, upon their selection to their administrative positions, appointments to the ranked faculty and may award them tenure at the College. If a tenured President or Dean of the Faculty elects to return to, or join, the faculty and there is not an available position in his or her area of expertise, the individual will use the period of a sabbatical leave, described in Section 2.1.5.2, to prepare himself/herself to teach in areas that the College has need and for which the individual can viably retrain. If the individual cannot retrain in areas needed at the College, he or she will not return to, or join, the ranks of the faculty and at this point will relinquish tenure.

Determination of “an available position;” “area that the College has need,” or the area “for which the individual can viably retrain”: For a President: if the President is returning or moving into the faculty, these decisions are made by the Faculty and Curriculum Committee of the Board of Trustees, in consultation with the Dean of the Faculty and the Faculty Personnel Committee (See Section 2.1.4.2). For a Dean of the Faculty: if the Dean of the Faculty is returning or moving into the faculty, these decisions are made by the President, in consultation with the Faculty Personnel Committee (See Section 2.1.4.2).

For ranked Westminster College faculty, service in a full-time administrative position will count toward eligibility for promotion and sabbatical leave, with the exception of the

President and/or the Dean of the Faculty, no more than one year in such a position may be counted as part of the probationary period for tenure.

It is imperative that ranked faculty members serving as full-time administrators who plan to apply for promotion during the period of their administrative service maintain a clear record of continued growth in the three areas in which faculty are evaluated (teaching effectiveness, professional growth and development, and service to the College). (See *FH* at 2.5.3.1 and 2.5.5.4). Hence, ranked faculty serving as full time administrators who apply for promotion during their years of administrative service must have documented their progress in these areas in their annual Self-Reports. Further, these areas must be addressed in annual chair and division reports and/or the reports of immediate supervisors. Since teaching is the most important area of evaluation, faculty serving as full-time administrators who wish to apply for promotion must have taught an average of at least one course per academic year while serving in a full-time administrative role. IDEA forms and/or other surveys that measure performance in the classroom (see Appendix D) must be submitted on a regular basis. Faculty serving full-time in administrative positions will be required to meet the same deadlines in submitting the required documentation of their performance as other faculty.

Tenured faculty serving in full-time administrative roles who plan to apply for promotion during the period of their administrative service must be reviewed on the same schedule as other faculty (see *FH* 2.5.1.3). It is their responsibility to inform the Dean of the Faculty of their intention in order to insure, that they are reviewed regularly by the Faculty Personnel Committee. On applying for promotion, they must provide the Faculty Personnel Committee with the promotion summary required of other faculty members.

Ranked faculty with part-time administrative appointments for up to one year may count that year in full toward the probationary period for tenure and eligibility for sabbatical leave and promotion. How a more extended period of part-time administrative service will be counted toward the probationary period for tenure and eligibility for sabbatical leave and promotion must be worked out between the Dean of the Faculty, in consultation with the Faculty Personnel Committee, and the faculty member, approved by the President, and made a part of the faculty member's notice of faculty appointment for the second year of part-time administrative service.

2.1.5.1 Exclusions and Additions

Faculty members who are department or division chairs or who serve as directors or coordinators of special programs, centers, or academies are not considered to be administrative personnel with respect to these policies.

The Dean of the Faculty, in consultation with the Faculty Personnel Committee and the faculty member, may approve a ranked faculty member's move to a full-time service position to the College as eligible for retreat rights as defined in 2.1.5. For the purpose of the *Faculty Handbook*, such full-time approved service positions for ranked faculty will

constitute a position as an “administrator” with rank and retreat rights as set out in 2.1.5 and related sections.

2.1.5.2 Retreat Rights

With the exceptions of the President and the Dean of the Faculty who have, or have been granted tenure upon their selection to their administrative positions, a Westminster faculty member who assumes full-time administrative duties will retain, as applicable, both academic rank and tenure for six (6) years. Should the faculty member choose to remain in administration full time after six (6) years, he or she will retain academic rank but will lose the right of tenure as well as the right to retreat into the faculty.

When a President or Dean of the Faculty who has been granted tenure at the time of appointment to the position by the Board of Trustees or who already holds tenure at the time of appointment elects to join or return to the faculty, the following conditions shall apply:

If the teaching position to which the faculty member wishes to retreat or wishes to enter is occupied by a faculty member with a probationary appointment, who is eligible to be replaced (see 2.1.4.2), notice must be given of the faculty member’s desire to return to or enter the faculty to the Dean of the Faculty, the President, or the Chairman of the Board of Trustees no later than April 1 one year prior to the fall semester of the next academic year. During all or a portion of the subsequent academic year after the notice, the President or Dean may have a sabbatical leave if the terms below apply. If no sabbatical leave is granted or other arrangement made, the President or Dean may continue in the administrative position during the academic year after notice is given.

If the teaching position to which the faculty member wishes to retreat or wishes to enter is occupied by one or more faculty members on term appointments, notice must be given of the faculty member’s desire to return or enter in the fall semester of the next academic year to the Dean or the President no later than April 1.

A faculty member who has served as Dean of the Faculty or President full time for five (5) years or more, will be granted, if requested, a sabbatical leave with pay prior to his or her return to faculty duties. The length of this leave shall be negotiated with the President (or Board of Trustees), and the leave shall be funded separately from faculty sabbatical leaves.

2.1.5.3 Appointment

The appointment of a member of the Westminster faculty to the administration will be arranged between the individual faculty member and the Dean of the Faculty in consultation with the Faculty Personnel Committee, which will advise on how the vacant position will be staffed. If the position to which the faculty member is being appointed is Dean of the Faculty, the appointment is made by the President.

Appointment to a position vacated by a Westminster faculty member who has been selected to serve as President or Dean of the Faculty shall be as Replacement Faculty

(2.1.4.2) if the opening is deemed full-time by the by the President (in the case of the Dean) or the Board of Trustees (in the case of the President) in consultation with the Faculty Personnel Committee. If the position is deemed to be part-time through a similar process of consultation, appointment shall be at the rank of Pro Rata Part-Time Faculty (2.1.1.2). In either case, the appointment to fill the vacated position shall be made on the basis of a national search and be considered tenure track. To avoid a conflict of interest, the President or Dean who has left a faculty position shall not participate directly in the tenure review of a faculty member serving in the position vacated. In such cases, the Faculty Personnel Committee shall make its recommendation regarding tenure directly to the Board of Trustees. If and when a person who has been appointed to the vacated position is awarded tenure by the Board of Trustees, the right of the Dean of the Faculty or President to return to the vacated position shall be forfeited. In that circumstance, a Dean or President who wishes to remain at the College in a faculty or staff position is eligible to retrain for another “available position” as stipulated in 2.1.5. A full-or part-time term appointment shall only be used to staff a position vacated by a tenured faculty member who is serving as Interim Dean of the Faculty or President and only during the time of interim service, or when there is not sufficient time to conduct a national search to fill the vacated position, and, in either case, for a period not to exceed one academic year.

2.1.5.4 Rank and Salary

The appointment of a tenured Westminster faculty member to an administrative position will not adversely affect his or her academic rank or tenure, except as stipulated above in Section 2.1.5 and 2.1.5.2.

A Westminster faculty member who exercises his or her retreat right and returns to the faculty from administration will receive a salary that maintains the faculty member’s relative standing among faculty who were his or her peers with respect to salary at the time the faculty member accepted the administrative appointment. In determining the salary of a faculty member returning from administration, the Dean of the Faculty shall consult with the Faculty Personnel Committee. If it is the Dean of the Faculty who is retreating and a new Dean of the Faculty has not yet been appointed, the President shall consult with the Faculty Personnel Committee.

2.1.6 Professional Academic Staff

2.1.6.1. Definition

The Professional Academic Staff are those members of the College’s staff whose annual contractual job descriptions include their significant and ongoing participation in the fulfillment of the College’s educational goals as demonstrated by instructing students, either in a class or tutorial setting (See 2.11.1); and either advising and assisting students and/or faculty colleagues in direct support of student learning and/or contributing to key academic planning and decision making.

Full-time and pro-rata professional academic staff are eligible for election to all faculty committees (see Section 1.6.8). They have privileges of the floor and the right to vote at faculty meetings. Part-time professional academic staff not hired in pro-rata status have privileges of the floor at faculty meetings but not the right to vote. If, however, a part-time professional academic staff member, not hired in pro-rata status, has established a distinguished record in his/her position over a three-year period, he/she will be accorded the rights and responsibilities similar to those granted to Senior Lecturers, upon approval of the Dean of the Faculty in consultation with the Dean of Student Life, as appropriate. (See Section 2.1.3.2)

Full-time and pro-rata Professional Academic Staff are employees of the College appointed, upon conclusion of a public national search, to one of four academic ranks: Instructor, Assistant Professor, Associate Professor, or Professor. They may hold appointments that are nine to twelve months in length. They are not eligible for tenure. Pro rata Professional Academic Staff are Professional Academic Staff who are ranked and who have an appointment equivalent to half-time or more but less than full-time. The Dean of the Faculty, working with the relevant supervisor(s) and as appropriate with the Dean of Student Life, will develop specific guidelines for part time professional academic staff who are not hired in pro-rata status, treating them, insofar as possible, in a manner similar to part time per course faculty. (See Section 2.1.3).

2.1.6.2 Criteria for Classification and Appointment to Academic Rank

A public national search will be conducted when filling vacancies in the professional academic staff, following, insofar as possible, the Search Guidelines contained in Appendix H. Credit for service at another institution may be given at the time of the initial appointment. After consultation with the appropriate Supervisor and/or Search

Committee, all appointments are made by the President upon the recommendation of the Dean of the Faculty or the Dean of Student Life, depending on which has ultimate supervisory responsibility.

Members of the Professional Staff may petition for reclassification to the Professional Academic Staff. Under such circumstances, no public national search needs to be conducted. However, any vacant professional academic staff position would have to be filled by a public national search.

The petition for reclassification from Professional Staff to Professional Academic Staff will be submitted to the Dean of the Faculty and will include a complete job description, curriculum vitae, and recommendation from the appropriate dean. The Dean of the Faculty will assist the staff member and appropriate supervisor, as necessary, in making changes to the job description to meet the expectations of Professional Academic Staff.

The Faculty Personnel Committee will review the petition in light of the definition of Professional Academic Staff specified in Section 2.1.6.1 and will render a recommendation for and, if positive, a recommendation on divisional affiliation to the Dean of the Faculty. All appointments are made by the President upon the recommendation of the Dean of the Faculty.

The Faculty Personnel Committee also will review all requests for initial appointment to an academic rank and all nominations for subsequent academic promotion for members of the Professional Academic Staff. The determination of initial academic rank of a member of the Professional Academic Staff will be guided by the job description and Sections 2.1.2, 2.5.2, 2.5.3, and 2.5.4. The Faculty Personnel Committee will render a recommendation for initial academic rank to the Dean of the Faculty. All appointments to academic rank are made by the President upon the recommendation of the Dean of the Faculty.

2.1.6.3 Statement of Terms of Appointment

The terms and conditions of every appointment will be stated or confirmed in writing, and a copy of the appointment document(s) will be supplied to the staff member. Any subsequent and mutually agreed upon modifications of an appointment, and any special understandings, will be stated in writing and a copy given to the staff member.

The terms and conditions to be specified in every appointment to the Professional Academic Staff must include, as applicable, the terms and conditions specified for faculty in Section 2.2.6.

Any agreement to reduce the minimum time before a person is eligible for promotion in rank to fewer than six years must be stated in the person's initial appointment. By signing a notice of appointment, a staff member accepts all terms and conditions specified therein. Neither he/she nor the College may attach to any appointment document(s) any reservations, conditions, or modifications not mutually agreed upon. Newly appointed Professional Academic Staff members will be given copies of the Faculty and Employee Handbooks and will be informed that adhering to the relevant guidelines set forth therein is a contractual obligation. (See Section 2.1.6.16.)

2.1.6.4 Credit for Prior Service

Credit for prior service stipulated in the initial contract [for probationary faculty] will be counted toward tenure decisions as if the faculty member had completed that service at Westminster. Previous full-time service in other institutions of higher education [or at Westminster under term contracts] will not in itself reduce the minimum period for eligibility for promotion to fewer than six years. All or part of a faculty member's full-time service at another institution of higher learning [or at Westminster under term contracts] may count toward the six-year period, if the initial [probationary] appointment at Westminster College is at the rank of assistant professor or above, and the Dean of the Faculty, in consultation with the Faculty Personnel Committee, recommends that, in view of the faculty member's experience and record elsewhere, a reduction in the six-year

period should be granted. In any case, the maximum credit which may be granted toward the usual six-year period before being eligible for promotion is three years, and the terms of any agreement to reduce the period of eligibility for promotion at Westminster College to fewer than six years must be specified in writing as part of the faculty member's initial letter of appointment. Any requests to alter the agreed credit for prior service must be submitted in writing to the Faculty Personnel Committee for consideration no later than March 1 of the year preceding the promotion/tenure application year. The Faculty Personnel Committee will make a recommendation to the Dean of Faculty no later than April 1. Any changes to the probationary period will be noted in the faculty member's letter of appointment.

2.1.6.5 Pro-Rata Part-Time Appointments

Full-time professional academic staff may request a pro rata part time appointment under procedures comparable to those in Section 2.1.1.2.

2.1.6.6 Notice of Renewal or Non-Renewal

Staff members holding eleven to twelve-month appointments will normally be notified by June 1st of their status and of the terms and conditions of their renewals, including rank. Such notification will be provided no later than June 15th. Regardless of the stated term or other provisions of any appointments, written notice that an eleven to twelve-month appointment is not to be renewed will be given to the staff member in advance of the expiration of his or her appointment as follows: (1) by May 15th of the first academic year of service if the appointment expires at the end of that year; (2) by March 1st of the second academic year of service if the appointment expires at the end of that year; and (3) at least twelve months before the expiration of an appointment after two or more years of service at the institution. If the individual holds an initial two-year appointment, notice will be given at least six months in advance of its termination.

Staff members holding nine to ten-month appointments will normally be notified by April 15th of their status and of the terms and conditions of their renewals, including rank. Regardless of the stated term or other provisions of any appointments, written notice that a nine or ten month appointment is not to be renewed will be given to the staff member in advance of the expiration of his or her appointment as follows: (1) by March 1st of the first academic year of service if the appointment expires at the end of that year; (2) by December 15th of the second academic year of service if the appointment expires at the end of that year; and (3) at least twelve months before the expiration of an appointment after two or more years of service at the institution. "Year of service" in this context is determined by years of service at Westminster College. Those years of service do not include any credit granted to a member of the staff for prior service at another institution. If the individual holds an initial two-year appointment, notice will be given at least six months in advance of its termination.

2.1.6.7 Professional Effectiveness/Evaluation

Professional effectiveness will be encouraged and assessed through annual performance

management planning and performance reviews scheduled by the appropriate supervisor. Promotion in rank will be guided by the procedures discussed below.

2.1.6.8 Performance Reviews/Self-Reports

The qualifications to be considered and documented in assessing effectiveness must be related to the appropriate position description. A performance plan specifying each major area of evaluation will be developed by the supervisor in consultation with the professional academic staff member and a copy of the performance planning documents will be given to the staff member. Professional academic staff must also prepare annual self-reports following the guidelines of section 2.5.1.1. A signed copy of the self-report must be submitted to the immediate supervisor and the Dean of the Faculty no later than July 1 of each year. (See Appendix A for guidelines on content and procedures.) The Dean of the Faculty will write a brief report on each professional Academic Staff member that assesses the three areas of faculty evaluation and verifies that the requirements for Professional Academic Staff are being met, assigning numbers of 1-3 in each area; this report will be placed in each staff member's personnel file. However, a member of the PAS who assumes full-time administrative duties under 2.1.6.17 will not be reviewed by the Dean of the Faculty. A member of the PAS who retains his/her PAS position but temporarily refrains from teaching under 2.1.6.17 will continue to be reviewed by the Dean of the Faculty except in the area of teaching.

Should a staff member receive a "1" in any area, he/she will be required to develop and implement a developmental plan, should he/she wish to retain PAS status (see Section 2.5.1.3, point "E," of the *Faculty Handbook*.) Likewise, as a part of the performance review process, staff members who are judged to have deficiencies or potentially problematic areas which need to be addressed will be so apprised, annually, in writing, by the appropriate supervisor. The supervisor will prepare annual performance reviews for each staff member and will submit them to the Dean of the Faculty, and to the Dean of Student Life as appropriate, by the date set for their return, but not later than June 1st. The supervisor will also submit two copies to the staff member, one to be signed, simply acknowledging receipt not agreement with the evaluation, and returned to the supervisor. The other may be retained by the staff member for his/her records.

At the request of the Professional Academic Staff member, the Faculty Personnel Committee will review his/her progress toward promotion in the year following each third year of service. The review will be guided by paragraphs 2.5.5.2 - 2.5.5.4, whichever applies. Should a Professional Academic Staff member be fulfilling the requirements for Professional Academic Staff and have no plans to apply for promotion, he/she is not required to be reviewed by the Faculty Personnel Committee. However, those Professional Academic Staff members desiring promotion should make their intention known to the FPC at least one year prior to being reviewed. At that time, the FPC will assign the staff member a liaison, who will help the staff member prepare materials needed for consideration for promotion.

[Note: During the transition, academic year 2007-2008 will be the first year of service under the new procedures for current members of the Professional Academic Staff. Appointment letters for AY 2007-2008 will stipulate that members of the Professional Academic Staff who do not have the appropriate terminal degree will be eligible for promotion, provided they meet the performance criteria contained in the Handbook.]

2.1.6.9 Promotion

Full time or pro-rata Professional Academic Staff are eligible for promotion, guided by Section 2.1.6 and by written promotion criteria for each department approved by the Dean of the Faculty, in consultation as appropriate with the Dean of Student Life. In order to be considered for promotion, a staff member must satisfy any required period of service at the current rank and be nominated for promotion. Nominations may come from the staff member, the staff member's supervisor, and/or the Dean who is the ultimate supervisor. Regardless of the source of the nomination, the nominee is responsible for ensuring that the Faculty Personnel Committee has at hand the best available evidence to make the case for promotion.

The Faculty Personnel Committee will review all nominations for academic promotion for members of the Professional Academic Staff. All promotions, if any, will be guided by the job description, Sections 2.1.2, 2.5.2, 2.5.3 and 2.5.4, and the written development plan approved by the supervisor and reviewed by the Faculty Personnel Committee. The Faculty Personnel Committee will render a recommendation on academic promotion to the Dean of the Faculty. All appointments to academic rank are made by the President upon the recommendation of the Dean of the Faculty.

A staff member who has been denied promotion in rank may not again be considered for promotion until the fall semester of the second academic year after promotion was denied. The staff member must clearly address the factors that led to the initial denial of promotion before he or she reapplies.

Evidence submitted in support of promotion will include the following: (1) A letter applying for or recommending promotion; (2) a current resume; (3) annual self-reports, performance plans and/or performance reviews; (4) copies of the supervisor's annual performance reviews; (5) teaching evaluations, including IDEA surveys and classroom visitation reports, (6) a portfolio documenting scholarly, professional, and creative activity; (7) at least one report by the staff member's department chair (if applicable); (8) at least one report from the staff member's division chair, (9) other materials presented by the staff member, the relevant supervisor, or the relevant Dean.

2.1.6.10 Regular Salary Increases and Increases Related to Promotions

Salaries for Professional Academic Staff need to be competitive in accordance with appropriate benchmarks based on comparisons with peer institutions identified by the Dean of the Faculty, in consultation with the Dean of Student Life and with the appropriate Director/Supervisor. Region, endowment, size, quality of students, quality of academic programs, and the extent and quality of the services provided by the relevant

professional academic staff will be considered in defining the peer group. Regular salary increases and promotion salary increases should be commensurate with those awarded to faculty. Salary recommendations for professional academic staff are not subject to review by the Faculty Personnel Committee.

2.1.6.11 Grievance/Review of Personnel Decisions

A Professional Academic Staff member may review the materials in his or her personnel files and respond to them at any time, with the exception of pre-employment letters of recommendation to which they have waived the right of access. Upon learning the outcome of his or her annual evaluation and/or salary review, a staff member may respond in writing and/or by requesting an appointment with his or her immediate supervisor.

If a staff member alleges cause for grievance after having discussed the matter with the supervisor, he or she may petition the Dean of the Faculty and/or the Dean of Student Life, as appropriate, for redress.

If a staff member thinks that a decision against promotion or renewal or an action on other personnel issues was based upon discrimination, considerations which violate academic freedom, or that it was reached in violation of stated college policies, procedures, and regulations, he or she may request a hearing by the Professional Standards Committee in accordance with the procedures outlined in Appendix G. The burden of proof in such an appeal rests with the staff member.

2.1.6.12 Developmental Leaves

The major purpose of developmental leaves for professional academic staff is to provide opportunity for continued professional and intellectual growth and achievement. Full-time and pro-rata members of the professional academic staff who have served for six consecutive years at Westminster since joining the professional academic staff [or in a transition classification of the same job, professional staff] or who have served for six years at Westminster since the expiration of his/her last Developmental Leave is eligible to apply to take a leave in the seventh year. Having become eligible after six years' service as a member of the professional academic staff or the faculty, a member of the professional academic staff retains his/her eligibility until she/he is granted a development leave. Full-time and pro-rata members of the professional academic staff are eligible for developmental leaves in the same manner as faculty as described in Section 2.10.1.

Forms of Developmental Leave:

1. One academic year on half salary with full fringe benefits.*1

*1 Withholding from the professional academic staff member's salary will be in accordance with the retirement plan. The college will continue its contribution based on the salary received by the professional academic staff member during the developmental leave.

2. One semester on full salary with full fringe benefits.
3. Shorter periods of time to attend specific training, workshops or other relevant opportunities for professional advancement with corresponding salary, not to exceed the equivalent of one-half of their appointment year, and full fringe benefits.

Application Procedure for Developmental Leaves. Application must be made in writing not later than September 10 of the calendar year preceding the academic year in which the leave is requested. The application must state: (1) what form of Developmental Leave is being requested; (2) when it is desired; and (3) a relatively detailed statement about how the applicant proposes to use his/her leave. The application must be addressed to the Vice President for Academic Affairs and Dean of the Faculty via the appropriate supervisor and Dean, with the latter two stating how the Department proposes to handle the applicant's teaching load if the leave is granted.

- a. Consideration of Applications. The choice of persons to receive Developmental Leaves is to be made by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Committee on Leaves. Decisions on leaves should take into account: (1) how often each applicant has taken leaves; (2) the effect of the applicant's absence on the College's academic program; (3) the equitable distribution of leaves among the professional academic staff; (4) the applicant's proposed program.
- b. Notification of the Decision of the Dean of the Faculty, in Consultation with the Committee on Leaves. Except as noted in item 1 below, the applicant will be informed of the committee's decision on his/her request as early as possible, but not less than six months in advance of his/her requested effective date. In any case, the Dean of the Faculty will inform the applicant of the decision by no later than May 1st in the spring semester immediately preceding the academic year in which the leave is requested. No more developmental leaves may be finally granted for any given year than are funded for that year.
 1. Application procedure and process for developmental leaves tied to significant off-campus funding. Applicants who have indicated in writing to the Dean of the Faculty that they have applied/will be applying for significant funding/scholarships outside the institution which is contingent upon receipt of a Westminster developmental leave should submit their application by no later than April 1st of the calendar year preceding the academic year in which the leave is requested. Following the same criteria established in item 3a above, the Dean of the Faculty, in consultation with the Committee on Leaves, will evaluate these applications and will inform the applicants of the decision by no later than May 1st of the calendar year preceding the academic year in which the leave is requested. However, no more than one such sabbatical receiving this early consideration may be awarded.
 2. As soon as the applicant is informed that his/her request(s) for external funding/scholarships has been granted or denied, he/she will inform the Dean of the Faculty. If an applicant who receives a developmental leave under this process is denied the external funding, he or she may resubmit an application for a

developmental leave for the same time period that would not entail external funding. That developmental leave application must be submitted by no later than the first-class day in the spring semester preceding the academic year in which the leave is requested. The Dean of the Faculty, in consultation with the Committee on Leaves, will evaluate that application and, at the same time, review any developmental leave requests that were denied due to the unavailability of funds. Guided by the criteria listed in item a. above, the Dean, in consultation with the Committee on Leaves, will fund applications as appropriate, to the extent of the College's financial ability, taking into consideration all of its obligations. The applicants will be notified of the decision in accordance with item b above.

The Committee on Leaves: The Dean of the Faculty, the Dean of Student Life as appropriate, and the three Division Chairs, less any Division Chairs who are among a given year's applicants for Sabbatical Leaves, will constitute the Committee on Leaves. Should there be fewer than three members, the Dean of the Faculty will ask the Executive Committee of the Faculty to name additional tenured faculty until there are at least three members on the committee. The committee will implement the policies on leaves as described above and resolve any questions about the application of these policies to particular cases. The Vice President for Academic Affairs and Dean of the Faculty serves as its chair.

2.1.6.13 Termination of Appointment by the Staff Member

Because untimely resignations can adversely affect academic programs and library services, members of the professional academic staff are asked to provide a minimum of four weeks' notice of an impending resignation from their staff position, but this is not required. Staff members who hold separate teaching appointments are expected to complete the periods of service specified in those appointments.

2.1.6.14 Tenure

Members of the professional academic staff are not eligible for tenure.

2.1.6.15 Rights

Professional Academic Staff have the rights of members of the Faculty as set forth in section 2.9.1 on Faculty Rights. Professional Academic Staff also have the rights of staff members as set forth in the Employee Handbook. In case of any conflict between the two handbooks, the staff member will work with his/her supervisor, the Director of Human Resources, the Dean of the Faculty, and the Dean of Student Life as appropriate, to determine the applicable policies. Grievances relating to the resolution of any conflict between the two handbooks may be submitted to the Professional Standards Committee in accordance with Section 2.1.6.11.

Given the differences in the responsibilities and job descriptions of Professional Academic Staff, it may be necessary for the relevant supervisor and the appropriate Dean to formulate other rights not contained in Section 2.9.1 to protect the staff member in the performance of his/her professional duties.

2.1.6.16 Responsibilities

Professional academic staff have the responsibilities outlined in their job descriptions and those outlined in Section 2.9, unless clearly inappropriate given their duties and responsibilities. Professional academic staff, working with their supervisors, also have a responsibility to know and adhere to the policies and procedures applicable to them as outlined in both the *Faculty Handbook* and the *Employee Handbook*. In the case of any conflict between the two handbooks, the staff member will work with his/her supervisor, the Director of Human Resources, the Dean of the Faculty, and the Dean of Student Life, as appropriate, to determine the applicable policies. Grievances relating to the resolution of any conflict between the two handbooks may be submitted to the Professional Standards Committee in accordance with Section 2.1.6.11.

2.1.6.17 Professional Academic Staff Teaching Expectations

A member of the Professional Academic Staff who either assumes full-time administrative duties not related to his/her PAS position or who retains his/her PAS position but temporarily refrains from teaching as defined in 2.1.6.1, may count toward eligibility for promotion and developmental leave no more than three (3) years of such service. If a member of the Professional Academic Staff forgoes teaching obligations as defined in 2.1.6.1 for more than three (3) consecutive years, then he/she will forfeit PAS status, time toward promotion and developmental leaves granted under 2.1.6, and academic rank.

2.1.7 Professional Staff

The Professional Staff are those members of the College's staff whose annual letter of appointment may include teaching duties (as defined in 2.11.1), but whose academic responsibilities are at a more limited level than those of Professional Academic Staff (see 2.1.6.1). Full-time professional staff are not assigned academic rank although they are eligible for service on appointed faculty committees and task forces. They will have the privileges of the floor and the right to vote at faculty meetings. Part-time professional staff will have privileges of the floor at faculty meetings but not the right to vote or to serve on faculty committees or task forces.

2.2 Types of Contract

2.2.1 Term

Term contracts are given to part-time per course and special appointment faculty members, and are limited to the term of employment specified in the notice of appointment. Term contracts are not tenure track, except as permitted in Section 2.1.4.2 and do not confer upon a faculty member any entitlement to continued employment.

Full-time term contracts are limited to: (1) appointments of visiting faculty, (2) replacements for faculty on leave or in administrative positions, (3) appointments of no more than one year when there has not been sufficient time to fill a position by conducting a normal search, and (4) appointments in programs or subject areas for which

projected needs are uncertain. No individual may receive full-time term appointments to the faculty totaling more than six (6) years.

All faculty members teaching summer session courses receive term contracts for those courses.

2.2.2 Probationary (Tenure Track)

Probationary contracts are given to ranked faculty members either initially or on a renewable basis. Probationary contracts are tenure track, and enable a faculty member to be considered for tenure upon successful completion of the requirements listed in Section 2.7 of this *Faculty Handbook*.

Probationary contracts are subject to non-renewal by the college with notice as provided for in Section 2.8.3 of this *Faculty Handbook*.

2.2.3 Continuous (Tenured)

Continuous contracts are given to ranked faculty members who have attained tenured status. Faculty members employed under continuous contract can expect an annual contract-renewal, unless they are separated pursuant to the provisions of Section 2.8 of this *Faculty Handbook*.

2.2.4 Locus of Appointment and Tenure

The loci of tenure and of all faculty appointments for probationary and tenured faculty are in the College. (See Section 2.8.4)

2.2.5 Dates of Service

Full-time faculty members have appointments for the academic year which begins three working days preceding the first day of regular classes for all students.

Full-time faculty members have appointments for the academic year which ends on the date when grades are due for the spring semester.

If a faculty member has part-time administrative responsibilities that require his or her presence on campus at times other than the academic year, this is specified in the faculty member's administrative appointment. Faculty members who are required to be "on-duty" beyond the dates specified in their faculty appointments will receive additional compensation.

2.2.6 Notice of Appointment

The terms and conditions of every appointment to the faculty must be stated in writing, and a copy of the appointment document(s) supplied to the faculty member. Any subsequent and mutually agreed upon modifications of an appointment must also be

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stated in writing and a copy given to the faculty member. Any change in stipulations of employment contained in a faculty member's initial, or subsequent, letters of employment/contracts must be approved in writing by the faculty member, the Dean of the Faculty and the President of the College.

The terms and conditions that must be specified in every appointment to the faculty are:

- a. The faculty rank at which the appointment is made or the title conferred by the appointment.
- b. The academic program to which the appointment is made.
- c. Whether the contract is for a term, probationary (tenure-track), or continuous (tenured), and, if it is probationary, the years remaining before a tenure decision must be made.
- d. Whether the appointment is full-time or part-time; exempt or non-exempt.
- e. If the appointment is neither probationary nor tenured, both the teaching and any non-teaching responsibilities of the appointment.
- f. The contract period (semester, year, or session).
- g. The beginning and ending dates of service.
- h. The salary for the contract period.
- i. Salary payment dates.
- j. If the appointment is to a probationary, replacement faculty position, the appointment must state that the renewal of the appointment is subject to retreat rights.
- k. Any agreement to reduce the probationary period to fewer than six years must be stated in the person's initial appointment to the faculty. Any requests to alter the length of the agreed probationary period must be submitted in writing to the Faculty Personnel Committee for consideration no later than March 1 of the year preceding the promotion/tenure application year. The Faculty Personnel Committee will make a recommendation to the Dean of Faculty no later than April 1. Any changes to the probationary period will be noted in the faculty member's letter of appointment.
- l. Any agreement to reduce the probationary period to fewer than six years must be stated in the person's initial appointment to the faculty. Any requests to alter the length of the agreed minimum time must be submitted in writing to the Faculty Personnel Committee for consideration no later than March 1 of the year preceding the promotion/tenure application year. The Faculty Personnel Committee will make a recommendation to the Dean of Faculty no later than April 1. Any changes to the probationary period will be noted in the faculty member's letter of appointment.
- m. If the appointment was made despite the appointee's lacking the usually required terminal degree due to the unavailability of suitable candidates or for other compelling reasons (See Section 2.1), this must be stated in the person's initial appointment to the faculty.
- n. If an appointment imposes any obligations upon, or confers any benefits to, either the person appointed or the college other than those set forth in Part II of this *Faculty Handbook*, those obligations or benefits must be stated in the appointment.

Any of the terms and conditions listed above that are not stated in the standard notice of appointment must be stated in a letter accompanying the notice of appointment that is referenced in the notice of appointment.

Persons to whom an initial faculty appointment is offered must be provided with a copy of Part II of the *Faculty Handbook*, either before or when they are extended the offer of appointment in writing, and informed that this part of the handbook is incorporated into the notice of appointment of each faculty member.

2.2.6.1 Issuance and Acceptance of Notice of Appointment

Tenured and probationary faculty members will receive notices of appointment for the upcoming academic year no later than April 15.

Signed acceptances of notices of appointment must be received by the Dean of the Faculty on or before May 15, unless an extension has been sought and has been granted by the Dean. If no extension has been granted and the signed acceptance of a notice of appointment has not been received on or before May 15, the offer of an appointment will automatically expire.

A signed copy of any letter accompanying the notice of appointment that states terms or conditions of the appointment that are not in the notice of appointment must also be submitted to the Dean of the Faculty along with the signed copy of the notice of appointment.

By signing a notice of appointment, a faculty member accepts all terms and conditions therein specified. Neither he/she nor the College may attach to the appointment document(s) any reservation, condition or modification not mutually agreed upon.

2.3 Search, Appointment & Orientation

The following statements of policy and procedures for recruitment to the faculty are intended to aid Chairs of Departments, the Vice President for Academic Affairs and Dean of the Faculty, and others who are involved in making initial appointments.

A public, national search is required for all tenure-track appointments; it is also required for full-time term appointments, if time and circumstances permit. A public, national search is not required for part-time term appointments.

The College gives notice of employment opportunities by appropriate publication. Applications from women and members of minority groups are encouraged.

See Appendix H for a full description of the procedures followed in faculty searches and appointments.

2.3.1 Authority to Hire

Sole authority to hire faculty members is vested in the President. This authority is customarily exercised through the Vice President for Academic Affairs and Dean of the Faculty by procedures established to assure adequate consultation with the faculty and full compliance with the College's equal opportunity policy.

2.3.2 Equal Opportunity Statement -See Section 3.1.1.

2.3.3 Questions That May Not Legally Be Asked of Applicants - See Section 3.1.4.

2.3.4 Faculty Appointment

All appointments of ranked faculty are made by the President after recommendation by the Vice President for Academic Affairs and Dean of the Faculty. (Search and appointment procedures are contained in Appendix H.)

2.3.4.1 Full-Time and Pro Rata Part-Time Ranked Faculty

All initial appointments are probationary (see Section 2.2) and are for only one year unless explicitly stated to the contrary in the letter of appointment. The rank offered new faculty members must be in accord with the requirements contained in Section 2.1. (Search and appointment procedures are contained in Appendix H.)

2.3.4.2 Appointment of Part-Time Per Course Faculty or Special Appointment Faculty

All appointments of Part-Time Per Course Faculty or Special Appointment Faculty are made by the Vice President for Academic Affairs and Dean of Faculty after recommendation by the Department Chair. Appointments of Part-Time Per Course Faculty, and in some circumstances of Special Appointment Faculty, are dependent on adequate enrollment in the faculty member's course, as determined by the Dean of the Faculty. (Search and appointment procedures are contained in Appendix H.)

2.3.4.3 Professional Academic Staff

Appointments to the Professional Academic Staff are made by the President upon recommendation by the appropriate Dean, either the Vice President for Academic Affairs and Dean of the Faculty or the Dean of Student Life, based on consultation with the appropriate Director/Chair/Supervisor.

2.3.4.4 Summer Session Faculty

Such appointments to teach during summer session are made by the Vice President for Academic Affairs and Dean of Faculty after recommendation by the Department Chair and are dependent on adequate enrollment in the faculty member's course, as determined by the Vice President for Academic Affairs and Dean of the Faculty.

2.3.5 Orientation

It shall be the duty of each department chair to orient each new faculty member to the policies, handbooks, regulations, and procedures of the College and the job expectations and evaluation method for the position. (See Appendix I for a list, not exhaustive, of department chair responsibilities to new faculty.)

2.4 Personnel Records

Every ranked faculty member's personnel records must include the files described in 2.4.2 and 2.4.3 below. Depending upon individual circumstances, a faculty member's personnel records may also include the files described in 2.4.4 and 2.4.5. Documents are

added to or removed from the file by the person or persons designated below and are retained in the file for the periods of time specified. Except as noted below, the files will be kept by the Office of the Dean of the Faculty.

2.4.1 Search Files

Upon completion of a faculty search, the chair of the search committee will transfer all documentation related to the search, including letters of application, curriculum vitae, letters of recommendation, and correspondence with applicants to the Dean of the Faculty. These documents will then be retained in a Search File by the Human Resource Office for three years.

2.4.2 Pre-Employment File

The pre-employment file for hired faculty members should contain all documentation related to the original search for the faculty member. This should include the applicant's letter of application, his or her curriculum vitae or resume, letters of recommendation, copies of letters of correspondence with the applicant, and official copies of transcripts from all institutions of higher education from which the applicant received a degree. These documents should be placed in the file by the Dean of the Faculty and retained until three years after the termination of the faculty member's appointment. Any other documentation provided by the applicant or received by the College in support of the application for employment will be retained for three years.

2.4.3 Official File

- A. A faculty member's Official File will consist of the following items:
1. The initial notice of appointment and any accompanying letter or letters (placed in the file by the Dean of the Faculty and retained until three years after termination of the faculty member's appointment).
 2. Letters pertaining to tenure, promotion, or rank from the Faculty Personnel Committee (placed in the file by the secretary of the Faculty Personnel Committee, President, or Dean of the Faculty and retained until three years after termination of the faculty member's appointment).
 3. Evaluation summary statements about the faculty member's job performance prepared by the Dean of the Faculty and the Personnel Committee and any response to those statements by the faculty member (placed in the file by the secretary of the Faculty Personnel Committee and retained at least until the faculty member is promoted to a higher faculty rank; the summary statements and response may be removed by the Dean of the Faculty at that time).
 4. Promotion or tenure evaluation statements prepared by the Faculty Personnel Committee (placed in the file by the secretary of the Faculty Personnel Committee and retained at least until the faculty member is promoted to a higher faculty rank; the evaluation statements may be removed by the Dean of the Faculty three years after promotion or tenure).
 5. Faculty Self-Reports, department or division chair's Faculty Reports, and any responses to the department or divisions chair's reports by the faculty member (placed in the file by the Dean of the Faculty and retained at least until the faculty

member is promoted to a higher faculty rank; the self-reports may be removed by the Dean of the Faculty three years after a faculty member has been promoted to a higher rank).

6. Evaluation reports prepared by faculty committees for periods during which the faculty member was the chair of a committee and reports by committee chairs on the faculty member's performance during membership on a committee (placed in the file by the Dean of the Faculty and retained at least until the faculty member is promoted to a higher faculty rank; the evaluation reports may be removed by the Dean of the Faculty three years after a faculty member has been promoted to a higher rank).
7. Copies of grant proposals (placed in the file by the Dean of the Faculty and retained at least until the faculty member is promoted to a higher faculty rank; the copies of grant proposals may be removed by the Dean of the Faculty three years after a faculty member has been promoted to a higher rank).
8. Course syllabi and any other course materials (tests, major assignments etc.) submitted by the faculty member (placed in the file by the Dean of the Faculty and retained for at least three years; the syllabi and course materials may be removed by the Dean of the Faculty three years after a faculty member has been promoted to a higher rank).
9. Copies of publications will be retained at least three years and may be removed by the Dean of the Faculty at that time.
10. IDEA Reports and/or other student assessments (placed in the file by the Dean of the Faculty and retained for at least six years).

Once a faculty member has reached the rank of Professor, the materials listed in 3-7 above will be retained in the file for six years and may be removed by the Dean of the Faculty at that time.

B. Faculty members may submit to the Dean of the Faculty other relevant data to be placed in their files (retained for one year unless the Dean of the Faculty, in consultation with the faculty member, determines that retention for longer than one year is desirable).

2.4.4

Grievance Files

Two types of grievance files will be maintained for all faculty.

All written documentation related to grievances filed against the faculty member by students, staff, or other faculty will be placed in the file by the Dean of the Faculty and retained until three years after the faculty member is promoted to a higher faculty rank; documentation may be removed by the Dean of the Faculty at that time.

All written documentation related to grievances filed by the faculty member against students, staff, or other faculty will be placed in the file by the Dean of the Faculty and retained until three years after the faculty member is promoted to a higher faculty rank; documentation may be removed by the Dean of the Faculty at that time.

Once a faculty member has reached the rank of Professor, the materials listed above will be retained in the files for at least six years and will be removed by the Dean of the Faculty at that time.

2.4.5 Promotion and/or Tenure File

Upon his or her application for promotion and/or tenure, the faculty member will submit to the Dean of the Faculty a promotion and/or tenure file, guided by Section 2.5 and Appendix A. The file should be in three parts, with separate sections on teaching effectiveness, scholarly, professional and creative activity, and service to the college and students. The summary should also include a discussion of the faculty member's development goals for each of the three areas of evaluation. The file should contain, but should not necessarily be limited to, the following items:

A. Teaching effectiveness:

1. Summaries of all student evaluations from the years at the faculty member's present rank (not to exceed six years)
2. Representative course syllabi
3. Samples of examinations and writing assignments
4. A brief narrative, commenting on the above, and describing the candidate's teaching objectives, strengths and weaknesses as a teacher, past and planned course modifications, and new courses planned for the future

B. Scholarly, professional and creative activity:

1. A bibliography of any publications and papers or other works presented at scholarly meetings.
2. A list of seminars, workshops, courses, and/or professional meetings attended, or other activities which demonstrate a commitment to keeping abreast in one's field. Faculty members must clearly indicate which presentations and publications were peer-reviewed and which were not (according to the criteria for peer review delineated in Section 2.5.3.1) and must provide evidence for peer review (e.g., a letter of acceptance with comments from reviewers).
3. A brief narrative, commenting on the above and describing the candidate's plan for continued intellectual and professional growth.

C. Service to the college and to students

1. A record of committee service and projects undertaken which serve the college and students during the years at the faculty member's present rank (not to exceed six years)
2. A list of numbers of advisees (freshmen and major)
3. A list of student organizations with which the candidate has worked closely during the years at the faculty member's present rank (not to exceed six years)
4. A brief narrative, commenting on the above and describing plans for continued service to the college and to students

2.4.6 Confidentiality of Personnel Files

- A. Faculty members, at all times during regular working hours of the College, have access to all of their own personnel files, including unedited letters, both internal and external, except to letters of recommendation in their pre-employment file to which they waived their rights to access. Faculty members may photocopy items in their personnel files to share with other faculty serving as an advisor to that member.
- B. Members of search committees, the relevant division chair, members of a candidate's department and the Faculty Personnel Committee have complete access to search files until the search is concluded.
- C. Members of the Faculty Personnel Committee, the relevant division chair and the relevant department chair have access to faculty members' Official Files, Pre-Employment Files, Promotion and/or Tenure files, and Grievance Files.
- D. The Dean of the Faculty and the President of the College have access to all faculty members' personnel files.
- E. Faculty members, administrators, and students shall have access to a faculty member's curriculum vitae, created specifically for this purpose. These vitae shall include the name of the faculty member, his/her office phone, educational experience, past academic employment history, professional achievements and works completed, and any other data a faculty member may choose to make public knowledge. This curriculum vitae file will be maintained in the Office of the Dean of the Faculty.
- F. The Professional Standards Committee, to the extent that committee deems the information relevant and necessary to the fair disposition of the case before it, shall have access, upon request to the Dean of the Faculty, to the file, as stipulated in Appendix G, section D.8.g, of the faculty member(s) who lodges a complaint and to the file of faculty member(s) against whom a complaint is lodged.

2.4.7 Retention of Files

Should the College be involved in any litigation with a faculty member, the stipulations on file retention for that faculty member contained in Section 2.4, will not be followed. Rather, that faculty member's files will be retained until three years following the conclusion of the litigation.

2.4.8 Faculty Confidentiality

Directory information such as campus addresses and telephone numbers are available to the public. Directory information such as home addresses and home telephone numbers are available for internal use only.

Data relating to payroll information, health issues, social security numbers, and other privileged and/or legal matters are confidential and will be accessible only to authorized college personnel on a need to know basis, as determined by the Dean of the Faculty and/or the Director of Human Resources. Such data will not be released to others without the written permission of the employee unless authorized or required by law. Additionally, matters between supervisors and their staffs, between faculty and students, or any other members of the campus community that are of an official personal nature

must be kept confidential. It is the prerogative of any member of the Westminster community to share personal information about himself or herself if he or she so desires; it is not the prerogative of someone other than the person involved to divulge information about the person. Everyone in the college community has the right to privacy and it must be respected.

2.5 Evaluation

Teaching effectiveness is given primary consideration in the evaluation of all faculty members. In addition to teaching effectiveness as it is especially demonstrated in classroom teaching (See Section 2.5.2.1), faculty members are evaluated in the areas of scholarly, professional and creative activity, as well as service to the College and its students—both of which are essential indicators of faculty members’ participation in, and contributions to, their respective academic disciplines and the Westminster College community. In the evaluation of all faculty members, teaching effectiveness is given more weight than scholarship and service combined (60%). Individual faculty members are free to divide their efforts between scholarly, professional and creative activity and service as they see fit, except that the absence of work in either area is unacceptable and will have a negative impact on the overall evaluation. Unless faculty members notify the Dean of the Faculty in writing by February 1, the annual merit review will weigh scholarly, professional and creative activity and service equally (20% each). Should a faculty member notify the Dean of the Faculty to weigh one more heavily, the one selected will count 25%; the one weighing less will count 15%.

For ranked faculty, the evaluation process is intended to assess performance in all three areas in order to encourage continued growth of all faculty members and to facilitate decisions of reappointment, tenure, and promotion. For non-ranked faculty subject to review, their evaluation shall be commensurate with their contract obligations, i.e. they shall be evaluated based upon only those areas of teaching, service, and professional development for which they are contractually obliged. Therefore, all reports, as described in 2.5.1, should have two components: first, an evaluation of past performance; and second, an evaluation of how a faculty member’s courses and performance relate to and contribute to the mission, vision and goals of his/her department and of Westminster College. The task of gathering evidence to document and develop performance is an important one, and all parties involved in the evaluation process have a professional responsibility for the thorough, thoughtful, and timely execution of this task. (Note Sections 2.5.1.2 and 2.5.2.1.)

Ranked faculty members receive a rating of “Distinguished”, “Satisfactory” or “Unsatisfactory” in each of three areas of performance. Non-ranked faculty subject to review receive such ratings for the areas of their contractual obligations only. The institution’s commitment to excellence should inform all recommendations and decisions involving reappointment, tenure, and promotion, which are the primary means by which merit is recognized. The Faculty Personnel Committee and the Dean of the Faculty are responsible for making recommendations regarding these personnel decisions to the President of the College.

2.5.1 Evaluation Reports

Three annual reports may summarize the evaluation of each faculty member's performance:

- a. The faculty member's self-report.
- b. The department chair's report on the faculty member's performance.
- c. The Faculty Personnel Committee's report on the faculty member's performance. Individuals being evaluated, as well as members of the Faculty Personnel Committee and other evaluators, should familiarize themselves with the data contained in these reports for the period under evaluation as well as data requested or required by Appendices A, C, D, and E.

The Faculty Personnel Committee prepares its regular reports according to the schedule in Section 2.5.1.3. All reports are placed in the faculty member's Official File. (See 2.4.3). Guidelines for participation in, content of, and scheduling of evaluation for the purposes of promotion and tenure are stated in Sections 2.6. and 2.7 respectively.

2.5.1.1 Faculty Member Self-Report

All faculty members, except those part-time per course faculty and special appointments faculty whose employment at the College will not continue, must complete an annual self-report that addresses all the areas of evaluation relevant to their faculty rank/position, as stipulated elsewhere in this *Faculty Handbook*. This report must include a self-appraisal of performance. A signed copy of the completed report must be submitted to the department chair, the division chair and the Dean of the Faculty no later than July 1. (See Appendix A for guidelines on content and procedures.)

2.5.1.2 Department Chair Report on Faculty Member Performance

Department chairs must prepare an annual report on each ranked faculty member of the department, tenured and probationary, as well as on each part-time per course faculty and special appointments faculty whose employment with the college may continue into the next academic year. The reports must be submitted to the Dean's Office no later than September 1. The purpose of the chair's report is two-fold: to encourage and support a faculty member's professional development, and to provide documentation to assist the Faculty Personnel Committee and the Dean of the Faculty in deciding whether the faculty member has failed to meet, met, or exceeded the applicable standards of performance and professional development. (See Appendix C for suggested items and questions to be addressed.)

The chair's report on a faculty member's teaching effectiveness must demonstrate familiarity with the content of the faculty member's courses, performance in the classroom, student survey results, and their self-report. (For part-time faculty assessment, see Section 2.1.3 for guidance.) (For specific guidance on class visitation requirements including those required to be visited, see Appendix J.

The chair's report, when specifically addressing decisions about renewing appointments of probationary faculty, conferring tenure, and granting promotion, shall include the following:

- a. An evaluation of at least one course syllabus and, where appropriate, sample assignments.
- b. An evaluation of classroom performance based on a minimum of two classroom visits either in the same course or in different courses.
- c. An analysis of the official student survey from everyone's courses (currently IDEA, see Appendix D.)
- d. Reference to pertinent documents in the faculty member's files as stipulated in Section 2.4.6.

The chair's report on the faculty member's performance should pertain to the period under review. The chair must send a copy of the report to the faculty member being evaluated, to the Division Chair and to the Dean of the Faculty. (See Appendix C: for more specific guidelines on report contents and procedures.)

2.5.1.3 Faculty Personnel Committee Review, Report, and Recommendation

The Faculty Personnel Committee conducts evaluations and completes recommendations of the performance of faculty members in the following cases:

- A. All probationary faculty in their second, fourth, and sixth year of service, unless the faculty member was granted credit toward tenure for prior service at another college or university, in which case, evaluations will be conducted according to the following schedule:
 1. credit for one (1) year: during the second, fourth, and fifth years of service at Westminster;
 2. credit for two (2) years: during the second and fourth years of service at Westminster;
 3. credit for three (3) years: during the second and third years of service at Westminster.

The evaluation during the last year listed is in all cases the evaluation for tenure.

The Faculty Personnel Committee will complete its review of probationary faculty members in their second year no later than December 1; those in their 3rd, 4th, and 5th year no later than February 1; and those in their 6th year or at the time of their tenure review no later than January 15.

- B. All faculty members seeking a promotion as well as those full professors who seek a significant merit increase as described in Section 2.14.

The Faculty Personnel Committee will complete its review of these faculty members by no later than February 15.

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- C. All tenured faculty members, evaluated at three year intervals, beginning in the fourth year after the faculty member received tenure, promotion, or a significant merit increase with the following two exceptions: a) if the college during one or more of the three years under review granted no faculty merit raises, the period under review will be lengthened by the number of years no merit raises were granted; b) If a faculty member is on sabbatical in the year he/she is scheduled to be reviewed by the Faculty Personnel Committee, his/her review will be postponed until the year following the sabbatical. In such a case, the faculty member's numeric evaluations for the sabbatical year will be the same as those earned by the individual in the year preceding the sabbatical.

The Faculty Personnel Committee will complete its review of these faculty members by no later than March 15 of the spring semester in the last year in the period under review.

- D. All other faculty whose appointment is equal to six hours or more and who return for more than one year of service are to be evaluated in their second year of service and thereafter biennially for the duration of their service.

The Faculty Personnel Committee will complete its review of these faculty by no later than March 15.

The Faculty Personnel Committee may, at its discretion or in response to a request by the Dean of the Faculty, conduct an unscheduled evaluation of a probationary or a tenured faculty member at any time during any academic year.

All documents to which the Faculty Personnel Committee refers in its evaluation of a faculty member must be in the faculty member's Official File, Grievance File or Pre-Employment File (see Section 2.4).

When the Faculty Personnel Committee conducts an evaluation of any faculty member, in the second, fourth and sixth years of service at Westminster, for the purposes of renewing appointments for probationary faculty, conferring tenure, or granting promotion, the Committee must issue a report of its recommendation to the faculty member and the Dean of the Faculty, who places a copy of the report in the Official File. The faculty member's department and division chairs have access to these reports once they are placed in the faculty member's Official File. The review and recommendation process must include an interview with the faculty member and the faculty member's department chair. The committee may also at its discretion, or upon the request of the faculty member being evaluated, interview the predecessor chair(s), if the predecessor chair is still an active member of the Westminster College faculty, and/or the faculty member's division chair, and/or any other individual, including tenured members of the candidate's department, who it concludes could assist in its deliberations. Should testimony or other types of data obtained by the Personnel Committee reveal information of significance that was not presented in documents in the faculty member's Official File, it is the responsibility of the Chair of the Personnel Committee to record that information in writing, to place a copy of

that record in the faculty member's Official File, and to also inform the faculty member of the information and grant him/her an opportunity to respond.

A department chair on the Faculty Personnel Committee will not participate in reviewing a member of his/her own department beyond the Committee interview. After giving testimony, the chair will fully recuse himself/herself from, and not be present for, the remainder of the deliberation and voting portions of the evaluation for that professor.

Upon conclusion of its evaluation, the Faculty Personnel Committee must prepare a report that states the committee's recommendation and its rationale, and that is specific to each of the three areas of performance. However, with regard to the review of a faculty member during his or her second year of service, the Faculty Personnel Committee will review service only within the department/program. (See 2.5.4.1)

When the Faculty Personnel Committee conducts an evaluation of any tenured faculty member for the three-year rotational performance review, the Committee must issue a report of its evaluation to the faculty member and the Dean of the Faculty, who places a copy of the report in the Official File. The faculty member's department and division chairs have access to these reports once they are placed in the faculty member's Official File. The Committee has the option of interviewing the tenured faculty member under evaluation, the faculty member's department chair and/or division chair, and any of the department or division chairs' predecessors, if they are still active members of the Westminster College faculty. This report must be specific to each of the three areas of performance.

The Faculty Personnel Committee, upon the request of either the faculty member, his/her department or division chair, or the Dean of the Faculty, may review a tenured faculty member before the expiration of the normal three-year rotational performance review.

- E. Faculty Member Receiving a "1" in any of the three areas of performance:
 - 1. For a faculty member who has received a 1 in any of the three areas of evaluation, the date of the next review by the Faculty Personnel Committee will be determined near the beginning of the fall semester following distribution of the Faculty Personnel Committee's annual evaluation. That determination will be made by the Dean of the Faculty following consultation with the faculty member, the department or division chair and the Faculty Personnel Committee. For the faculty member who received a 1 in performance (teaching effectiveness; scholarly, professional and creative activity; and service to the college and its students), the Dean will require the faculty member to draw up a development plan, in consultation with the department or division chair or the Dean of the Faculty, as appropriate, to improve his/her performance in the relevant area(s).

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The faculty member will submit a copy of this plan to the Dean and a copy to the relevant department or division chair by no later than 1 September following receipt of the Faculty Personnel Committee's annual evaluation. The Dean will notify the Faculty Personnel Committee of its receipt and will place it in the faculty member's Official File.

2. Each semester until the 1 is removed the department or division chair or Dean, as appropriate, will meet with the faculty member to review progress toward the goals of the plan. Following each of those meetings, the department or division chair or Dean, as appropriate, will insert evaluative comments on an approved Evaluation Form (provided by the Office of the Dean of the Faculty) indicating progress on the developmental goals. The Form, with its comments, will be shown to the faculty member who will sign it. A faculty member's signature indicates that he/she has read the comments, not that he/she agrees or disagrees with them. As with any evaluative report, a faculty member may provide, in writing and for the Official File if he/she chooses, his/her own assessment of the accuracy of the comments of the department chair, division chair, or Dean, as appropriate.
3. At the end of the year, the faculty member must address his/her progress in the self-report. Likewise, the department or division chair will do the same in his/her annual report.
4. For a faculty member who has received a 1 in any of the three areas of evaluation, the date of the next review by the Faculty Personnel Committee will be determined near the beginning of the fall semester following distribution of the Faculty Personnel Committee's annual evaluation. That determination will be made by the Dean of the Faculty following consultation with the faculty member, the department or division chair and the Faculty Personnel Committee. For those who are not tenured, the next review is automatic in the next academic year. For those faculty whose length of service qualify them for the post-tenure review process, the Dean, in consultation with the relevant parties, will determine when the next review will take place. That decision will be communicated to the faculty member, the department or division chair and to the Faculty Personnel Committee.

2.5.2 Teaching Effectiveness

2.5.2.1 Criteria for Teaching Effectiveness

In the most general terms, the criteria for teaching effectiveness are expertise in one's discipline(s) and the ability to teach this subject matter effectively. Moreover, as faculty members at a liberal arts college, all faculty are expected to demonstrate an understanding of, and a commitment to, the role of their respective disciplines in relation to the liberal arts mission of the College. Successful performance of these criteria is reflected in, although not limited to, the answers to the following applicable questions:

- A. **Subject Expertise:** How have you developed subject expertise and stayed abreast of current developments in your field enabling you to effectively teach your courses?
- B. **Course Design:** What course design strategies and innovative teaching techniques have you implemented in course development this year? For example, how was course content selected? How did you organize assignments and activities? Did you develop new courses? Did you teach in a context other than the classroom?
- C. **Course Management:** What course management methods did you practice? This includes in-class management, record-keeping, timely return of assignments and submission of final grades, maintaining scheduled office hours, etc.
- D. **Motivational and Mentoring Skills:** How did you attempt to stimulate and broaden students' interest in the subjects you teach? How did you help students excel as learners? In what ways did you model for students the standard of performance and professionalism expected of them?
- E. **Learning Outcomes:** What assessment and documentation did you utilize to evaluate student learning of content, methods, and skills relevant to one's field?
- F. **Commitment to College Mission Statement:** In keeping with the liberal arts mission of the college, how did you relate your field to other academic disciplines in the courses you teach? Did you teach any classes in courses other than your own?
- G. **Reflections and Development:** What are your plans for continued improvement in teaching effectiveness? What new courses or teaching techniques do you plan to introduce in the future? How have student surveys helped you to evaluate and/or to improve, your effectiveness as a teacher?

2.5.2.2 Documentation of Teaching Effectiveness

Among the documents in a faculty member's Official File that may attest to his or her teaching effectiveness include but are not limited to:

- * annual Self-Reports
- * annual department chair's reports
- * official student surveys of courses (currently IDEA)
- * results from optional faculty created/selected student surveys of courses
- * analysis of student surveys that notes and responds to relevant patterns in student concerns and comments across courses
- * course materials such as syllabi, assignments, and examinations
- * evidence of student learning, such as student answers to exam questions, papers, and other projects
- * classroom visit reports by chairs and other colleagues
- * letters by off-campus peers who can comment on the candidate's teaching effectiveness

In its assessment of teaching effectiveness, the Faculty Personnel Committee will count student survey results (currently IDEA) as not more than 30%.

2.5.3 Scholarly, Professional, and Creative Activity

2.5.3.1 Criteria for Scholarly, Professional, and Creative Activity

All ranked faculty are expected to engage in scholarly, professional, and/or creative activities. While ongoing learning in one's field (such as attending conferences) is a necessary condition for success in the classroom, it is not sufficient; all faculty need to participate actively in the production and dissemination of knowledge as well. In broadest terms, faculty should consider the following scholarly, professional and creative activities.

- a. Discovery within one's discipline. This involves research, publication and/or presentation in one's discipline.
- b. Integrated study between disciplines. This involves work that interprets, connects, and/or integrates insights, perspectives and/or methodologies from more than one discipline.
- c. Application of one's discipline beyond academia. Serious service learning activities apply theoretical knowledge of one's discipline to practical, consequential problems or community issues.
- d. Teaching of one's discipline in the classroom. The creative endeavors of well-read and intellectually engaged faculty entice future scholars. Research and experimentation with instructional techniques for engaging students and creating understanding of the principles and concepts of one's discipline, as well as revision and enhancement of course content, is part of dynamic and effective teaching.

Whether following one of the above models of scholarly, professional and creative growth, or others, faculty members are encouraged to consider the broad and diverse possibilities for scholarship that are consistent with the undergraduate liberal arts mission of the college, one's academic discipline, and one's career goals. A faculty member should work with his/her department and/or division chair to identify and clarify proper directions to pursue in terms of scholarly, professional and/or creative activities. Department/division chairs should discuss which types of professional development count as peer reviewed. Clearly judgment of the merit of such activity is complex, variable and contextual. Ultimately assessment of the merits of these efforts is the responsibility of the parties involved in the evaluative process, and comments regarding the merits of professional and creative growth are to be included in chair reports and evaluation completed by the Faculty Personnel Committee.

Engaging in scholarly, professional and creative activities that do not lead to peer reviewed publications, productions, and/or presentations is acceptable for normal annual

reviews. Such activities may include work as a professional consultant, textbook editor, or manuscript referee; grants, awards, and fellowships; presentations before community groups; and publication in popular or commercial periodicals. Other opportunities might include a presentation to part or all of the faculty, or an unpublished paper or an annotated bibliography circulated to departmental colleagues.

However, all faculty are also expected to engage in scholarly, professional and/or creative activities that culminates at least once every six years, in the production, publication or presentation of material subject to peer review. Peer review can take a variety of forms. For the purposes of this document, peer review means that the merits of a scholarly or artistic work are reviewed prior to publication, presentation, or production. The review (i.e., peer review) should be by members of one's discipline outside the College and entail the possibility of rejection. Peer review is typically anonymous to ensure that publication is based exclusively on scholarly merit. However, the Faculty Personnel Committee may consider certain prestigious invited works (e.g., a keynote address at a major conference) to count as scholarly, professional, and creative activity despite the absence of anonymous review. Ultimately, the burden of proof is on the faculty member to demonstrate that his or her work meets the criteria for scholarly, professional, and/or creative activity.

Since peer review can take a variety of forms, the handbook therefore proposes neither a comprehensive listing nor an ordinal ranking of the many opportunities to demonstrate activity in this area, except to emphasize that review of some sort is essential and can occur in a variety of configurations, contexts, and levels. While the publication of an article in a refereed journal or the presentation of a paper at an academic conference are examples of more conventional forms of peer reviewed activity, faculty are also encouraged to pursue other avenues for developing and demonstrating their professional growth in this area. For non-conventional activities, the faculty member should provide evidence to demonstrate that the work constitutes legitimate scholarly, professional, or creative activity in the faculty member's discipline.

Faculty are reminded that, as specified in Sections 2.5, 2.6 and 2.7, they must meet a more specific set of peer review standards for promotion and tenure.

2.5.3.2 Documentation of Scholarly, Professional and Creative Activity

Faculty members should identify, describe, and document (by including samples of work where possible and appropriate) all publications, presentations, and productions that they want to have considered in their evaluation. They must identify which publications, presentations, and productions were subjected to peer review. When peer review is not implicitly evident (as in a refereed publication or conference presentation), some documentation of review (such as a letter of acknowledgment) is required. Each faculty member is responsible for putting the best available documentation of his or her scholarly, professional, and artistic activity in his or her Official File. Department chairs should, when evaluating faculty members, comment on which pieces of professional

development meet the criteria for peer review in that faculty member's discipline. Because the nature of professional development can vary across disciplines, the testimony of department chairs can greatly assist the Faculty Personnel Committee in evaluating faculty members in this area (though the Faculty Personnel Committee always makes the ultimate decision about whether or not a faculty member's professional development meets the criteria for peer review).

2.5.4 Service to the College and Its Students

2.5.4.1 Criteria for Service to the College and Its Students

All ranked faculty, excluding faculty in their first year of service at Westminster and Faculty on leave, are expected to participate actively in governance, advising, and administrative activities of the College. These include regularly attending departmental, divisional, and general faculty meetings; serving on committees and task forces; and advising students. Faculty are also encouraged, but not required, to maintain involvement in student groups (such as by serving as a faculty sponsor or advisor), extracurricular events, recruiting efforts, alumni functions, and/or the social life of the College.

Faculty in their first year of service at Westminster are expected to attend departmental, divisional and general faculty meetings, college-wide convocations and commencement. Under normal circumstances they will not serve on divisional or general faculty committees or task forces or become an academic advisor or sponsor/advisor to student groups. They should, however, become actively engaged in support of their department/program, for example, by participating in searches for members of their own department/program, supporting the department's capstone requirement(s) or meeting with potential majors. (Also see 2.9.2.8)

Since faculty in their first year of service normally are neither expected nor encouraged to perform additional service beyond that to their department/program, the Faculty Personnel Committee will automatically award to each of those faculty members, a numerical service evaluation equal to an average of those earned by all other faculty members that year.

2.5.4.2 Documentation of Service to the College and Its Students

Among the documents in a faculty member's Official File that attest to his or her service to the College and its students are the faculty member's annual Self-Report and the reports of the chairs of committees and task forces on which the faculty member served.

2.5.5 Performance Criteria for Tenure and Promotion

Tenure and promotion are the fundamental means of recognizing the merit of a faculty member's performance. For definitions, eligibility requirements, and procedures involving tenure and promotion, see Sections 2.1.2.

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For all performance criteria addressed below, the following policies shall guide all evaluative reports, recommendations, and decisions (see also Appendix A):

- A. All activities and outcomes to be evaluated are limited to those performed while the faculty member is employed by Westminster College, except in those cases in which previous years of teaching service at another institution are credited to the faculty member's starting faculty rank and/or probation schedule at the time of hire. In such cases, accomplishments during the years of credited service at other institutions are given equal consideration in the evaluation of faculty for promotion and tenure. However, as described in section 2.5.3.1, the faculty member must remain professionally active throughout one's period of review.
- B. Evaluation for tenure considers the performance of a faculty member during his or her probationary appointment, including any years of service elsewhere credited by Westminster College toward the probationary period. Credit for prior service stipulated in the initial contract will be counted toward tenure decisions as if the faculty member had completed that service at Westminster.
- C. Evaluation for promotion to Assistant Professor considers the faculty member's performance during his or her years of service at the rank of instructor. Evaluation for promotion to Associate Professor considers the performance of a faculty member during his or her service at the rank of Assistant Professor, including any years of service elsewhere at that rank or higher credited by Westminster College toward the minimum time for eligibility for promotion. Unlike the previous evaluations, evaluation for promotion to Full Professor takes into consideration the faculty member's cumulative record of achievement at Westminster College and during any specific years of credited service at another institution. This stipulation only applies to the years for which the faculty member has been given credit, not to any work that was done prior to those years.

2.5.5.1 Performance Criteria for Tenure

Teaching effectiveness is the primary requirement for tenure. Considering self-reflection, collegial visits, if made, and student surveys, the faculty member must document his/her competence and effectiveness in the classroom and that he/she continues to develop and seeks to improve as a teacher. The faculty member must also demonstrate his/her ability to adapt/modify techniques and approaches as necessary to address student learning needs.

Moreover, a candidate for tenure must have established a record of professional, scholarly, or artistic productivity, or artistic achievement, including at least one publication, presentation, and/or professional activity that has been peer-reviewed by members of one's discipline outside the college (See 2.5.3.1). In addition, the candidate for tenure must have demonstrated a willingness and ability to serve the college and its students in various non-instructional roles. Finally, the candidate must have fulfilled all the professional responsibilities and contractual obligations set forth in Section 2.9.

2.5.5.2 Performance Criteria for Promotion to Assistant Professor

Teaching effectiveness is the primary requirement for promotion to Assistant Professor. Considering self-reflection, collegial visits, if made, and student surveys, the faculty member must document his/her competence and effectiveness in the classroom and that he/she continues to develop and seeks to improve as a teacher. The faculty member must also demonstrate his/her ability to adapt/modify techniques and approaches as necessary to address student learning needs.

Moreover, a candidate for appointment at or promotion to Assistant Professor must have either established or have shown promise toward establishing a record of professional, scholarly, or artistic achievement. In addition, the candidate for promotion to Assistant Professor must have demonstrated a willingness and ability to serve the college and its students in various non-instructional roles. Finally, the candidate must have fulfilled all the professional responsibilities and contractual obligations set forth in Section 2.9. (For additional criteria for promotion to Assistant Professor, see 2.1.2.2.)

2.5.5.3 Performance Criteria for Promotion to Associate Professor

Teaching effectiveness is the primary requirement for promotion to Associate Professor. Considering self-reflection, collegial visits, if made, and student surveys, the faculty member must document his/her overall pattern of competence and effectiveness in the classroom and that he/she continues to develop and seeks to improve as a teacher. The faculty member must also demonstrate his/her ability to adapt/modify techniques and approaches as necessary to address student learning needs.

Moreover, a candidate for appointment at or promotion to Associate Professor must have established an ongoing record (see *Note below) of professional, scholarly, or artistic achievement, including a minimum of two publications, presentations, and/or professional activities that are peer-reviewed by members of one's discipline outside the College (See 2.5.3.1.). In addition, the candidate must have demonstrated a willingness and ability to serve the college and its students in various non-instructional roles. Finally, the candidate must have fulfilled all the professional responsibilities and contractual obligations set forth in Section 2.9. (For additional criteria for promotion to Associate Professor, see 2.1.2.3.)

(*Note: While there may be periods of high and low levels of production/dissemination activity in this evaluative category, a candidate is expected to be appropriately engaged in professional activity over the course of the review period (See section 2.5.3.1)

2.5.5.4 Performance Criteria for Promotion to (Full) Professor

Teaching effectiveness is the primary requirement for promotion to Professor. Considering self-reflection, collegial visits, if made, and student surveys, the faculty member must document his/her overall pattern of competence and effectiveness in the classroom and that he/she continues to develop and seeks to improve as a teacher. The faculty member must also demonstrate his/her ability to adapt/modify techniques and approaches as necessary to address student learning needs.

Moreover, a candidate for appointment at or promotion to Professor must have established an ongoing cumulative record (see *Note below) of professional, scholarly, or artistic achievement that includes a minimum of four publications, presentations, and/or professional activities that are peer-reviewed by members of one's discipline outside the college (See 2.5.3.1).

(*Note: While there may be periods of high and low level of production/dissemination activity in this evaluative category, a candidate is expected to be appropriately engaged in professional activity over the course of the review period. (See section 2.5.3.1)

A candidate for Professor must have established a long-term record of a substantial willingness and ability to serve productively the college and its students in various non-instructional roles. Finally, the candidate must have fulfilled all the professional responsibilities and contractual obligations set forth in Section 2.9. (For additional criteria for promotion to Professor, see Section 2.1.2.4.)

2.6 Promotion Policies and Procedures

2.6.1 Eligibility

The criteria for promotion to each of the academic ranks are set forth in Sections 2.1.2 and 2.5.5, and for Professional Academic Staff, in section 2.1.6. Only ranked (tenured and probationary) faculty, faculty who hold the rank of lecturer and members of the Professional Academic Staff are eligible for promotion, as stipulated in the Handbook.

In order to be considered for promotion, a faculty member must meet any stated condition of a minimum period of service at a lower rank and be nominated for promotion. The nomination must come from the faculty member himself or herself, the faculty member's department or division chair, or the Dean of the Faculty. Regardless of the source of the nomination, the nominee is responsible for ensuring that the Faculty Personnel Committee and the dean have at hand the best available evidence to make the case for promotion. Promotions will not be awarded solely on the basis of longevity.

A faculty member who has been denied promotion in rank may apply again once he/she thinks that the factors that led to the initial denial have been addressed, and he/she can provide evidence to prove that they have been addressed.

2.6.1.1 Credit for Prior Service

Credit for prior service stipulated in the initial contract [for probationary faculty] will be counted toward tenure decisions as if the faculty member had completed that service at Westminster. Previous full-time service in other institutions of higher education [or at Westminster under term contracts] will not in itself reduce the minimum period for eligibility for promotion to fewer than six years. All or part of a faculty member's full-time service at another institution of higher learning [or at Westminster under term contracts] may count toward the six-year period, if the initial [probationary] appointment at Westminster College is at the rank of assistant professor or above, and the Dean of the Faculty, in consultation with the Faculty Personnel Committee, recommends that, in view

of the faculty member's experience and record elsewhere, a reduction in the six-year period should be granted. In any case, the maximum credit which may be granted toward the usual six-year period before being eligible for promotion is three years, and the terms of any agreement to reduce the period of eligibility for promotion at Westminster College to fewer than six years must be specified in writing as part of the faculty member's initial letter of appointment. Any requests to alter the agreed credit for prior service must be submitted in writing to the Faculty Personnel Committee for consideration no later than March 1 of the year preceding the promotion/tenure application year. The Faculty Personnel Committee will make a recommendation to the Dean of Faculty no later than April 1. Any changes to the probationary period will be noted in the faculty member's letter of appointment.

2.6.2 Procedures for Promotion Review (Also see 2.5)

2.6.2.1 Promotion Summary

When a faculty member has been nominated for promotion in rank, the Faculty Personnel Committee will require the candidate to prepare a Promotion Summary (See Section 2.4.5) to assist the committee in interpreting documents in the candidate's Official File. The summary will be the principal written record used by the committee in assessing the candidate's nomination for promotion. In the case of an individual who is being concurrently considered for both tenure and promotion in rank, the same summary will serve for both nominations. The chair of the committee will appoint one member of the committee to be available to the candidate to assist in the preparation of the summary. Once the summary has been completed and reviewed by the committee's representative, it will be considered by the full committee as a part of the committee's deliberations on the nomination. The candidate for promotion is the person responsible for ensuring that his or her summary makes the best possible case for granting the promotion and that it is supported by documents in his or her Official File.

2.6.2.2 Procedures for Evaluation by Department and Division Chair

Procedures vary depending on the number of tenured members in a department. These procedures are described in Appendix B.

2.6.2.3 Committee Action on Promotion Review

Upon receipt of the candidate's promotion summary, the department chair's recommendation, the division chair's recommendation, and any other supporting documentation, the Faculty Personnel Committee will schedule interviews with the candidate, the chair of the candidate's department, and any other individuals, including tenured members of the candidate's department, the committee believes could assist in its deliberations.

The Faculty Personnel Committee makes its recommendation regarding promotion in rank to the Dean of the Faculty. The Dean then forwards both his or her recommendation

and the recommendation of the Faculty Personnel Committee to the President of the College. The final decision regarding promotion rests with the president.

Unless a faculty member's initial appointment specifies a shorter period of time before the faculty member is eligible for promotion, the minimum time a faculty member will serve at the rank of Assistant Professor is six years. Therefore, a faculty member whose initial appointment to the Westminster faculty was at the rank of Assistant Professor is often considered for tenure and for promotion to Associate Professor during the same academic year. Nevertheless, these two decisions are distinct, and it is possible for a person to be granted tenure and not be promoted in rank.

Relevant data are also contained in Section 2.5.1.3.

2.6.2.4 Grievance Regarding a Decision Not to Promote

If a faculty member who has been denied promotion has grounds for believing that the decision:

- a. violated one or more of the procedures stated in Sections 2.6 or of the policies stated in Section 2.5
- b. was made on grounds that are discriminatory or in violation of academic freedom, or
- c. was arbitrary

he or she may file a grievance with the Professional Standards Committee (see Section 2.15 and Appendix G).

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the faculty member, the Dean of the Faculty, the Faculty Personnel Committee, and the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the Dean of the Faculty and the Faculty Personnel Committee reconsider the decision to deny promotion. The results of their reconsideration are reported to the faculty member and to the president, who makes the final decision regarding whether or not the faculty member is promoted.

2.7 Tenure Policy and Procedures

The purpose of tenure is two-fold:

- a. to attract to the college and to retain on the faculty individuals who will make a strong, positive, and enduring contribution to the educational process of the College; and
- b. to provide the professional and personal security necessary for academic freedom, productive work, and the satisfaction of an academic career.

A [probationary] faculty member's appointment to the seventh year of [ranked] service at Westminster College will be a terminal appointment, unless a formal recommendation for the award of tenure, in accordance with the criteria and procedures stated in the Faculty Handbook, shall have been submitted to and approved by the Board of Trustees. If the Board of Trustees approves granting tenure, the faculty member becomes tenured upon beginning his or her seventh year of service.

Except in the case of a President or Dean of the Faculty coming from outside the College, no appointment may either explicitly confer tenure or, because of policies in this handbook regarding notice and the maximum length of the probationary period or special understandings with an individual faculty member, have the effect of conferring tenure.

2.7.1 Eligibility

The performance criteria for tenure are stated in Sections 2.5.5 and 2.5.5.1.

A faculty member will automatically be considered for tenure by the Faculty Personnel Committee after five years of full-time employment at Westminster — no formal nomination for tenure need be made. The Committee's final tenure review process at Westminster is initiated and completed in the fall of the sixth year of full-time faculty employment. It is the duty of the Dean of the Faculty to notify the Faculty Personnel Committee at the beginning of the fall semester which faculty member(s) are ready to be considered for tenure.

A pro-rata part time faculty member will automatically be considered for tenure after five years of pro-rata part time employment at Westminster—no formal nomination for tenure need be made. The final tenure review process at Westminster is initiated and completed by the Faculty Personnel Committee in the fall of the sixth year of pro-rata part time employment. It is the duty of the Dean of the Faculty to notify the Faculty Personnel Committee at the beginning of the fall semester which pro-rata part time faculty member(s) are ready to be considered for tenure.

The normal, five-year period that a [probationary] faculty member must serve at Westminster in order to be considered for tenure may be shortened if the College, in its initial notice of appointment with the faculty member, allows time teaching at another institution [or at Westminster for full-time term contracts] to count toward tenure. (See Section 2.7.1.1 below.)

In certain instances, the normal, five-year period that a faculty member must serve at Westminster in order to be considered for tenure may be extended by unpaid leaves of absence. For the impact of leaves on eligibility for tenure, see Section 2.13.

Where a probationary tenure track faculty member is a primary or coequal caregiver of a child, spouse or parent with a serious health condition, as defined in Section 3.2.8, or of newborn or newly adopted children, the normal five-year period that he/she must serve at Westminster in order to be considered for tenure may be extended by "stopping the

tenure clock.” A faculty member may request in writing that the Dean of the Faculty, in Consultation with the Faculty Personnel Committee, stop the tenure clock and extend the Probationary period without taking a full or partial leave of absence. In requesting the tenure clock to be stopped, the faculty member agrees that the year(s) in which the clock is stopped will not count as part of the normal six-year probationary period. In requesting the tenure clock to be stopped, the faculty member will have no claim to tenure based on length of service because the additional year(s) result in his/her years of service extending beyond six years.

Regardless of the method by which a faculty member and the Dean of the Faculty use to stop the tenure clock, he/she will not be allowed to stop the tenure clock for more than two years during the probationary period.

2.7.1.1 Credit for Prior Service

Previous full-time service in other institutions of higher education [or at Westminster per term contracts] will not in itself reduce the maximum probationary period at Westminster College to fewer than six years. However, all or part of a faculty member’s full-time service at another institution of higher learning [or at Westminster per term contracts] may count toward the six-year probationary period at Westminster College, if

- (1) the initial [probationary] appointment at Westminster College is at the rank of assistant professor or above,
- (2) the faculty member had achieved tenure at the institution in which he/she served prior to his/her appointment to full-time service at Westminster College, or
- (3) the Faculty Personnel Committee, in consultation with the Dean of the Faculty, recommends that, because of special circumstances, a reduction in the six-year probationary period be permitted.^[1]_{SEP}In any case, the maximum credit which may be granted toward the usual six-year probationary period for any reason is three years, and the terms of any agreement to reduce the probationary period at Westminster College to less than six years must be specified in writing as part of the faculty member’s initial letter of appointment. The years of service at another institution allowed to count toward the probationary period for tenure need not be the same as those allowed to count toward eligibility for promotion.

2.7.2 Procedures for Tenure Review (Also see Section 2.5)

2.7.2.1 Tenure Summary

After receipt of the Dean of the Faculty’s notification of which faculty members are ready to be considered for tenure, the Faculty Personnel Committee will ask the candidate(s) to prepare a Tenure Summary (See 2.4.5) to assist the committee in interpreting the candidate’s personnel file. The summary will be the principal written record used by the committee in assessing the candidate’s nomination for tenure. Therefore, it should be prepared carefully and thoroughly. In the case of an individual who is being concurrently considered for both tenure and promotion in rank, the same summary can be used to evaluate both nominations. To assist the candidate, the chair of the committee will appoint one of the tenured committee members to be available to the candidate while the summary is being prepared. Once the summary has been completed

and reviewed by the committee's representative, it will be considered by the full committee as a part of the committee's deliberations on the nomination. The tenure candidate is the person responsible for ensuring that his or her summary makes the best possible case for conferring tenure and that it is supported by documents in his or her Official File.

2.7.2.2 Procedures for Evaluation by Department and Division Chairs

Procedures vary depending on the number of tenured members in a department. These procedures are described in Appendix B.

2.7.2.3 Committee Action on Tenure Review

The Faculty Personnel Committee makes its recommendation regarding tenure to the Dean of the Faculty. The Dean then forwards both his or her recommendation and the recommendation of the Faculty Personnel Committee to the President of the College. If the Dean of the Faculty, the Faculty Personnel Committee, or the president recommends conferring tenure, the president then forwards his or her recommendation and the recommendations of the Dean of the Faculty and the Faculty Personnel Committee to the Board of Trustees. The final decision to confer tenure rests with the Board of Trustees of Westminster College.

Since the usual minimum time a faculty member will serve at the rank of Assistant Professor is six years, a faculty member whose initial appointment to the Westminster faculty was at the rank of Assistant Professor is often considered for tenure and promotion to Associate Professor during the same academic year. Nevertheless, these two decisions are distinct, and it is possible for a person to be granted tenure and not be promoted in rank. (Also see 2.5.1.3.)

2.7.2.4 Grievance Regarding a Decision Not to Confer Tenure

If a faculty member who has been denied tenure has grounds for believing that the decision:

- a. violated one or more of the procedures stated in Section 2.7 or policies stated in Section 2.5;
- b. was made on grounds that are discriminatory or in violation of academic freedom, or
- c. was arbitrary,

he or she may file a grievance with the Professional Standards Committee (see 2.15 and Appendix G).

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the faculty member, the Dean of the Faculty, the Faculty Personnel Committee, and the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the president reevaluate the recommendations of the Dean and the Faculty Personnel Committee. Should the president, upon reevaluation, decide not to confer tenure, his/her decision is final. Should the president decide to recommend tenure, the final decision to confer tenure rests with the Board of Trustees of Westminster College.

2.8 Separation

Separation is the severing of the contractual relationship between the College and individual faculty members. To protect the interests of both parties, the categories of separation are defined below and the policies and procedures relating to each of them are set forth.

2.8.1 Resignation

Because untimely resignations can adversely affect academic programs and cause hardships for students, it is expected that faculty will inform their department chairs and the Dean of the Faculty of their intention to resign at the conclusion of the current academic year as early as possible, but no later than May 15. In cases where holding the faculty member to the usual period of notice might deprive him or her of a significant professional opportunity, such as when a faculty member is under active consideration for a position at another institution, the faculty member may request an extension of the time when his or her signed notice of appointment is due. The Dean of the Faculty may, at his or her discretion, extend the date of notice to some definite later date. The faculty member must give prompt notice to the College when he or she knows whether or not the possible opportunity will become a reality and be accepted.

2.8.2 Retirement

Retirement is a voluntary severance of a ranked faculty member's contractual relationship with the college after the faculty member has reached at least 59½ years of age and has completed at least ten years of creditable service. In keeping with federal law, there is no mandatory retirement age at Westminster College, nor does the College pension plan define a "normal" retirement age.

- a. A faculty member must give written notice of his or her plans to retire to the Vice President and Dean of the Faculty no later than June 30 of the academic year preceding the faculty member's last academic year of pre-retirement service, unless circumstances beyond the faculty member's control justify a shorter period of notice and the Vice President for Academic Affairs and Dean of the Faculty waives the June 30 deadline.
- b. Upon receipt of the written notice of his/her plans to retire, the Vice President for Academic Affairs and Dean of the Faculty will prepare a new notice of appointment

for the academic year immediately preceding a faculty member's date of intended retirement. It will refer to the faculty member's written notice of intention to retire and state that the faculty member's retirement will begin at the conclusion of the term of the notice of appointment. If the faculty member accepts this provision in his or her notice of appointment, he or she is contractually obligated to retire at the time designated.

- c. A faculty member who retires relinquishes all rights to tenure at the conclusion of his or her last semester of service.

2.8.2.1 Retirement Transition Plan

The retirement transition plan permits retirement-eligible full-time ranked faculty members to reduce their teaching load by up to half per semester for up to four semesters before full retirement.

- a. Applications for retirement transition must be submitted no later than January 15 for the reduced load to begin during the fall semester of that calendar year.
- b. An applicant, after consultation with his/her department and division chair, will specify in the application the proposed date of full retirement and the proposed teaching load reduction. The applicant will also specify his/her proposal relating to committee service during the transition period. While transition faculty will retain advising responsibilities for their current advisees, normally they will not be expected to take on new advisees during the transition period unless department and/or institutional need makes doing so necessary.
- c. Applications must be submitted through the department and division chairs to the Vice President for Academic Affairs and Dean of the Faculty. The President of the College, upon recommendation of the Vice President for Academic Affairs and Dean of the Faculty, is the approving authority. Once the application is approved, the faculty member will be expected to sign a retirement agreement within two weeks of approval indicating his or her retirement date, future teaching load, and service obligations.
- d. The specific expectations of faculty member's participation in the retirement transition plan will be reflected in his or her letter of annual appointment.
- e. Compensation (salary and retirement benefits) will be prorated to reflect reduced work demands for faculty members electing the retirement transition option. During the transition period, they will retain the medical benefits and other college-paid benefits afforded to other full-time faculty. Currently, other benefits include life, long-term disability, and AD&D insurance.

2.8.2.2 Early Retirement.

From time to time the College, at its discretion, may offer an early retirement option to its employees.

2.8.2.3 Part-Time Employment After Retirement

Retirees may enter into contracts with the College for part-time service (See 2.1).

2.8.3 Non-Reappointment (Probationary Contracts Only)

“Non-reappointment” means that the College has decided not to renew a faculty appointment at the conclusion of the stated probationary contract term (see Section 2.2.2 for the definition of Probationary Status). Non-reappointment is different from “Layoff” (see 2.8.4) and “Dismissal for Cause” (see 2.8.5).

The decision not to renew a probationary faculty member’s appointment may be based on the evaluation of the individual faculty member’s performance as a teacher, scholar, and member of the academic community or on considerations that are completely independent of the individual faculty member’s performance, but that make it imprudent for the College to tenure even a well-qualified person in the position that the probationary faculty member occupies.

Some of the reasons for non-renewal may include but are not be limited to, the following:

- a. The faculty member changing academic specialties
- b. Changing needs in staffing in the faculty member’s department
- c. Budgetary constraints which make it impossible or imprudent to renew the appointment
- d. Lack of progress in meeting the College’s stated criteria for granting tenure
- e. Retrenchment for cause which includes unsatisfactory performance as decided by the Dean of the Faculty and the Faculty Personnel Committee
- f. Decisions to recommend non-renewal may be made by the Department or Division Chair to the Dean, by the Dean to the Faculty Personnel Committee, or by the Faculty Personnel Committee to the Dean. When the Dean or the Departmental or Divisional Chair has decided to recommend non-renewal, the faculty member involved will be informed of that recommendation as soon as possible and prior to consideration by the Faculty Personnel Committee. The faculty member will be advised of the reasons which contributed to that recommendation forthwith by the individual(s) recommending non-renewal. Should the Faculty Personnel Committee consider recommending non-renewal of appointment of a faculty member who has not previously been informed of this by the Dean or the Department or Division Chair, the Chair of the Faculty Personnel Committee will inform the faculty member in writing and invite him or her to meet with the committee.

Regardless of who initially recommends non-renewal, a faculty member will be allowed to meet with the Faculty Personnel Committee to address the recommendation. Should the Faculty Personnel Committee subsequently decide to

recommend non-renewal, the Chair of the Faculty Personnel Committee will notify the faculty member in writing. The faculty member will be advised of the reasons that contributed to that recommendation forthwith by the Dean and the Faculty Personnel Committee. The faculty member may request reconsideration by the recommending or deciding bodies or individuals.

The decision not to renew a probationary appointment is made by the President after receiving and considering the recommendation(s) of the Dean of the Faculty and the Faculty Personnel Committee. (See 2.5, 2.6 and 2.7 for evaluation procedures.)

The faculty member is entitled to know the reason for non-reappointment and, upon written request, to have the reason given in writing. Such a request should be made to the Dean of the Faculty within 15 working days of the initial notice of non-reappointment.

2.8.3.1 Notice of Non-Reappointment

Notices of non-reappointment must be given in writing prior to the expiration of the current appointments according to the following dates:

- a. As early as possible, but not later than March 1 of the first academic year of service
- b. As early as possible, but not later than December 15 of the second academic year of service
- c. After two or more years of service, not later than April 15 of the year preceding the academic year of the terminal appointment
- d. Probationary faculty members with two or more years of service will be allowed to continue employment at the College for the next academic year on a terminal contract unless the College offers, and they accept, one-half year's severance pay in exchange for termination at the end of the current academic year.

"Year of Service" in this context is determined by years of service at Westminster College. Those years of service do not include any credit granted to a member of the faculty for prior service at another institution.

2.8.3.2 Grievance Regarding a Decision Not to Reappoint

If a faculty member who has been denied reappointment has grounds for believing that the decision:

- a. violated one or more of the procedures stated in Section 2.2, 2.6 and/or 2.7;
- b. was made on grounds that are discriminatory or in violation of academic freedom, or
- c. was arbitrary,

he or she may file a grievance with the Professional Standards Committee (see Section 2.15 and Appendix G). The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the faculty member, the Dean of the Faculty, the Faculty Personnel Committee, and the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reevaluate the recommendations of the Dean and the Faculty Personnel Committee. The subsequent presidential decision is final.

2.8.4 Layoff

Layoff is a severance action by which the College terminates the services of a faculty member before the expiration, or at the end, of his or her current contract, without prejudice as to his or her performance.

Reasons for layoff are:

- a. Prolonged mental or physical illness
- b. Financial exigency
- c. Program/Department Discontinuation

2.8.4.1 Prolonged Mental or Physical Illness

An appointment with tenure, or a probationary or special appointment before the end of the period of appointment, may be terminated if the faculty member is or will be unable to perform the terms, conditions, and normal duties of the appointment due to a prolonged mental or physical illness, even with reasonable accommodation.

2.8.4.2 Financial Exigency

Financial exigency is defined herein as a continuing loss of endowment principal due to a succession of budget deficits such as cannot long be sustained without severely reducing and, eventually, destroying the financial resources needed to maintain the quality of the college's academic and extracurricular programs, faculty, staff, and facilities. Given a formal declaration of financial exigency, layoffs of tenured faculty are justified if they are a necessary component in the College's reordering of its programs, income, and expenditures so as to restore financial stability and secure the quality of the educational programs that remain.

In this reordering of its programs, income and expenditures, any major change in a curricular requirement, academic program, or department will only be made after taking into account educational considerations, both pro and con, giving special attention to the implications of the change for the mission of the college. The preeminence given to educational considerations does not, however, make enrollment and financial considerations irrelevant. Continuing unchanged a requirement, program, or department,

the cost of which has become excessive relative to the educational priorities and financial resources of the institution has adverse consequences for staffing and funding the rest of the College's academic program.

The initial recommendation to make a major change such as those described above shall be made, upon consultation with the relevant department chair, by the Dean of the Faculty and the Executive Committee of the Faculty together with the Division Chairs (hereafter referred to jointly in Sections 2.8.4.3, 2.8.4.4, and 2.8.4.4.1 as "the Representatives of the Faculty") after due consideration of the relevant facts and issues. This recommendation(s) will then be forwarded to the faculty for its response and recommendation. The faculty's response and recommendation will then be submitted through the Dean of the Faculty to the President. Any change in general degree requirements must be approved by the voting members of the General Faculty.

A decision to discontinue an academic program cannot become effective at any time other than the end of an academic year.

2.8.4.3 Procedures for Layoff Specific to the Reason for Layoff

- A. *Layoff Due to Prolonged Mental or Physical Illness:* The decision to terminate an appointment due to a prolonged mental or physical illness must be based on clear and convincing evidence that the faculty member cannot continue to fulfill the terms and conditions of his or her appointment, even with reasonable accommodation.

To secure the requisite evidence, the College may require that the faculty member or his or her representative make copies of the relevant medical records available to those persons at the College who are party to a possible decision to terminate the faculty member's appointment or to the review of such a decision. The College, at its discretion, may require that the faculty member's condition be evaluated by an appropriate health-care professional of the College's choice. Failure of the faculty member or his or her representative to cooperate with these requests will result in the decision's being made on the basis of the College's evaluation of the faculty member's condition on the basis of whatever information it has at hand.

The decision to terminate will be made only after the Dean of the Faculty has consulted with the faculty member or his or her representative, and after the faculty member or his or her representative has been informed in writing of the basis of the proposed action and the reasons for it. If the faculty member or his or her representative so requests within 10 working days of the notice of termination, the situation will be reviewed by the Faculty Personnel Committee before final action is taken. The opinion of the Faculty Personnel Committee, however, is not binding on either the President or the Board of Trustees. If the faculty member has tenure, the final decision to terminate the appointment is made by the Board of Trustees upon the recommendation of the President. In all other cases, the final decision to terminate the appointment is made by the President.

- B. *Layoff Due to Financial Exigency:* Either the President of the College or the Chairman of the Board of Trustees may initiate consideration of a declaration of financial exigency. In either case, the other party must be consulted before any further action is taken.

If, after consultation with the President, the Chairman of the Board decides to proceed toward a declaration of financial exigency, then the President and his or her Cabinet, together with the Representatives of the Faculty, will be charged to review the relevant data and possible courses of action, including constructive alternatives that would not require a declaration of financial exigency, and to present their findings and recommendations to the Executive Committee of the Board of Trustees.

1. No fewer than 10 working days will be allowed for the President's Cabinet and the Representatives of the Faculty to conduct their review and to make their recommendations.
2. The Cabinet and the Representatives of the Faculty may work as either one or two bodies, but either body is obligated to provide relevant information at its disposal to the other.
3. On any matter where consensus is not achieved, each body may present its findings and/or recommendations to the Board.

The Board may not declare a state of financial exigency until it has received and considered the findings and recommendations of the Cabinet and the Representatives of the Faculty or the time allowed for consideration by these parties has elapsed without issuing a report of findings and recommendations.

If the Board decides to declare a state of financial exigency, actions taken to implement its decision and plan of action must proceed in keeping with the policies and procedures described in Section 2.8 of this handbook.

2.8.4.4 General Procedures Regarding Layoff in Financial Exigency

- A. No faculty member may be laid off without the explicit approval of the President of the College. All layoffs will be in accordance with FMLA and ADA laws and guidelines.
- B. When circumstances necessitate laying off ranked faculty members for any of the reasons specified in Sections 2.8.4.2 above, the institution will make a good faith effort, to the extent of the College's financial ability, taking into consideration all of its financial obligations, to offer the faculty member concerned another academic position, if available, for which he or she is qualified. (For example, an affected faculty member could be called on to teach some of the interdisciplinary courses in the general education program.) Likewise, should no other faculty position be obtainable, a staff position for which the faculty member is qualified, if available, may instead be offered. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be

offered, as determined by the Dean of the Faculty and the President to the extent of the College's financial ability, taking into consideration all of its obligations. Decisions on what would constitute "a position for which the faculty member is qualified," "a reasonable period of training" and/or "level of financial or other support" during the "transition process" will be determined by the Dean of the Faculty in consultation with the affected faculty member, the relevant department/program and division chair(s), the Faculty Executive Committee and the Council of Chairs.

The refusal of the faculty member to accept the offer of new duties in either an academic or staff position for which, with reasonable period of training, he or she is qualified, constitutes a resignation by the faculty member from the institution. For tenured faculty members that resignation will be effective at the end of his/her current contract year; for all other faculty, at the end of the current semester, provided the notification guidelines outlined in the relevant subsections of 2.0 have been followed. Should a faculty member file, and win, an appeal on the grounds stipulated in 2.8.4.5, the resignation will not take effect.

- C. If a tenured full-time or pro rata part-time faculty member is laid off, no replacement for his or her position will be hired within a period of three years unless the terminated faculty member has been offered reappointment under conditions comparable to those operative at the time of his or her layoff, and has been given a least two weeks after written notice of the offer of reappointment within which to accept the reappointment.

If a replacement is needed within three years to fill a position of a probationary full-time or pro rata part-time faculty member who was laid off, the College may at its discretion offer the terminated faculty member reappointment under conditions comparable to those operative at the time of his or her layoff. If the former faculty member accepts reappointment, service prior to layoff will be credited in full toward the probationary period for tenure and eligibility for promotion and sabbatical leave.

It shall be the duty of the laid off faculty member to keep the College informed of his or her current address for purpose of this section. An offer of reappointment sent by certified mail, postage prepaid, to the most recent address in College records shall be presumed received.

- D. Terminations of ranked faculty appointments will be effective at the end of an academic year. Terminations of other faculty appointments will be effective at the end of a semester, either fall or spring.
- E. Tenured faculty members who are to be laid off will be given notice by April 15 either that they are to be laid off at the end of the following academic year or that they will be laid off effective at the beginning of the upcoming academic year and receive one full year's severance pay in lieu of a year's notice.

- F. Probationary faculty members will be given the usual notice required for non-reappointment.
- G. Faculty on term appointments whose appointments are terminated before the end of the stated term will receive one-half the salary due them for the remaining term of their contract or one year's salary, whichever is less.
- H. Early and phased retirements will be used to the fullest extent possible, consistent with such retirements being voluntary, to reduce or eliminate layoffs of tenured faculty.

2.8.4.4.1 Order of Layoff within a Department or Program

Layoff within a department or program will proceed in the following order:

- First, part-time per course faculty
- Second, special faculty on term appointments
- Third, faculty on probationary appointments
- Last, tenured faculty

If the Dean of the Faculty believes that following this order of layoff will in a particular case result in a serious disruption to the academic program, after consultation with the Representatives of the Faculty, he or she may recommend to the President that a faculty member who would otherwise be subject to layoff be spared from layoff.

If a choice must be made between two or more tenured faculty, the least senior faculty member (in terms of years of full-time equivalent service to the college) will be laid off. The Dean of the Faculty may make an exception to this rule if, after consultation with the Representatives of the Faculty, he or she decides that following the rule would cause serious disruption to the academic program.

If a choice must be made between two or more tenured faculty with the same seniority, the Dean of the Faculty, after consultation with the Representatives of the Faculty, will make the choice based on the following considerations in the order stated: (1) minimizing disruption to the academic program, (2) the quality of faculty members' teaching and/or scholarship, and (3) maintaining a diverse faculty with respect to race, ethnic origin, and gender.

2.8.4.5 Grievances Regarding Layoff

A decision to declare financial exigency as defined in Section 2.8.4.2 and made pursuant to the procedures in Sections 2.8.4.4 is presumptively valid and constitutes a *bona fide* decision to make the change or declare financial exigency. As such, these decisions are not subject to appeal by individual faculty members.

A faculty member who is laid off under one of the provisions of Section 2.8.4 and its subsections may, however, file a grievance with the Professional Standards Committee

(see Section 2.15 and Appendix G) if he or she believes that the decision to subject him or her to layoff:

- a. violated one or more of the procedures stated in Section 2.8.4;
- b. was made on grounds that are discriminatory or in violation of academic freedom, or
- c. was arbitrary.

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the termination of the faculty member's appointment. The President's decision is final.

A faculty member may also file a grievance if he or she believes that the decision(s) relating to what constitutes "a position for which the faculty member is qualified," "a reasonable period of training" and/or "level of financial or other support" during the "transition process" was arbitrary or blatantly unreasonable.

The Professional Standards Committee will report its findings and recommendations to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the decision(s) relating to what constitutes "a position for which the faculty member is qualified," a reasonable period of training and/or level of financial or other support during the transition process. The President's decision is final.

2.8.4.6 Program/Department Discontinuation

- A. The College may decide to discontinue a program/department, either with or without a declaration of financial exigency, when it believes that the cost of the program/department has become excessive relative to the educational priorities and financial resources of the institution and has significant, adverse consequences for staffing and funding the rest of the College's academic program. Any decision must also include consideration of the impact of the decision on the mission/vision of the college and the overall pedagogic impact on the college. The discontinuation of a program/department will be decided in consultation with the faculty and it may require the layoff of all faculty within that department/program, whether tenured or untenured, and, potentially, the transferring of faculty to either staff positions or the acceptance of other options by faculty as outlined below. Layoff of faculty must comply with notification guidelines outlined in the relevant sections of this handbook. (See the appropriate sub-sections in Section 2.0).

A decision to recommend the discontinuation of a program/department to the President will be made by the Dean of the Faculty, upon conclusion of the consultation process described below.

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In considering whether to make a recommendation to discontinue a program/department, the Dean of the Faculty shall consult with the relevant department/program members through the chair(s), the relevant division chair(s), the Curriculum Committee, the Executive Committee of the Faculty and the Council of Chairs in order to assure due consideration of the relevant facts and issues. At the conclusion of this consultation, should the Dean decide to recommend discontinuation, he/she will forward the recommendation(s) to the faculty for its response and recommendation. Having received the faculty's response and recommendation, the Dean of the Faculty will submit his/her recommendation on discontinuation to the President, with copies sent to the members of the relevant department/program, division chair(s), Curriculum Committee, and Faculty Executive Committee chair.

The final decision on discontinuation rests with the President. A decision to discontinue an academic program/department cannot become effective at any time other than the end of an academic year, except in cases of financial exigency.

- B. When circumstances necessitate laying off ranked faculty members due to program/department discontinuation, the institution will make a good faith effort, to the extent of the College's financial ability, taking into consideration all of its obligations, to offer the faculty member concerned another academic position, if available, for which he or she is qualified. Those options would include, but not be limited to, the following:
- 1) Teach needed courses in the general education program;
 - 2) Serve in a reduced capacity as a permanent part-time pro-rata tenured faculty member (See Section 2.1.1.2);
 - 3) Serve as a part-time non-tenured per course faculty member (See Section 2.1.3).

Likewise, should no other faculty position be obtainable, a staff position for which the faculty member is qualified, if available, may instead be offered.

If placement in a faculty or staff position would be facilitated by a reasonable period of training, financial and other support for such training will be offered, as determined by the Dean of the Faculty and the President to the extent of the College's financial ability, taking into consideration all of its obligations. Decisions on what would constitute "a position for which the faculty member is qualified", "a reasonable period of training" and/or "level of financial or other support" during the "transition process" will be determined by the Dean of the Faculty in consultation with the affected faculty member, the relevant department/program and division chair(s), the Faculty Executive Committee and the Council of Chairs.

An "available position", whether a faculty or a staff position, does not include a position that is currently filled by a full-time employee.

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Should the decision to discontinue an academic program/department necessitate the layoff of more than one faculty member, and should the College's financial ability not enable it to offer to all the laid-off faculty either an academic or a staff position as described above, the order of offering a suitable position will be:

- a. First: tenured members in order of seniority
- b. Second: probationary members in order of seniority

Should the College's financial ability or the absence of "suitable positions" not enable it to offer either an academic or staff position, or should a faculty member not desire such a position even if offered, the faculty member, if eligible, could take early retirement (See Section 2.8.2) or attempt to negotiate a mutually agreeable severance package with the college.

Faculty who accept the offer of new, full-time teaching responsibilities as a result of program/department discontinuation will suffer no reduction in salary, benefits or rank, nor will they be negatively affected in either promotion and/or tenure decisions. A faculty member's seniority in the institution is not affected even if he/she joins a new department or program as the result of his/her department/program's discontinuation. His/her contract, rights and responsibilities will continue to be guided by the same *Faculty Handbook* policies that governed him/her prior to the program/department discontinuation.

Faculty who accept the offer of a staff-only position may have the option of keeping their faculty status if the Dean of the Faculty, in consultation with the Faculty Personnel Committee, deems it appropriate and if it is imperative for them to do so for professional reasons. If they retain faculty status, it will be similar to professional academic staff with non-tenured faculty rank such as the Director of Counseling and the Director of Library Services. Faculty who accept the offer of a staff-only position will also be subject to the salary, benefits and responsibilities associated with the new position.

Faculty who accept the offer of a combination of faculty and staff duties will retain faculty status and rights as detailed in Section 2.1, but will be subject to the salary, benefits and responsibilities associated with the new position.

The refusal of a tenured or untenured faculty member of a discontinued department/program to accept the offer of new duties in either an academic or staff position for which, with a reasonable period of training, he or she is qualified, as stated in Section 2.8.4.6, constitutes a resignation by the faculty member from the institution at the end of his/her current contract year, provided the notification guidelines outlined in the relevant sub-sections in Section 2.0 have been followed. Should a faculty member file, and win, an appeal based on the grounds stipulated in 2.8.4.6.1, the resignation will not take effect.

- C. If a tenured full-time or pro rata part-time faculty member is laid off, no full-time replacement for his or her position will be hired within a period of three years unless

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the terminated faculty member has been offered reappointment under conditions comparable to those operative at the time of his or her layoff, and has been given a least two weeks after written notice of the offer of reappointment within which to accept the reappointment.

If a tenured full-time or pro rata part-time faculty member is laid off, no part-time replacement for his or her position will be hired within a period of three years unless the terminated faculty member has been offered the contract to teach the desired courses on a part-time contract and has been given at least two weeks after written notice of the offer of reappointment to a part-time contract within which to accept the reappointment.

If a replacement is needed within three years to fill a full-time position of a probationary full-time or pro rata part-time faculty member who was laid off, the College may at its discretion offer the terminated faculty member reappointment under conditions comparable to those operative at the time of his or her layoff. If the former faculty member accepts reappointment, service prior to layoff will be credited in full toward the probationary period for tenure and eligibility for promotion and sabbatical leave.

If a replacement is needed within three years to fill a part-time position of a probationary full-time or pro rata part-time faculty member who was laid off, the College may at its discretion offer the terminated faculty member reappointment to teach the desired courses on a part-time contract and has been given at least two weeks after written notice of the offer of reappointment to a part-time contract within which to accept the reappointment.

It shall be the duty of the laid off faculty member to keep the College informed of his or her current address for purpose of this section. An offer of reappointment sent by certified mail, postage prepaid, to the most recent address in College records shall be presumed received.

- D. Tenured faculty members who are to be laid off will be given notice by April 15 either that they are to be laid off at the end of the following academic year or that they will be laid off effective at the beginning of the upcoming academic year and receive one full year's severance pay in lieu of a year's notice.
- E. Probationary faculty members will be given the usual notice required for non-reappointment.
- F. Faculty on term appointments whose appointments are terminated before the end of the stated term will receive one-half the salary due them for the remaining term of their contract or one year's salary, whichever is less.

2.8.4.6.1 Grievances Regarding Department/Program Discontinuation:

A faculty member who is laid off due to department/program discontinuation may file a grievance with the Professional Standards Committee (see Section 2.15 and Appendix G) if he or she believes that the decision to discontinue his/her department/program:

- a. violated one or more of the procedures stated in 2.8.4.6;
- b. was made on grounds that are discriminatory or in violation of academic freedom;
- c. was arbitrary.

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the discontinuation of the program/department. The President's decision is final.

A faculty member may also file a grievance if he or she believes that the decision(s) relating to what constitutes "a position for which the faculty member is qualified", a reasonable period of training and/or level of financial or other support during the transition process was arbitrary or blatantly unreasonable.

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the decision(s) relating to what constitutes "a position for which the faculty member is qualified", a reasonable period of training and/or level of financial or other support during the transition process. The President's decision is final.

2.8.4.7 Reallocation of Teaching Responsibilities of Department/Program Personnel:

- A. As an alternative to department/program discontinuation, the College may adopt a plan to reallocate the teaching responsibilities of department/program personnel, either with or without a declaration of financial exigency, into an academic area in which the faculty member, with a reasonable period of training, would be qualified to teach. The decision to reallocate personnel will be based essentially on educational considerations. "Educational Considerations" do not include cyclical or temporary variations in enrollment. They must reflect that the educational mission of the institution as a whole will be enhanced by the reallocation. Reallocation of the teaching responsibilities of department/program personnel enables the college to continue to employ faculty members as full-time faculty members when the cost of the program/department in which they teach and as currently staffed has become excessive relative to the educational priorities, the financial resources, the mission and/or vision of the institution. The reallocation of the teaching responsibilities of department/program personnel could affect some or all of the faculty in that academic area, whether tenured or untenured.

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A decision to recommend to the President the reallocation of the teaching responsibilities of a department/program's personnel will be made by the Dean of the Faculty, upon conclusion of the consultation process described below.

In considering whether to make a recommendation to reallocate the teaching responsibilities of a department/program's personnel, the Dean of the Faculty shall consult with the relevant department/program chair(s) and, together with them, with the members of the department/program likely to be affected by the reallocation. He/she shall also consult with the relevant division chair(s), the Executive Committee of the Faculty and the Council of Chairs. All these discussions seek to assure due consideration of the relevant facts and issues. At the conclusion of these consultations, should the Dean decide to recommend a reallocation of the teaching responsibilities of personnel, he/she will forward the recommendation(s) to the faculty for its response and recommendation. Having received the faculty's response and recommendation, the Dean of the Faculty will submit his/her recommendation on reallocation to the President, with copies sent to the relevant department/program chair(s), affected members of the faculty, division chair(s) and Faculty Executive Committee chair. The final decision on reallocation of the teaching responsibilities of personnel rests with the President. A decision to reallocate the teaching responsibilities of program/department personnel cannot become effective at any time other than the end of an academic year, even in the case of financial exigency.

- B. When the circumstances described in "A" above necessitate a reallocation of some or all of the teaching responsibilities of a faculty member(s) in a department/program, the institution will offer the faculty member(s) an academic position for which he or she is qualified to teach. If placement in another academic position would be facilitated by a reasonable period of training, financial and other support for such training will be offered, as determined by the Dean of the Faculty and the President to the extent of the College's financial ability, taking into consideration all of its obligations. Decisions on what would constitute a reasonable period of training and/or level of financial or other support during the transition process would be determined by the Dean of the Faculty in consultation with the affected faculty, the relevant department/program and division chair(s), the Faculty Executive Committee and the Council of Chairs.

Should, under this policy, only some of the members of a department/program need to reallocate their teaching responsibilities, the reallocation will be made on the basis of seniority. The least senior members of the department will be asked to reallocate their responsibilities first. The most senior member, last.

- C. Once the President has approved the reallocation of some or all of the teaching responsibilities of a faculty member in a department/program, the affected faculty member, following the reasonable period of training, will assume his/her new duties.

Faculty who accept the offer of new teaching responsibilities as a result of department/program reallocation of teaching responsibilities will suffer no reduction

in salary, benefits, or rank, nor will they be negatively affected in either promotion and/or tenure decisions. A faculty member's seniority in the institution is not affected even if he/she joins a new department or program as a result of the decision by the college to reallocate teaching responsibilities. His/her contract, rights and responsibilities will continue to be guided by the same *Faculty Handbook* policies that governed him/her prior to the program/department reallocation of teaching responsibilities.

- D. The refusal of a faculty member, whether tenured or untenured, to accept the new teaching responsibilities in another academic position for which he or she, with a reasonable period of training, would be qualified to teach, constitutes a resignation by the faculty member from the institution at the end of his/her current contract year. Should a faculty member file, and win, an appeal on the grounds stipulated in 2.8.4.7.1, the resignation will not take effect.

2.8.4.7.1 Grievances Regarding Department/Program Reallocation of Teaching Responsibilities:

A faculty member who is asked to change his/her teaching responsibilities under the reallocation policy described above, may file a grievance with the Professional Standards Committee (see Section 2.15 and Appendix G) if she or he believes that the decision to reallocate some or all his/her teaching responsibilities:

- a. violated one or more of the procedures stated in 2.8.4.7;
- b. was made on grounds that are discriminatory or in violation of academic freedom;
- c. was arbitrary.

The burden of proof in the case of an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the discontinuation of the program/department. The President's decision is final.

A faculty member may also file a grievance if he or she believes that the decision(s) relating to what constitutes "a position for which the faculty member is qualified", a reasonable period of training and/or level of financial or other support during the transition process was arbitrary or blatantly unreasonable.

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings and recommendations to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the decision(s) relating to what constitutes "a position for which the faculty member is qualified", "a reasonable period of training" and/or "level of financial or other support" during the transition process. The President's decision is final.

2.8.5 Dismissal for Cause

Dismissal for cause is a severance action by which the College terminates its contract with a faculty member for just cause. Any teaching contract is subject to action under this section. Just cause for dismissal must be directly and substantially related to the fitness of a faculty member to continue his or her professional capacity as a teacher, and shall be determined in each instance by the President in accordance with procedures outlined below. Dismissal will not be used to restrain academic freedom rights of faculty members or other rights as a citizen.

2.8.5.1 Criteria

Dismissal proceedings may be instituted on the basis of the following:

- a. Lack of teaching and professional competence as defined in Section 2.9 of the *Faculty Handbook*.
- b. Deliberate and serious violation of the rights and freedom of fellow faculty members, administrators, or students.
- c. Conviction of a crime, such as moral turpitude, directly related to a faculty member's fitness to practice his or her profession.
- d. Serious failure to follow the canons and professional ethics of one's discipline.
- e. Falsification of credentials or experience.
- f. Repeated failure to follow the policies contained in the *Faculty Handbook*, despite documented warnings from the relevant department and/or division chair and/or the Dean of the Faculty. However, certain violations of *Faculty Handbook* policy may be considered by the Dean of the Faculty as so serious that they justify immediate dismissal proceedings.
- g. And other just causes as permitted under Missouri law.

2.8.5.2 Progressive Discipline

Dismissal for cause is the most severe form of discipline. While Westminster recognizes that certain types of faculty action may be serious enough to justify immediately proceeding with dismissal for cause, the College normally will follow a progressive discipline model. Under this model, depending on the severity of the problem(s) and/or the number/frequency of violations of the criteria listed in 2.8.5.1, disciplinary action may consist initially of a written notification, followed by suspension with or without pay, followed by dismissal for cause. The goal of the progressive discipline model is to help the faculty member correct all problems at the earliest possible stage, benefiting both the faculty member and the college and eliminating the need to pursue a dismissal for

cause. The decision on which of the progressive discipline options to pursue rests with the Dean of the Faculty.

2.8.5.2.1 Written Notification

When the Dean of the Faculty alleges violations of one or more of the criteria stipulated in 2.8.5.1, he/she will issue a written notification to the faculty member, including a brief statement of the substance of the allegation and a brief summary of information supporting the allegation. If, in response, the faculty member does not contest the allegation(s), agrees to correct the problem(s) within a time period stipulated by the Dean of the Faculty, and signs a written record prepared by the Dean that contains the brief statement of the substance of the allegation, the brief summary of the information supporting the allegation, the corrective action to be taken by the faculty member, and the time frame for implementing the corrective action, the matter is settled. The Dean of the Faculty will maintain a written record of the notification(s) and the resolution.

If, in response, the faculty member does contest the allegations and provides information sufficiently compelling for the Dean of the Faculty to conclude that no violation occurred, the matter is settled and no record will be retained.

If, in response, the faculty member does contest the allegations but does not provide information sufficiently compelling for the Dean of the Faculty to conclude that no violation occurred, or if the faculty member does not correct the problem(s) within a time period stipulated by the Dean, the allegations will be submitted to the Professional Standards Committee for resolution. The Dean will maintain a written record of the resolution of the Professional Standards Committee if it finds against the faculty member.

Documents relating to written notifications and to the resolution to the Professional Standards Committee when it finds against a faculty member will be placed in the faculty member's Grievance File (See 2.4.4). That file will be used by the Dean to help determine the number, frequency and degree of severity of violations and to help him/her decide which progressive discipline step to pursue.

2.8.5.2.2 Suspension

The severity of an alleged violation and/or the frequency and number of violations may convince the Dean of the Faculty to pursue suspension. Such suspension may not last beyond a full year but may entail the total or partial discontinuance of all salaries and benefits, the suspension of all promotion and salary increments, the temporary suspension of all or some faculty privileges, and the loss toward tenure and/or promotion of the time placed upon suspension.

Suspension may also consist of the temporary separation of a faculty member from the College where it is determined by the President that there is a strong likelihood that the faculty member's continued presence at the College poses an immediate threat of harm to the College or to individual members of the College community. Such suspension shall be with pay and shall last only so long as the threat of harm continues, or until dismissal for cause occurs.

The Dean will maintain in the Dean's Record File a written record related to each suspension, subject to the same stipulations contained in Section 2.5.8.2.1.

2.8.5.2.3 Dismissal for Cause

The severity of an alleged violation and/or the frequency and number of violations may convince the Dean of the Faculty to pursue dismissal for cause.

2.8.5.2.4 Procedures for Suspension or Dismissal for Cause

- A. When considering suspension or dismissal for cause, the Dean of the Faculty will consult with the appropriate department or division chair, unless the faculty member under consideration holds one of those positions. The Dean will then seek the advice and recommendation of the Faculty Personnel Committee.
- B. Upon the decision by the Dean of the Faculty to pursue either suspension or dismissal for cause, he/she will provide written notice to the faculty member that a recommendation for suspension or for dismissal for cause will be made to the President. This notice will contain a written statement of the grounds upon which the recommendation is to be made, a brief summary of information supporting such grounds, and a brief statement indicating the recommendation of the Faculty Personnel Committee.
- C. The faculty member will be given an opportunity to meet with the Dean of the Faculty and the Faculty Personnel Committee to present his or her defense to the suspension or dismissal recommendation before the recommendation is made to the President. Based upon that defense the Dean will decide whether to submit the recommendation to the President.
- D. Once a recommendation is made to the President, the faculty member will be given an opportunity to meet with the President to present his or her defense to the suspension or dismissal recommendation. Based upon the information provided by both the Dean of the Faculty and the faculty member, the President will make his/her decision.

Other cases involving suspension or dismissal for cause, the burden of proof that just cause exists shall rest with the College, which proof shall be by clear and convincing evidence in the record considered as a whole with the exception of Discrimination and Harassment. For any cases of Discrimination and/or Harassment, the standard of proof shall be determined by preponderance of evidence.

2.8.5.2.5 Grievance

A faculty member who is suspended or dismissed for cause may file a grievance with the Professional Standards Committee (See 2.15 and Appendix G) if he or she believes that the decisions:

- A. violated one or more of the procedures contained in Section 2.8.5
- B. was made on grounds that are discriminatory or in violation of academic freedom or
- C. was arbitrary

The burden of proof in the case of such an appeal rests on the faculty member.

The Professional Standards Committee will report its findings in writing to the faculty member, to the Dean of the Faculty, to the Faculty Personnel Committee, and to the President of the College. If the committee's findings support the faculty member's allegation(s), in whole or in part, it may recommend that the President reconsider the suspension or the dismissal for cause. The President's decision is final.

2.9 Faculty Rights and Responsibilities

- A. The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life that relate to the educational process.
- B. Under powers granted by the Board of Trustees, the faculty sets the requirements for the degrees offered, determines when the requirements have been met, and authorizes the President and Board to grant the degrees thus achieved.
- C. As stipulated in the various sections of the *Faculty Handbook*, the faculty shall actively participate in the decisions to appoint, reappoint, not to reappoint, promote, grant tenure and dismiss members of the faculty. As stipulated in the various sections of the *Faculty Handbook*, the faculty also shall actively participate in the determination of policies and procedures governing salary increases.

2.9.1 Faculty Freedoms and Rights

All ranked faculty, as defined in Section 2.1.1 of this handbook, shall have all freedoms and rights as specified in Section 2.9.1.

2.9.1.1 Statement on Academic Freedom

It is fundamental to the health of an academic institution and ultimately to the health of society at large that individuals and groups exercise their responsibility and freedom to search for the truth and to speak the truth as it is discovered. In a collegial community, the Board of Trustees represents the institution, and the faculty, administration, and the student-body bear mutual responsibility to exercise professional competence and to

extend to one another the trust and respect which foster an environment for the exercise of academic freedom.

The College endorses the principles of academic freedom. As a learned person and as a teacher, each faculty member must recognize that people will judge both the profession and the institution by what is said in the classroom and in public. The College will honor the following specific statements on academic freedom and on professional ethics:

Within the limitations imposed in the Handbook, faculty members are entitled to full freedom in research, providing the research meets with the approval of the Ethics in Research Committee as appropriate and subject to the adequate performance of their other academic duties, and in the publication of the results;

Faculty members are entitled to freedom of artistic expression in visual and performing arts including canvas, film, digital images, and dance movement;

Faculty members are entitled to freedom in the classroom in discussing their subject, but care should be taken in teaching controversial matter which has no relation to the subject. Faculty should present the subject matter of their courses as announced to their students and as approved by the faculty in their collective responsibility for the curriculum;

College faculty are citizens, members of a learned profession, and officers of an educational institution. When speaking, engaging in other activities or writing as citizens off-campus, faculty members should be free from institutional censorship or discipline. When speaking or participating as citizens on-campus, faculty members should be free from institutional censorship or discipline so long as they do not violate established College Handbook policies. In all cases, their special position in the community imposes special obligations. As persons of learning and educational officers, faculty members should remember that the public may judge their profession and their institution by their utterances. Hence, faculty members should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they do not speak for the College, unless they have been specifically authorized to speak for the College.

2.9.1.2 Academic Freedom and Electronic Communications

A. Freedom of Research and Publication. The basic principle articulated in the 1940 AAUP Statement of Principles on Academic Freedom and Tenure that “teachers are entitled to full freedom in research and in the publication of results” should apply with no lesser force to the use of electronic media to conduct or disseminate research findings or data. However, the College is not obligated to incur special expense in extending access to electronic materials that are not currently available through its system simply because a faculty member may wish such access-any more than the College library is obligated to acquire every book or periodical in which there may be a faculty or student interest.

- B. Freedom of Teaching. A basic precept of the 1940 AAUP Statement of Principles is that “teachers are entitled to freedom in the classroom in discussing their subject. . .” The scope of that principle is relatively clear in the physical setting, where a “classroom” is bounded by walls, floor, and ceiling. But where the learning site may be a virtual space, the import of this principle is far less clear. The focus of the course might be a web site or a home page. Each faculty member might post course material on web pages. Much of the course-related communication may occur through e-mail, either individually targeted or addressed to the class as a group. Under these conditions, the scope of the operative term “classroom” must be enlarged to encompass electronic formats for those virtual spaces and areas where the communication inherent in the teaching and learning process may occur--web sites, home pages, bulletin boards, chat rooms, and e-mail lists that convey or share information and ideas within the context of a college class or course--as well as to the traditional physical classroom in which much teaching will continue to take place.
- C. Access to the System: Acceptable Use Policies. The College shall not impose conditions of access and use which are more stringent than the limits found acceptable for access to traditional communications media (e.g., the campus mail or telephone system), unless and to the extent that the special nature of a computing system may warrant special restrictions. Such special restrictions include:
- requiring each user to obtain a password
 - requiring each user to keep his or her password secret
 - requiring each user to comply with College guidelines about the size of his/her E-mail mailbox and the amount of disk storage space allowed
 - guaranteeing access to College personnel, upon approval of the Dean of the Faculty or the President, to College owned and maintained computers and to privately owned computers on campus connected to the College network, in order to maintain a functioning system and to upgrade it as necessary
 - guaranteeing authority to College personnel who, upon the specific written approval of the Dean of the Faculty or the President, may review material on College-owned computer and storage systems if an employee is suspected of:
 - Using the computer and storage system in violation of College policies, including the policy on harassment; and/or of
 - Using the computer and storage system in violation of local, state, or federal law.
 - guaranteeing authority to College personnel who, upon the specific written approval of the Dean of the Faculty or the President, may review and retrieve relevant material on college-owned computer and storage systems when an employee leaves the employment of the College.
- D. Privacy of Electronic Communications. An individual’s right to be free from unreasonable searches and seizures is a fundamental one. Therefore, officials of the College will be guided in all issues relating to privacy by local, state and federal law, including the Electronic Communications Privacy Act of 1986 (US).

2.9.1.3 Freedom of Association

Faculty members are free to participate in political, religious, social, professional, and other movements or organizations. The College encourages its faculty to be active and engaged citizens and to exercise their political rights both on and off campus. In exercising their political rights on the campus of the College, faculty members must take care to ensure that their activities are consistent with their obligations as teachers and scholars, and do not impair the ability of others to exercise the rights noted above.

2.9.1.4 Freedom of Expression

Faculty members are free to write or speak on any subjects that interest them. When acting as private citizens, they should make clear that they speak, write, and act for themselves and not for the College. They are, however, free to use their academic title and institutional affiliation.

Faculty members, individually and collectively, have the right to criticize and to seek changes in regulations and policies by appropriate means without fear of reprisal. Among the means deemed inappropriate are committing or inciting: acts of physical violence against individuals; coercion or intimidation of individuals; acts that interfere with academic freedom, freedom of speech, or freedom of movement on the campus; and acts of theft or destruction of College property.

2.9.1.5 Personal Freedoms

Faculty members have the right to organize their personal lives as they wish, as long as their personal conduct does not substantially impair fulfilling their institutional responsibilities.

2.9.1.6 Discrimination

All members of the faculty, regardless of tenure status, are entitled to protection against illegal or unconstitutional discrimination by the institution. See 3.3.

2.9.1.7 Institutional Support

Faculty members have a right to institutional support to allow them to meet their responsibilities and contractual obligations as specified in this Handbook. To the extent of the College's financial ability, taking into consideration all of its obligations, the College shall provide the conditions necessary to perform assigned duties in a professional manner, including, but not limited to, appropriate office space, necessary supplies, Internet access, support services, and equipment.

2.9.1.8 College Governance

The faculty has the right to participate in College governance through both elected and appointed faculty and college committees and task forces. As stipulated in other sections of the *Faculty Handbook*, the faculty has the right to participate in decisions regarding

the college curriculum, faculty personnel decisions, and the budgeting process as it pertains to the academic area in which the faculty has clear expertise and vested interest. The College administration, in consultation with the Faculty Executive Committee, shall include faculty in the search process for Dean of the Faculty, Associate Dean of the Faculty and President. At presidential or Board discretion, the administration, in consultation with the Faculty Executive Committee, may include, as appropriate, faculty on other administrative searches.

2.9.1.9 Copyright and Intellectual Property

Faculty members are the copyright owners of works that are created independently and at the faculty member's own initiative for traditional academic purposes. Examples include class notes and syllabi, books and articles, works of fiction and nonfiction, poems and dramatic works, musical and choreographic works, pictorial, graphic, and sculptural works, and educational software, commonly known as "courseware." Copyright ownership extends to all materials created independently and at the faculty member's own initiative regardless of the physical medium in which these "traditional academic works" appear, that is, whether on paper or in audiovisual or electronic form.

The College shall own copyright only in the following three circumstances:

- a. The College expressly directs a faculty member to create a specified work, or the work is created as a specific requirement of employment or as an assigned institutional duty that may, for example, be included in a written job description or an employment agreement.
- b. The faculty author has voluntarily transferred the copyright, in whole or in part, to the institution. Such transfer shall be in the form of a written document signed by the faculty author.
- c. The College has contributed to a "joint work" under the Copyright Act. The institution can exercise joint ownership under this clause when it has contributed specialized services and facilities to the production of the work that goes beyond what is traditionally provided to faculty members generally in the preparation of their course materials. Such arrangement is to be agreed to in writing, in advance, and in full conformance with other provisions of this section.

Funds received by the faculty member from the sale of intellectual property owned by the faculty author or inventor shall be allocated and expended as determined solely by the faculty author or inventor.

Funds received by the College from the sale of intellectual property owned by the College shall be allocated and expended as determined solely by the College.

Funds received by the faculty member and the College from the sale of intellectual property owned jointly by the faculty member and the College shall be allocated and expended in accordance with a specific agreement negotiated by the parties.

In the event of multiple creators, the creators will determine the allocation of their individual shares when the work is first undertaken.

2.9.1.10 Grievances

If any faculty member alleges cause for grievance in any matter not covered elsewhere in the handbook, the faculty member may petition the Professional Standards Committee for redress. See 2.15 and Appendix G.

2.9.1.11 Part-Time Per Course and Special Appointment Faculty

Part-time per course faculty (as defined in 2.1.3) and special appointment faculty (as defined in 2.1.4) shall have all freedoms and rights specified in Section 2.9.1, with the exception of those listed in Section 2.9.1.8. Senior Lecturers may be invited to participate as members of faculty committees and task forces by the Executive Committee and the Dean of the Faculty.

2.9.2 Faculty Responsibilities

2.9.2.1 General Statement

Faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end faculty devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty.

As teachers, faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Faculty demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Faculty make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect the merit of student's performance. They respect the confidential nature of the relationship between faculty and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

As members of an academic institution, faculty seek above all to be effective teachers and scholars (See 2.11). Although faculty observe the stated regulations of the College, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Faculty give due regard to their paramount responsibilities within the College in determining the amount and character of work done outside it. When considering the interruption or termination of their service, faculty recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of their community, faculty have the rights and obligations of other citizens. Faculty measure the urgency of these obligations in light of their responsibilities to their subject, to their students, to their profession, and to the College. When they speak or act as private persons they avoid creating the impression of speaking or acting for the College. As citizens engaged in a profession that depends upon freedom for its health and integrity, faculty have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

2.9.2.2 Adherence to College Regulations

Faculty members have a responsibility to know college policies, rules, and regulations as stated in the *Faculty Handbook* or otherwise distributed to the faculty. Faculty members should not violate college policies, rules, and regulations that are consistent with academic freedom.

2.9.2.3 Principal Occupation

Faculty members shall not accept voluntary or compensated obligations during the contract year that impair their fulfilling institutional professional responsibilities. (Sec 2.11)

2.9.2.4 Course Offerings and Content

Members of the faculty will:

- a. Make adequate preparation for classes
- b. Meet their classes when scheduled. Throughout the academic year, classes should be held on the day and at the time specified by the Registrar. Any permanent change in day, time, or place must be approved by the Dean of the Faculty, in consultation with the Registrar.
- c. Provide students a syllabus containing the general content and objectives of the course within the first three class periods.
- d. Discuss the methods and standards of evaluation, including the importance to be assigned to the various criteria of academic evaluation, within the first three class periods.
- e. Announce, in advance, whether students are permitted to use any materials or references during examinations.
- f. Not depart significantly from their areas of competence or divert significant time to material extraneous to the subject matter of the course.
- g. Permit critical examination of available knowledge and support the expression of conflicting viewpoints and student views.

- h. Perform their grading duties in a timely manner. Westminster faculty who do not return final exams and/or end-of-course written assignments to their students will retain such materials according to the following schedule:

Fall semester material will be retained until the end of the following spring semester.
Spring semester materials will be retained until the end of the following fall semester.
Summer session materials will be retained until the end of the following fall semester.

A faculty member, either full-time or part-time, who is not returning to the College for the following semester will leave these materials with his or her Department Chair or, if the faculty member is a Department Chair, with his or her Division Chair.

- i. Evaluate students on the basis of academic performance, professionally judged, and not on matters extraneous to that performance whether race, religion, sex, sexual orientation, national origin, age, life-style, or any behavior outside the classroom unrelated to academic achievement.
- j. Refrain from any activity that involves risk to the health and safety of a student, except with the student's informed consent and, where applicable, in accordance with college policies regarding the use of human subjects in experimentation.
- k. Respect the confidentiality of information regarding a student contained in college records in accordance with the "Westminster College Institutional Policy on the Family Educational Rights & Privacy Act of 1974." (See Appendix K for this policy.)
- l. Protect the confidentiality of information about a student's academic performance, personal life, beliefs, disabilities, medical conditions and political associations that faculty acquire in the course of their work as instructors, advisors, and counselors.
- m. Administer final examinations at their option. If final exams are given, they must be administered at the time scheduled (as published in the Examination Week Schedule). Last unit exams also must be given at this time unless the examination period is used for: a) a comprehensive final, b) the due date for final work in the course, or c) some comparable concluding assignment or examination.
- n. Take attendance for all class sessions. The purpose of this policy is to enable the College to maintain compliance with Federal financial aid and Veterans Administration policies regarding student attendance.

2.9.2.5 Absence and Class-Related Duties

As professionals, faculty members are expected to meet each of their classes as scheduled and for the time scheduled. Alternative times and activities may be arranged on occasion if they contribute to achieving the goals and objectives of the course. In cases of anticipated absences, the faculty member is expected to make alternative arrangements for class meetings, for substitute coverage, or class assignments that will promote the

objectives of the course. In cases of unforeseen absence, the faculty member will notify the Office of the Dean of the Faculty as soon as possible (See 2.13.1.2).

2.9.2.6 Availability and Office Hours

When classes are in session, faculty members are expected to maintain regularly scheduled office hours and, when necessary, to make appointments to meet with students at other mutually convenient times. Full time faculty must schedule no fewer than three posted office hours each week; pro-rata part time faculty must schedule no fewer than two posted office hours each week; and part time per course faculty must schedule posted office hours as stipulated in their contracts.

2.9.2.7 Student Advising

Faculty members are expected to serve as academic advisors. Students, however, are ultimately responsible for choosing classes and fulfilling requirements. Faculty members are expected to be conscientious and honest in advising students by (1) fairly and accurately representing the requirements for success in various programs of study; (2) helping advisees to understand the academic requirements they must fulfill in order to complete a course of study on schedule; and (3) referring students to professionally qualified staff for problems that lie outside the faculty member's area of competence.

2.9.2.8 Share in Governance

Faculty members shall accept their share of faculty responsibilities for the governance of the College in accordance with Section 2.5.4.1.

With the exception of those faculty members on leave and those in their first year of service to the college, every ranked faculty member, under normal circumstances, is expected to serve each year on at least one faculty committee or as a faculty representative to a college committee or a related community activity (e.g. United Way). If a faculty member believes that "unusual circumstances" justify no committee service during the academic year, he/she should discuss those circumstances with the Dean of the Faculty, who has the right to grant a semester or annual waiver to committee service. Faculty in their first year of service should not serve on college committees and should limit their service activities to those they perform within their department/program.

The attendance of members of the ranked faculty is also expected at all faculty meetings scheduled during the academic year unless there are compelling reasons why they are unable to attend. If compelling reasons exist, the faculty member should so inform the Dean of the Faculty. Unexcused absences at faculty meetings, tracked by the Secretary of the Faculty and/or another designee of the Dean of the Faculty, will be evaluated as part of the Vice President for Academic Affairs and Dean of the Faculty's annual report to the Faculty Personnel Committee. (See 2.14.3 C).

The attendance of members of the ranked faculty is expected during the academic year at college-wide convocations called by the President and faculty workshops arranged by the Vice President for Academic Affairs and Dean of the Faculty unless there are compelling reasons why they are unable to attend. If compelling reasons exist, the faculty member should so inform the Dean of the Faculty. Unexcused absences at these functions, tracked by the Dean of the Faculty and/or designee, will be evaluated as part of the Vice President for Academic Affairs and Dean of the Faculty's annual report to the Faculty Personnel Committee (See 2.14.3 C).

The attendance of members of the ranked faculty is required at commencement unless there are compelling reasons why they are unable to attend. Faculty who are unable to attend commencement must contact the Dean of the Faculty beforehand and explain their compelling reasons. When faculty miss commencement without an excused absence, the Dean of the Faculty will place a record of that absence in the relevant faculty member's Official File.

2.9.2.9 Academic Community Cooperation

As colleagues, faculty members have obligations that derive from common membership in the community of scholars. They respect and defend their associates' right to free scholarly inquiry. In the exchange of criticism and ideas, they show due respect for the opinions of others. They acknowledge their academic debts and strive to be objective in their professional judgments of colleagues.

As members of a profession that depends upon freedom of opinion, freedom of inquiry, and freedom of expression for its health, vitality, and integrity, faculty members have a special responsibility to support and defend these freedoms against any forces which would restrain their free exercise, including forces from within the academic community. Reasoned dissent plays a vital role in the existence of a college. The faculty will protect the rights of its members to organize with others to protect group interests, and to join political associations, convene and conduct public meetings, publicly demonstrate and picket in orderly fashion, and advocate personal opinions orally, symbolically, and in writing.

Faculty members shall:

- a. Respect the dignity of colleagues as, for example, in discussions with students, staff, administrators, and the public.
- b. Cooperate in the maintenance of standards of professional conduct.
- c. Strive to be objective in making professional judgments and recommendations regarding appointments, reappointments, tenure, dismissal, promotions, salaries, and benefits, and to make these judgments in keeping with College policies pertaining to faculty evaluation and nondiscrimination.
- d. Strive to protect the rights and to meet the responsibilities enumerated in the *Faculty Handbook*.

2.9.2.10 Deadlines

Faculty members are expected to meet all deadlines imposed by the College. These deadlines include but are not limited to the following:

- a. Submitting midterm and final grades in an A-to-F format for the students in their courses
- b. Submitting self-reports
- c. Submitting text adoption forms to the College bookstore

2.9.2.11 Conflict of Interest

As professionals who serve in a variety of roles, faculty must be sensitive to situations involving a conflict of interest on their part. While not always immediately evident or even avoidable, a conflict of interest likely exists whenever an individual faculty member's personal interests and gain come into conflict with or otherwise compromise the integrity and interests of students, colleagues and other College personnel and procedures. Since conflicts of interest are sometimes difficult to recognize, faculty should discuss situations involving potential conflict of interest with their Department Chair and, as may be reasonable, their colleagues. Within reason, faculty have a professional responsibility to avoid placing themselves in situations of conflict of interest, in particular relating to teaching. (See 2.11.3.3)

When faculty believe that they are in a position of conflict of interest, they shall provide written notification of the circumstances and any proposed resolution to their Department Chair and the Dean of the Faculty. Following consultation with the Department Chair (or the Division Chair, if the conflict involves the Department Chair), the Dean of the Faculty shall render a judgment regarding how best to resolve the conflict. A statement of the conflict of interest as well as the Dean's proposed resolution shall be provided in writing and entered into the Official File of the faculty member. Faculty shall abide by this judgment, unless they wish to file a grievance over the decision with the Professional Standards Committee, in which case policies and procedures governing the grievance process shall apply.

Examples of conflict of interest include, but are not limited to:

- a. Teaching, supervising and/or participating in decisions affecting an immediate family member
- b. Casting a vote in committee deliberations regarding proposals or actions that lead to a direct personal benefit, as in awarding faculty development funds
- c. Accepting remuneration for consulting services or conducting clinics while representing the College in an official capacity
- d. Adopting one's own book or other teaching aids that are clearly inappropriate for a course and that would entail accepting royalties as personal income

- e. Teaching at another academic institution or engaging in other outside activities that conflict with Section 2.11 of the *Faculty Handbook*
- f. Purchasing major equipment, instruments, or supplies for College teaching or research from a private firm with which the employee is affiliated or receives personal benefits or rewards.

2.9.2.12 Part-time Per Course and Special Appointment Faculty

Part-time per course faculty (as defined in Section 2.1.3) and special appointment faculty (as defined in Section 2.1.4) shall have all responsibilities specified in Section 2.9.2, with the exception of those specified in Sections 2.9.2.8 and 2.9.2.10.

2.10 Faculty Development

2.10.1 Sabbatical Leaves

Purposes: Sabbatical leaves are among the most important means by which a faculty member's teaching effectiveness may be enhanced, his/her scholarly usefulness enlarged, and the college's academic program strengthened and developed. A sound program of leaves is therefore of vital importance to Westminster College, and it is the obligation of every faculty member to make use of available means, including leaves, to promote his/her professional competence. The major purpose is to provide opportunity for continued professional growth and new or renewed intellectual achievement through study, writing, and travel.

- A. **Sabbatical Leave Eligibility.** Any full-time member of the faculty who has tenure and has served for six consecutive years at Westminster since joining the Faculty or who has served for six years at Westminster since the expiration of his/her last Sabbatical Leave is eligible to take a leave in the seventh year. Having become eligible after six years' service, a faculty member retains his/her eligibility until he is granted a Sabbatical Leave. If a faculty member who has been granted a leave does not take the leave because doing so would seriously inconvenience the College or work a severe personal hardship on the faculty member, then the leave is deferred, not forfeited, and each year of deferral shall count toward eligibility for a subsequent Sabbatical Leave. Determination of what constitutes "serious inconvenience" and/or "severe personal hardship" will be made by the Dean of the Faculty in consultation with the Committee on Leaves. Only under the most unusual circumstances, however, will a faculty member be allowed to take two Sabbatical Leaves in consecutive years.
- B. **Forms of Sabbatical Leaves:**

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1. One academic year on half salary with full fringe benefits. *
 2. One semester on full salary with full fringe benefits.
 3. One academic year with half teaching load (i.e., 2 courses each semester) on full salary with full fringe benefits.
- C. Application Procedure for Sabbatical Leaves. Application must be made in writing not later than September 10 of the calendar year preceding the academic year in which the leave is requested. The application must state: (1) what form of Sabbatical Leave is being requested; (2) when it is desired; and (3) a relatively detailed statement about how the applicant proposes to use his/her leave. The application must be addressed to the Vice President for Academic Affairs and Dean of the Faculty via the chair of the Department (or if the applicant is a Department Chair, via the Division Chair), with the latter stating how the Department proposes to handle the applicant's teaching load if the leave is granted.
1. Consideration of Applications. The choice of persons to receive Sabbatical Leaves is to be made by the Vice President for Academic Affairs and Dean of the Faculty in consultation with the Committee on Leaves. Decisions on leaves should take into account: (1) how often each applicant has taken leaves; (2) the effect of the applicant's absence on the College's academic program; (3) the equitable distribution of leaves among the faculty; (4) the applicant's proposed program.
 2. Notification of the Decision of the Dean of the Faculty, in Consultation with the Committee on Leaves. Except as noted in item 1 below, the applicant will be informed of the committee's decision on his/her request as early as possible, but not less than six months in advance of his/her requested effective date. In any case, the Dean of the Faculty will inform the applicant of the decision by no later than May 1st in the spring semester immediately preceding the academic year in which the leave is requested. No more sabbatical leaves may be finally granted for any given year than are funded for that year.
 3. Application procedure and process for sabbaticals tied to significant off-campus funding. Applicants who have indicated in writing to the Dean of the Faculty that they have applied/will be applying for significant funding/scholarships outside the institution which is contingent upon receipt of a Westminster sabbatical should submit their application by no later than April 1st of the calendar year preceding the academic year in which the leave is requested.

* Withholding from the faculty member's salary will be in accordance with the retirement plan. The College will continue its contribution based on the salary received by the faculty member during the sabbatical leave.

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Following the same criteria established in item 3a above, the Dean of the Faculty, in consultation with the Committee on Leaves, will evaluate these applications and will inform the applicants of the decision by no later than May 1st of the calendar year preceding the academic year in which the leave is requested. However, no more than one such sabbatical receiving this early consideration may be awarded.

4. As soon as the applicant is informed that his/her request(s) for external funding/scholarships has been granted or denied, he/she will inform the Dean of the Faculty. If an applicant who receives a sabbatical under this process is denied the external funding, he or she may resubmit an application for a sabbatical for the same time period that would not entail external funding. That sabbatical application must be submitted by no later than the first-class day in the spring semester preceding the academic year in which the leave is requested. The Dean of the Faculty, in consultation with the Committee on Leaves, will evaluate that application and, at the same time, review any sabbatical requests that were denied due to the unavailability of funds. Guided by the criteria listed in item a. above, the Dean, in consultation with the Committee on Leaves, will fund applications as appropriate, to the extent of the College's financial ability, taking into consideration all of its obligations. The applicants will be notified of the decision in accordance with item b above.

- D. The Committee on Leaves: The Dean of the Faculty, the Dean of Student Life as appropriate, and the three Division Chairs, less any Division Chairs who are among a given year's applicants for Sabbatical Leaves, will constitute the Committee on Leaves. Should there be fewer than three members, the Dean of the Faculty will ask the Executive Committee of the Faculty to name additional tenured faculty until there are at least three members on the committee. The committee will implement the policies on leaves as described above and resolve any questions about the application of these policies to particular cases. The Vice President for Academic Affairs and Dean of the Faculty serves as its chair.

2.10.2 Educational Assistance

Full-time faculty members are eligible for educational assistance after one semester of service. To maintain eligibility, faculty must remain on the active payroll and be performing their job satisfactorily through completion of each course. Westminster recognizes that the skills and knowledge of its faculty are critical to the success of the organization. To that end, the college may provide opportunities for faculty to attend professional development workshops to enhance job-related skills as appropriate.

In addition, faculty may enroll in one course per semester, tuition free, at the College provided they have written permission from the Dean of the Faculty. Faculty must pay for books, lab fees, and all other educational costs except tuition. Faculty who officially audit a course are not eligible for financial aid, but the College will waive the auditing charge. Once faculty are enrolled as Westminster College students, all rules and

regulations applying to students also apply to the faculty in their capacity as students. For more information on availability of classes, see the Registrar's office.

While educational assistance is expected to enhance faculty performance and professional abilities, Westminster cannot guarantee that participation in formal education will entitle the faculty member to automatic advancement, a different job assignment, or pay increases.

2.10.3 Tuition Remission

Full-time employees who have completed one year of continuous, full-time service, spouses and dependent children, a student who has not attained the age of 24 at the close of such calendar year, and is further meant to be a son, daughter, step-son or step-daughter of the tax payer) of eligible full-time employees, who have not yet completed a baccalaureate degree, are eligible for tuition remission. Full-time employees who are working on their baccalaureate degree may enroll in up to one class per semester in order to have the cost of tuition covered under tuition remission. Spouses of eligible full-time employees who are working on their baccalaureate degree may be enrolled as a part-time or full-time student, and the cost of tuition will be covered under tuition remission. Spouses who have already completed their baccalaureate or other advanced degree may enroll in up to 2 classes per semester in order to have the cost of tuition covered under tuition remission. In order to have tuition charges remitted, the eligible person must submit all appropriate financial aid forms (except those spouses who already have a baccalaureate or other advanced degree; then, this is not necessary), including applications for federal and state assistance, to the Student Financial Planning Office, and submit proof of relationship to Human Resources. (Completing federal and state financial aid forms does not initiate or obligate any kind of application for loans that would need to be paid back.) However, if the full-time employee, employee's child or spouse does qualify for any federal or state aid, this amount would be considered into the amount of tuition to be waived. These types of grants and scholarships do NOT require repayment of any kind. Enrollment in up to 19 credit hours per semester, at no charge for tuition, will be allowed. The discounts are awarded for the traditional fall and spring semesters, summer session, and the dual enrollment program for dependent high school students (in accordance with the College Catalog). All charges except tuition, however, must be borne by the enrollee. For May session, summer session and winter session, the class must have at least ten students not receiving the benefit in order for there to be no tuition charge for the benefits eligible student. The benefits eligible student may still take the class but must pay the tuition. Tuition remission does not apply to winter and summer internships or corporate partnerships.

Enrollment in up to 19 credit hours per semester, at no charge for tuition, will be allowed. The discounts are awarded only for the traditional fall and spring semesters, summer session, and the dual enrollment program for dependent high school students (in accordance with the College Catalog). All charges except tuition, however, must be borne by the enrollee.

Children who enroll on a full-time basis must be enrolled on a continuous basis and maintain satisfactory academic progress in order to continue to be awarded the discount.

Children residing on campus pay the regular rate for room, board, and other services.

2.10.4 Tuition Exchange

Westminster College is a member of “The Tuition Exchange.” Membership in this organization provides the opportunity for children of faculty who have not completed a baccalaureate degree to be considered to attend other member institutions with no charge or little charge for tuition. A limited number of member institutions offer a tuition plus room scholarship. For a list of Tuition Exchange member institutions, refer to www.tuitionexchange.org. Tuition Exchange has stringent rules to keep the exports and imports of students at each member institution in close balance.

Students who participate in the Tuition Exchange program will be certified for one year with a maximum of two years. The student will have to re-apply for the second year to continue in the program.

Your longevity of employment will be considered as one factor in using Westminster’s credits. However, the debit-credit balance at Westminster College and the desired institution will also impact acceptance into the program. If you are interested, contact the Student Financial Planning Office for information regarding the program so your child can be put on the waiting list

2.10.5 CIC Tuition Exchange

Westminster College is also a member of the “CIC Tuition Exchange.” Membership in this organization provides the opportunity for children of full-time faculty who have not completed a baccalaureate degree to be considered to attend other member institutions with little or no charge for tuition. For a list of CIC Tuition Exchange member institutions, refer to <https://www.cic.edu/member-services/tuition-exchange-program>.

Students who wish to participate in the CIC Tuition Exchange program should contact the Student Financial Planning Office for specific details relating to application. Students who participate in the CIC Tuition Exchange program will be certified by Westminster College for one year, and re-certified each succeeding year. However, whether a student will be allowed to continue to attend the member institution for a second or more years depends on the policies in place at each member institution.

2.10.6 Tuition Rights for Survivors

Should a faculty member with six months of service die while in service, the surviving spouse and any dependent children who, at the time of the faculty member’s death, are students at Westminster College, will continue to be eligible for tuition remission on the same terms as the spouse and dependent children of faculty who are actively teaching. Any of the dependent children who, at the time of the faculty member’s death, are

students at a college with which Westminster has a tuition exchange agreement, will continue to be eligible for tuition exchange on the same terms as the dependent children of faculty who are actively teaching, provided such continuation does not violate the terms of the tuition exchange agreement. Any of the dependent children who, at the time of the faculty member's death, are younger than college age, will continue to be eligible for both tuition remission at Westminster and for tuition exchange with other institutions, provided such continuation does not violate the terms of the tuition exchange agreement, on the same terms as the dependent children of faculty who are actively teaching.

Any spouse at the time of the faculty member's retirement who is not a student at Westminster at the time of the faculty member's death, will be eligible for tuition remission on the same terms as the spouses of faculty who are actively teaching. (also see 2.1.4.1.1.j)

2.10.7 Faculty Travel

Ranked faculty who engage in travel on behalf of the College or in accordance with authorized faculty travel for professional pursuits, may qualify for reimbursement for all or a portion of their expenses. The Dean of the Faculty will announce at the beginning of each academic year the funds available to full-time and pro-rata ranked faculty. To be reimbursed, a faculty member must secure travel authorization approval beforehand from his/her department chair. Upon completion of the travel, the faculty member must submit appropriate receipts and a travel reimbursement form to the Academic Dean's Office. All reimbursements will go through the Business Office for final processing. (Edits by Dr. C. Brown)

2.10.8 Professional Conferences

While faculty are expected to engage in professional activities, including participation in professional conferences, they must balance such activities with their responsibilities to their students. Faculty members may miss no more than five class days in each academic year to attend professional activities. This maximum may be exceeded only with the explicit approval of the Dean of the Faculty.

2.10.9 Faculty Awards

When opportunities exist to support faculty development, the Dean of the Faculty, as appropriate, will provide details to faculty who qualify to receive such support. One such opportunity, when funding is available, is the Summer Grant Program (see Appendix M).

2.11 Workload

2.11.1 Teaching

A. Teaching, for purposes of this Handbook, includes:

1. the design and delivery, through classroom, studio and/or laboratory instruction, of courses listed by the Registrar of Westminster College and published in the SCHEDULE OF CLASSES at the beginning of each term

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2. the contact, whether occasionally during office hours or on a regular tutorial/conference basis, with those students enrolled in his/her courses by the individual teaching the courses described in “1” above
3. the preparation for classroom, studio or laboratory teaching for the courses described in “1” above and for the contact with students as described in “2” above
4. the regular tutoring of students as part of an individual’s job responsibilities whether or not they are enrolled in courses he/she designs and delivers

As indicated in the *Faculty Handbook*, Section 2.5, sixty percent of the evaluation process for a full-time or pro-rata member of the teaching faculty concerns teaching effectiveness. Section 2.5.2.1 places clear primacy on the effective design and delivery of coursework.

- B. Westminster College supports a variety of majors and programs with diverse requirements. Full-time faculty are expected to have 23-25 credit hours during the academic year (*i.e.*, fall and spring semesters). Pro-rata faculty are expected to have 12-22 credit hours during the academic year (*i.e.*, fall and spring semesters). Credit hours for faculty workloads equal credit hours given for courses listed in the College Catalog. Variations in teaching workloads, however, may mean that the number of credit hours for an individual faculty member may need to be adjusted or modified upon the explicit approval of the Dean of the Faculty, in consultation with the program director, the department chair and/or the division chair. Extreme overloads, overloads that exceed the 25 annual credit hours for full-time employment by more than 25% (*i.e.*, annual loads of 31 hours or more), will be allowed in extreme extenuating circumstances and for short-term purposes. Credit hours for laboratories, courses that require regular conferences with students, and team-taught courses are credited as agreed to by the Dean of the Faculty, in consultation with the program director, the department chair and the division chair. All courses offered for academic credit during the fall and spring semesters, except Independent Study courses, count as part of a faculty member’s teaching load.

1. Evaluation of other forms of educational contact with students not clearly covered by the *Faculty Handbook* will be determined by the Dean of the Faculty (in consultation with the individual faculty member and his/her program director), department chair and division chair. This evaluation will be documented in the program or department chair reports to the Faculty Personnel Committee as well as in the faculty member’s annual self-report. (See 2.5 and Appendices A & C.)
2. For full-time faculty, more than 26 teaching hours in any given academic year constitutes an overload. In addition to the faculty member’s consent, teaching an overload requires the approval of the faculty member’s department chair,

division chair, and the Dean of the Faculty. Compensation for overloads is explained in Section 2.14.4.

3. Ranked faculty will be expected to contribute to a department's effort to service college-wide educational requirements (such as the writing intensive program and the General Education program).
4. Faculty who wish to team-teach must have approval of appropriate department and division chairs and the Dean of the Faculty.
5. Ranked faculty who teach a course that is cancelled due to low enrollment may, in consultation with the department chair, division chair and the Dean of the Faculty, be assigned alternative responsibilities.

2.11.2 Non-Teaching Duties

See Section 2.9.

2.11.3 Primary Faculty Responsibility

The college expects full and effective service as described in Section 2.9.2 and Section 2.11.1 above from all faculty with full-time appointments, including full-time visiting professors, unless an individual faculty member's appointment specifies otherwise.

2.11.3.1 Outside Activities and Conflicts with Primary College Responsibility

Faculty members must not engage in any outside activity or combination of outside activities that interferes with their primary responsibility to the college. Faculty members are encouraged to engage in outside activities, but these activities must be clearly subordinate to their teaching, advising, research, and college service responsibilities.

2.11.3.2 Definitions of Outside Professional Activities, Outside Non-Professional Activities, and Outside Activities

Outside Professional Activities: activities, compensated or uncompensated, that are related to a faculty member's academic specialty. They may involve *outside entities*, i.e., persons, organizations, or agencies outside the college, or programs administered through or sponsored by an outside entity.

Outside Non-Professional Activities: activities, compensated or uncompensated, that are not included directly or indirectly in a faculty member's contractual obligations to the college and which are not related to the faculty member's academic specialty.

Outside Activities: either outside professional activities, outside non-professional activities, or both.

2.11.3.2.1 Examples of Usual Outside Professional Activities for Faculty

- Practicing one's profession on a limited basis.

- Providing professional, managerial, or technical consulting services.
- Serving on a committee, panel, or commission established by an outside agency.
- Testifying as an expert in administrative, legislative, or judicial hearings.
- Participating in or accepting a commission for a musical, dramatic, dance, or other artistic performance or event sponsored by an outside entity.

2.11.3.2.2 Prior Approval When Possible and Compliance with the Dean of the Faculty's Decision

Outside activities during the academic year, as defined by the individual's contract, must not conflict with, or give the appearance of conflict with, a faculty member's primary responsibility. With one exception, unless it is practically impossible to do so, before a faculty member engages in, or makes a commitment to engage in, an outside activity that raises the possibility of a conflict with the faculty member's primary responsibility, the faculty member must inform his or her department chair and the Dean of the Faculty.

The exception: Any teaching at another educational institution must be approved in writing by the Dean of the Faculty. If a faculty member's department chair becomes aware that a faculty member is engaged in a possible conflict, the chair may raise the issue with the faculty member and the Dean of the Faculty. In either case, the Dean of the Faculty's decision regarding whether a conflict exists is final, and the faculty member must comply with the Dean's decision as to whether to continue the activity.

2.11.3.3 Use of College Facilities and Services

College facilities may be used by faculty members in support of academic or scholarly activities without being subject to the requirements of prior approval or reimbursement. Faculty members may utilize the services of the Assistant to the Faculty to assist in the preparation of professional articles, papers, reviews, etc. Scholarly activities of this sort, however, must not interfere with the primary responsibility of the Assistant to the Faculty, which is to assist in the preparation of materials for courses, committees, task forces, and departments. The Dean of the Faculty must be consulted when use of facilities to support outside activities, such as use of computer time, use of computer support services, or duplicating costs, might impose significant costs to the College.

2.11.3.4 Use of College Name, Seal, Stationery, and Titles

The name of the college and the college seal are the exclusive property of Westminster College. They may not be used by faculty members, except with the prior, written approval of the Dean of the Faculty, to publicize, promote, or endorse either (1) their own outside, nonprofessional activities or (2) goods or services of outside organizations. Faculty members may not use official college titles or stationery for personal gain or publicity without the prior, written approval of the Dean of the Faculty. Faculty members are permitted and encouraged to indicate their affiliation with the college in connection

with their professional activities and academic writings. As a general rule, faculty members should resolve questions about the appropriate use of their titles or the college's name, seal, or stationery with the Dean of the Faculty prior to using them.

2.11.3.5 College Assumes No Responsibility

Faculty members may not represent themselves as officially speaking or acting on behalf of the college without the prior, written authorization of the Dean of the Faculty or President. While faculty members are permitted and encouraged to indicate their affiliation with the college in connection with their professional activities and academic writings, the college assumes no responsibility for the competence of their performance in such outside activities, nor may any responsibility be implied in any advertising with respect to these activities.

2.12 Institutional Policies Pertaining to Faculty

2.12.1 Insurance

2.12.1.1 Life Insurance/AD&D (Full Time)

The College provides group life insurance/AD&D to full-time employees in an amount of 2.5% of their annual base salary rounded to the nearest \$1,000 with a cap of \$50,000. This benefit is provided at no cost to the employee.

2.12.1.2 Health, Dental, and Vision Insurance (Full Time)

The College has three health insurance plans, two dental plans, and a vision plan so that employees may select coverage that best meets their individual needs. College health insurance plans include medical and prescription coverage. The College provides Preferred Provider Organization (PPO) and two Health Savings Allowance (HSA) medical plans. The College provides a high and low dental plan and a vision plan. Full-time employees are eligible to participate in these benefit plans. Eligible dependent coverage is also available but at an additional cost for the employee. A full-time employee's eligible spouse and dependent may enroll in coverage for health, dental, and vision insurance at the cost of the employee, but must enroll within the first 31 days of employment, within 31 days of a family status change or other qualifying event, or during open enrollment in March. If any of these benefits are not needed through the College, an employee may choose to waive any or all of these insurance benefits by signing a waiver form during eligibility of benefits.

2.12.1.3 Insurance During Approved Leave (Full Time)

The employee may, during unpaid approved leave time, remain in the college's group insurance programs by paying the full cost of his/her premium to the college by a date to be specified by the college.

2.12.1.4 Long Term Disability Insurance (Full Time)

Westminster College provides full-time employees with Long-Term Disability income benefits at no cost to the employee. In the event an employee becomes disabled from a non-work-related injury or sickness, disability income benefits are provided as a source of income. You are not eligible to receive disability benefits if you are receiving workers' compensation benefits. Compensation begins 90 days after the disability has occurred and may continue until the employee reaches age 70.

2.12.1.5 Voluntary Insurance Plans (Full Time)

The college may offer voluntary insurance plans for dental, short-term disability, hospital intensive care, personal accident indemnity, cancer, and additional life insurance. The dental and cancer plans may also be paid for with pretax payroll dollars through the Cafeteria Plan, as described below. Each of the voluntary plans will be paid for entirely by the employee. See the Office of Human Resources for additional information on these voluntary benefit plans.

2.12.2 Cafeteria Plan and Health Savings Account (Full Time)

The Cafeteria Plan allows full-time employees to pay for health, dental, vision, and child care expenses on a before tax basis. In other words, no federal, state, city, or social security taxes are paid on amounts set aside within the spending plan account(s).

To participate in the health, dental, vision, and child care cafeteria plan, an employee must enroll within the first 31 days of hire, within the first 31 days of a qualifying event, or during open enrollment in March. Please see the Office of Human Resources for more information on qualifying expenses and how the plan works.

The Health Savings Account (HSA). The College offers full-time employees the opportunity to enroll in an HSA medical plan upon initial hire or during open enrollment. Employees must be enrolled in the HSA medical plan in order to open an HSA account. An HSA is a type of savings account that allows you to set aside money on a pre-tax basis in an account to pay for qualified medical expenses. Please see the Office of Human Resources for more information on about the health savings account plan, and qualifying expenses.

2.12.3 Retirement Plan Contributions (Full Time)

2.12.3.1 Retirement Savings (403b) (Full Time)

The College offers its full-time employees and part-time employees who work over 1000 hours per year with a defined contribution retirement savings plan that combines employee contributions, College matching contributions (*when offered*), and investment earnings to build financial security for retirement. Eligible employees may contribute to their retirement fund upon hire. The College's retirement contribution, however, will only start after the eligible employee completes his or her first year of service. Participating employees choose funds from Mass Mutual. The College qualifies under

section 403(b) of the Internal Revenue Code, and therefore offers its eligible employees the options of either (a) deferring taxes on contributions and/or earnings until the retirement years when benefits are withdrawn or (b) paying taxes on contributions (Roth) in order to avoid paying taxes on contributions and earnings during the retirement years when benefits are withdrawn. Ownership of the employee contributions are fully vested with the participant. Ownership of College contributions are on a five (5) year vesting schedule with 100% fully vested with the participant after five (5) years from the date of eligibility.

2.12.4 Continuation of Health Coverage and Flex Spending/Cobra (Full Time)

When an employee's employment with the College ends, if enrolled, the employee's College-provided health coverage will continue until the end of the month in which the employment is terminated. Separated employees may also continue to submit claims for health care and child care expenses covered under applicable flex spending plans as long as the expenses were incurred before the end of the month in which employment is terminated. After termination, both health coverage and the health care and childcare spending plans may be continued through Consolidated Omnibus Budget Reconciliation Act (COBRA).

The College is required by COBRA to offer continuation of group health, dental, or vision insurance coverage, at the employee's expense, to certain employees and their dependents who experience a qualifying event. In the case of termination or reduction of hours, qualified individuals may elect to continue coverage at their own expense for up to 18 months. In the case of disability occurring during the first 18 months of continuation, coverage may be extended for an additional 11 months. (See <http://www.dol.gov/ebsa/publications/cobraemployee.html> for additional information regarding qualifying events for COBRA benefits.)

Separated employees and their families have 60 days to elect continuation of coverage after the later of (1) the termination of coverage or (2) the date that the College's notice regarding enrollment in COBRA is received. Under COBRA, the same College health benefits provided to the individual while employed can be extended for a period of up to 18 months. However, the total premium cost and any administrative fees are the responsibility of the separated employee. The COBRA notification/enrollment form is sent to each separated employee and his/her eligible dependents automatically.

2.12.5 College Facilities & Events (Full Time and Part Time)

Information about College facilities and events may be found in the *Employee Handbook*.

2.12.6 Payroll Procedures (Full Time and Part Time)

The Office of Human Resources sends a link through APS (our payroll system) to all new employees. This link will take you to the required documentation to be completed prior to the first day of employment.

All employees are paid on a semimonthly basis. Paychecks are issued on the 15th and last day working day of the month.

2.12.8 Pay Deductions (Full Time and Part Time)

Westminster offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their paychecks to cover the costs of participation in these programs.

Pay deductions may be taken by Westminster to comply with court orders and other legally binding obligations that require Westminster to withhold from the pay of employees.

If you have questions concerning why deductions were made from your paycheck or how they were calculated, contact the Office of Human Resources.

2.12.9 Safety (Full Time and Part Time)

Westminster College seeks to provide a healthy and safe environment for all employees. The College's employees are a key part of any successful safety and health program. A successful safety and health program involve the active commitment of everyone in every area of the College to prevent fire, accidents, injury, and property damage. An employee should be alert and promptly report frayed electrical cords, trip hazards, broken or defective equipment, loose handrails, and slippery walking surfaces to his/her supervisor or department administrator.

Employees are obligated to follow all department safety rules, requirements, and training, and are expected to perform their job assignments in the safest possible manner. Any job-related injury or illness should be immediately reported to an employee's supervisor.

2.12.10 Emergency Information

The emergency telephone number is 911. For urgent or other security needs on campus, please call Campus Security (573) 592-5555.

Each building on campus will also have an evacuation plan which will be prominently displayed in appropriate locations.

The entire College Emergency Plan can be viewed by contacting a member of the Cabinet, the Lab/Environmental Health & Safety Manager, or the Director of Plant Operations and Auxiliary Services.

2.12.11 Serious Health Conditions in the Workplace (Full Time & Part Time)

Employees with a serious health condition often wish to continue their normal pursuits, including work, to the extent allowed by their condition. Westminster supports these

endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, Westminster will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with a serious health condition to perform the essential functions of their jobs.

It is a violation of the Health Insurance Portability and Accountability Act (HIPAA) to disclose medical or other health information on individual employees. Westminster will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about serious health conditions are encouraged to contact the Executive Director of the Wellness Center or the Office of Human Resources for information and referral to appropriate services and resources.

2.12.12 Use of Phone, Mail & Printing Services, and Computer Systems (Full & Part Time)

It is important to remember that the use of these services is to support college activities and functions. The use of any of these services for personal business or for profit is forbidden.

Faculty are expected to comply with the “Mobile Device Policy” which can be found in the *Employee Handbook*.

Telephone System

Westminster’s phone system supports voice mail, which is accessible both on and off of campus. Check with the Information Technology Help Desk to set up your account. Employees should practice discretion in using college telephones when making personal calls. Employees are required to reimburse Westminster for any charges resulting from excessive personal use of the telephone.

To ensure effective telephone communications, employees should always speak in a courteous and professional manner.

Mail and Printing Services

The use of Westminster-paid postage for personal correspondence is not permitted. Providing the Mail and Printing Services staff has time, personal packages, or certified mail may be sent from the Mail and Printing Services office. All mail and printing needs of the college will have first priority.

Information Technology Services

According to college policy, the purpose of our computer network is to support the mission and educational goals of the college. Use of computer resources during scheduled working hours should be college and work related.

Most employees are required to have campus network account in order to perform their responsibilities. Employee accounts are set up automatically once paperwork is completed with Human Resources. Check with the Information Technology Help Desk for assistance with your account. Most offices and staff areas have networked computers. Computing facilities are also available in the library computer labs for use by students, faculty, and staff.

Spouses and children as well as the general public may not use the labs unless they are currently enrolled in a Westminster course. They may use the public access terminal in the reference area of the library for reference needs.

2.12.13 Security Inspections (Full Time and Part Time)

Westminster wishes to maintain a work environment that is free of illegal drugs, firearms, explosives, or other improper materials. To this end, Westminster prohibits the possession, transfer, sale, or use of such materials on its premises. Westminster requires the cooperation of all employees in administering this policy.

Although desks, lockers, computers, telephones, offices and other storage devices may be provided to facilitate the ability of faculty members to perform their responsibilities and/or for their convenience, they remain the sole property of Westminster. In accordance with the College's responsibility to maintain a safe work environment, an authorized representative of the College may search these if there is reasonable suspicion that they contain illegal or prohibited material and provided such a search does not violate any applicable federal or state law. For the purposes of this policy, an authorized representative is an individual who is designated by the President or a member of the President's Cabinet.

2.12.14 Smoking (Full Time & Part Time)

Westminster College is committed to providing its students, employees, and visitors with a safe and healthy environment.

The 2006 U.S. Surgeon General's report on Involuntary Exposure to Tobacco Smoke concluded:

- ▶ Secondhand smoke exposure causes disease and premature death in children and adults who do not smoke.
- ▶ Exposure to secondhand smoke has immediate adverse effects on the cardiovascular system and causes heart disease and lung cancer.
- ▶ There is no risk-free level of exposure to secondhand smoke.
- ▶ The simple separation of smokers and nonsmokers within the same air space may reduce, but does not eliminate, the exposure of nonsmokers to environmental tobacco smoke.

Numerous studies, including studies from The National Cancer Institute, World Health Organization, Environmental Protection Agency, and U.S. Centers for Disease Control and Protection, have found that secondhand smoke is a toxic air contaminant, there are no safe levels of exposure, and implementing smoke-free environments are the only effective way to protect the population from the harmful effects of exposure to secondhand smoke.

In light of these findings, the Westminster College Smoking Policy is as follows:

1. Smoking shall be prohibited in all college buildings, college-owned residences, and fraternity houses.
2. Smoking is prohibited in college-owned vehicles.
3. Smoking shall be prohibited in all outdoor areas of campus. The “campus” includes all owned facilities, athletic venues and college owned residential units. (This includes the campus areas from Jefferson St. to Hackberry (east of Hickman). and W. 8th Street to W. 4th Street on the Fulton campus.
4. In order to support this policy, the campus shall make smoking cessation programs available to students, faculty and staff.

Campus Non-Smoking Areas

Smoking is prohibited in all indoor and outdoor areas of Westminster campus. “Campus” in Fulton is defined as all campus owned facilities and property of Westminster College from Jefferson Street to Hackberry St. (east of Hickman) and W. 8th Street to 4th Street. Campus map is available on the Westminster College home page: www.westminster-mo.edu.

Fraternity houses will follow national fraternity guidelines and remain smoke-free indoors. Fraternity houses that opt to allow smoking on their property will designate one outdoor smoking area that is away from main entrances, walkways and windows and has an appropriate cigarette disposal container.

For the purpose of this policy, “smoking” is defined to include any lighted cigarette, cigar, pipe, hookah, bidi, clove cigarette, and any other smoking product. All college employees, students, visitors and contractors are required to comply with this policy, which shall remain in force at all times. Faculty, staff, students, and visitors who wish to smoke may only do so outside of campus property or in personal vehicles.

Questions and problems regarding this procedure will be handled through existing administrative processes and should be addressed by the Vice President for Student Life. It is not the intention of this procedure to isolate or stigmatize any person because they choose to smoke. The success of this procedure will depend on the thoughtfulness, consideration, and cooperation of smokers and nonsmokers.

Policy Enforcement: Enforcement of the smoking policy is the shared responsibility of the entire campus. The success of this policy depends upon the courtesy, respect, and cooperation of all members of the Westminster community -- smokers and non-smokers, students and employees. Any members of the college community may take the initiative to inform individuals of the policy and politely ask for their compliance. Established disciplinary procedures will be applied to individuals who repeatedly violate this policy.

2.12.15 Use of Equipment & Vehicles (Full Time & Part Time)

Use of college equipment and vehicles should be college related, such as recruitment of students, staff and professional workshops or seminars or for college functions. Use of college vehicles or any other vehicle on college business requires the approval of the immediate supervisor. Please see that the appropriate travel forms are approved & signed prior to scheduling a college vehicle. Employees who need to use a college owned vehicle or a rental vehicle must contact the Plant Operations office to schedule the vehicle. Please see the college's Safety Policy on Use of College Vehicles in Plant Operations for details.

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using college property or any vehicle on college business, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines. Employees using college owned vehicles or any vehicle on college business must possess a valid driver's license and meet the requirements outlined below.

2.12.15.1 Driver Qualifications and Approvals

All drivers using College vehicles, or any vehicle on College business, must be approved by the Plant Operations office in advance. Approval must be requested at least one week prior to the trip in order to complete the approval process. Once a driver is approved, his/her name is added to the approved drivers list, and it is not necessary to gain approval for subsequent trips. Accidents and/or convictions after approval may result in approval being withdrawn. The approval process will be annual.

Westminster College Faculty and Staff

Westminster College Faculty and Staff may drive College vehicles or any vehicle on College business after approval as described below:

1. Drivers must be the age of 21 or over (25 or over if driving the 15 passenger vans) and have license information on file in the Plant Operations office.
2. Driver's record will be checked with the state agency.
3. Results of the state agency check will be compared to Westminster College guidelines for approved drivers. If the records check does not result in approval, driver is not eligible to drive a College vehicle. The driver will be notified and this information will be held in confidence.

4. License must be appropriate for the type of vehicle to be used. Fifteen passenger vans require a Type E Chauffeurs license. Passenger cars require only a standard Type F license, so long as the driver is not getting paid to drive as part of their job. Those with non-Missouri licenses must possess the proper equivalent license for their state.

Westminster College Students

Westminster College Students may drive College vehicles or any vehicle on college business (except the 15 passenger vans) for College business after approval as described below:

1. Drivers must be the age of 21 or over and have license information on file in the Plant Operations office.
2. Driver's record will be checked with the state agency.
3. Results of the state agency check will be compared to Westminster College guidelines for approved drivers. If the records check does not result in approval, driver is not eligible to drive a College vehicle or any vehicle on college business. The driver will be notified and this information will be held in confidence.
4. License must be appropriate for the type of vehicle to be used. Those with non-Missouri licenses must possess the proper equivalent license for their state.
5. Students must be approved for driving by the Administrative Council member responsible for the department for which they need to drive.
6. Students may not drive without a faculty or staff sponsor with them on the trip.
7. Students driving and riding in private vehicles to and from college activities must complete the Private Transportation Release Consent Form and submit it to the Business Office prior to the date of the specified activity.

All Drivers

Regardless of ownership of the vehicle—college-owned, employee-owned, rental—employees engaging a vehicle on college business are governed by all terms discussed in this section of the Handbook.

2.12.15.2 Driver Liability Coverage

1. When an employee drives a college-owned vehicle on college business, the liability is covered by Westminster.
2. When an employee drives a rental car on college business, the liability is covered by Westminster.
3. When an employee drives his/her car on college business, the liability is covered by the employee's insurance company.

2.12.15.3 Exceptions

Westminster College reserves the right to alter, change, amend or revoke this policy at any time and reserves the right to make exceptions to the policy in the event such an exception is deemed to be in the best interest of the accomplishment of the mission of the College, provided that nothing shall be done to authorize the operation of a College vehicle or any vehicle on College business by an individual who does not possess a valid driver's license of the appropriate category to be operating the vehicle which is proposed to be operated.

Please notify the supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job. No smoking or pets are allowed in college owned vehicles. The improper, careless, negligent, destructive, or unsafe use or operation of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

2.12.16 Attendance & Punctuality (Full Time and Part Time)

To maintain a safe and productive learning environment, Westminster expects faculty to be reliable and to be punctual in reporting for scheduled classes and labs. Absenteeism and tardiness place a burden on other colleagues, on students and on Westminster. In the rare instances when faculty cannot avoid being late to work or are unable to work as scheduled, and as soon as possible in advance of the anticipated tardiness or absence, they should notify the Office of Academic Affairs directly (573) 592-5179). The Dean's Office shall then post notices to students, as appropriate, and notify the relevant department and division chair.

2.12.17 Drug & Alcohol Use (Full Time & Part Time)

It is Westminster's desire to provide a drug-free, healthy, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

Except as noted below, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs while in the workplace. The legal use of prescribed drugs is permitted so long as it does not, in the judgment of the appropriate campus administrators, impair an employee's ability to perform the essential functions of his/her job and in a manner that does not endanger other individuals in the workplace. The use of alcohol is permitted at formal faculty gatherings and at department and/or division events and gatherings. With the approval of the President or other members of the Cabinet, alcohol may also be permitted at other events on campus. Westminster requires the cooperation of all employees in administering this policy.

Violations of this policy may lead to disciplinary action, in accordance with Handbook procedures, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.

Employees with questions or concerns about substance dependency or abuse are encouraged to discuss these matters with their supervisor, a staff member of the Counseling Center, or a member of the college administration with whom the employee feels comfortable.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the other appropriate people without fear of reprisal.

2.12.18 Solicitation (Full Time & Part Time)

Solicitation includes any verbal, written, or electronic communication by an employee or group of employees to another employee or group of employees which encourages, demands, or requests a contribution of money, time, or involvement.

Employees are permitted to solicit as long as the solicitation is brief and not disruptive to normal working conditions. It is preferred that solicitation be done on an individual's break and/or lunch period and not during regular working hours.

In some instances, the collection of money for presents, flowers, special occasions, or for particular hardships can be considered appropriate. These exceptional collections must have the approval of the department manager and appropriate Cabinet member. Contributions to these special collections are always optional.

Outsiders, or individuals not employed by the College, must seek specific approval from the College Business Office to solicit on college property.

2.12.19 Academic Regalia (Full Time & Part Time)

Westminster College will provide the necessary and appropriate academic regalia at no cost to faculty and professional academic staff when they are required to robe in order to attend formal convocations/gatherings. All full-time tenured and tenure-track faculty are required to robe for Commencement, and they are encouraged to robe for all other events for which the faculty are processing (e.g., Convocation, the Green Lecture, etc.); Professional Academic Staff members are encouraged, but not required, to robe at all these events. Long-term part-time faculty are invited (those who have served for more than five years), but not required to robe at any event, and robes will be provided for them. Temporary full-time faculty and other part-time faculty are not required to robe, and robes will not be provided for them; however, should they have their own regalia, they are welcome to process with the faculty at all events except for Commencement (due to limited seating for faculty).

2.12.20 Human & Animal Research (Full Time & Part Time)

Members of the Westminster College community, students, faculty and/or staff, may conduct research on humans and/or other mammalian subjects on or off campus provided their research proposals are in compliance with the college policy contained in the Statement of Organization and Function of the Ethics in Research Committee and have received that committee's approval. (See Appendix N.)

2.12.21 Westminster College Invention and Patent Policy

Purpose: Westminster College values the intellectual pursuits of students, faculty, and staff and encourages both individual and collaborative research. The College recognizes that a natural outgrowth of this activity may be discoveries or inventions of commercial importance. The following policy encourages the development of intellectual property, while also working to protect the interests of the College and the inventor(s) in any inventions that result from College-supported or directed activities. The College is prepared to assist all inventors in: proper disclosure of scholarly work; meeting compliance with respect to applicable laws; and securing protection through laws governing U.S. patents. The College also seeks to distribute benefits that result from invention in a fair and equitable manner that acknowledges the interests of both the inventor(s) and the College. The policy requires the inventor(s) to report to College Administration of any invention as defined below, and that the inventor(s) make a good faith effort to do so within thirty (30) days of the realization that the creation or discovery may need patent protection.

Definitions: An invention is a discovery or creation developed by any student, faculty, or staff member (part-time or full-time) using College property or resources; it may or may not be patentable. More specifically, inventions subject to this policy include those for which the College has made the work possible by providing financial support, facilities, equipment, or staff, and for those intended to be commercialized. In such cases, it is reasonable for the College to be reimbursed for costs incurred and to benefit from the profits. Use of offices, library facilities, property or resources by a faculty or staff member (part-time or full-time), and occasional use of office equipment by any student, faculty or staff member (part-time or full-time) will not be included. Works that are primarily literary or artistic in nature and software are not included. U.S. patent law specifies that an invention is patentable if it is a novel, non-obvious discovery that relates to a process, machine, manufacture, composition of matter, or an improvement. These inventions may relate to machines or devices, processes, software written to interface with the invention, electrical circuits, and business methods. Patent laws vary from country to country.

Process for Reporting: The administration of this policy will be the responsibility of a Committee comprised of the Dean of Faculty, the relevant division Chair or supervisor, and three members of the division where the research originated. The Committee is charged with evaluating the value and patentability of the invention and determining a course of action. The Committee will work closely with the President and the inventor to

determine the best course of action, as well as with the College attorney(s) on all legal matters pertaining to the invention and the patenting thereof.

Whenever a student, faculty, or staff member makes a discovery or invention that has used College resources and may be marketable, he or she shall report such discovery or invention to the Vice President for Academic Affairs and Dean of Faculty, using the College's Disclosure of Invention form, and he or she will make a good faith effort to do so within thirty (30) days thereof. The inventions are initially owned by the inventors. If the inventions are created within the course of employment and/or with the use of College resources, the College has a right to share profits. The Committee and the inventor—in consultation with department chairs, the CFO, and other faculty or staff with special knowledge as needed—will determine whether to proceed with acquiring a patent. If the parties agree to move forward and seek a patent, ownership of the patent will transfer from the inventor(s) to the College. The inventor(s) would retain the right to negotiate the terms of the disposition of the invention unless he/she voluntarily cedes such rights. The Committee will then determine if the College alone will make application, or if the College will seek assistance of an external organization. Technology transfer services, such as identifying research which has potential commercial value and developing strategies for who to exploit it, may be formally provided to the College by another academic institution, e.g., University of Missouri or Saint Louis University, at cost or as a percent of royalties or other fees that result from intellectual property development on the Westminster College campus. Title to all such patent applications and resulting patents shall be held by the College.

If the Committee decides not to patent an invention, or not to commercialize a patented invention, the College will release to the inventor(s) its interest in the invention. In such case, the College relinquishes its right to all future royalties or other income resulting from the invention and disclaims both ownership and responsibility pertaining to the invention.

Whether the patent process will move forward must be determined within 60 days of receipt of the Disclosure of Invention form; should the inventor and/or Committee require more than 60 days to determine if the invention is patentable, this timeline may be extended. If the College decides to patent the invention and if the invention has not yet been the subject of a public disclosure, the inventor(s) agrees not to publicly disclose the invention or offer it for sale unless and until the College gives him or her written permission to do so, such permission not to be unreasonably withheld except as necessary to preserve the patent rights therein.²

² If an inventor describes the invention in a printed publication or uses the invention publicly, or places it on sale, the College must apply for a patent before one year has gone by, otherwise any right to a patent will be lost. The College must file on the date of public use or disclosure, however, in order to preserve patent rights in many foreign countries.

Ownership: Ownership of the inventions belongs to the inventor(s). When inventions are created within the course of employment, and/or with the use of College resources not readily available off campus, the College can require a share of the profits. The ownership of the patent will transfer to the College, but the inventor(s) will retain the right to negotiate the disposition of the invention with the Committee. Royalties from the College's licensing of any student invention will be shared with the student on the same basis that royalties are shared with faculty or staff employees. When a patentable invention is developed through a sponsored grant or contract, such as a federally-sponsored research activity, the special provision contained in the grant or contract will prevail. In the absence of such special provisions, the College policy will apply.

Distribution of Income: The College will provide a source of dedicated internal or external funding for accumulation of preliminary data to support grant applications or to develop specific intellectual property; to make provision for technology transfer services; to negotiate with external partners; and to underwrite expenses of patent attorneys and patent filings, licensing agent fees, and maintenance. The Board of Trustees may individually contribute to such an account. Use of the account will be monitored by College Administration and periodically summarized for the Board.

Revenues attributable to a particular invention will first be used to recover expenses incurred to obtain any patents thereon; that is, 100% of the income shall go to the College until all its out-of-pocket expenses associated with such patents have been reimbursed. After the College's full recovery of expenses, the net revenues will be distributed at 50% to the inventor(s) and 50% to the College, unless otherwise negotiated by the inventor and/or Committee.

Multiple inventors will be expected to agree among themselves on the fractional distribution of each inventor's share of any royalties and sign a written agreement specifying the distribution of their share of royalties. Unless and until a copy of such agreement is submitted to the College, the share of royalties to multiple inventor(s) will be divided equally among them. The shares of all inventors (and their heirs or beneficiaries) will continue even if they leave the College.

Dispute Resolution: Should any dispute occur regarding a decision of the Committee in the management of this policy, including the ownership of an invention or the allocation of the inventor's share of royalties, the Professional Standards Committee will have the final decision concerning the College's position in the matter.

2.12.22

Recycling (Full Time & Part Time)

Westminster supports environmental awareness by encouraging recycling and waste management in its business practices and operating procedures. This support includes a commitment to the purchase, use, and disposal of products and materials in a manner that will best utilize natural resources and minimize any negative impact on the earth's environment.

2.12.23 Departmental Honor Societies

In consultation with its Division Chair, an academic department may establish an honorary society within its department. Should a student or faculty member request to establish an honorary society at the division or college-level, the request must be reviewed by the Council of Chairs, which may approve the request or determine that the request needs to go before the faculty for approval.

2.13 Leaves

2.13.1 Faculty Leaves with Pay

During a leave with pay, the college will continue to provide health insurance, and to pay the premiums for group life and disability insurance based on the faculty member's full-time salary.

2.13.1.1 Sabbatical Leave

See Section 2.10.1.

2.13.1.2 Sick Leave for Faculty

Sick leave is provided for absences from work due to illness (mental or physical) or injury. All members of the full-time faculty are eligible. Full-time faculty members may use sick leave benefits for an absence due to their own illness or injury, or for that of a family member (employee's spouse, children, parents, parents-in-law, brothers, sisters, or a dependent of other family members of the faculty member who resides in the faculty member's household).

As exempt employees, faculty are professional employees without specified clock hours; during the terms of their employment, they are expected to provide all contracted services. As soon as possible in advance of an absence, faculty members must inform the Office of the Dean of the Faculty whenever they are unable to meet one or more of their classes due to illness or injury by calling (573)592-5179; the Dean's Office shall then post notices to students. Faculty are also to notify their department chair of their absence; faculty members are responsible for entering sick days used in the [self-serve payroll system](#). If a faculty member meets at least half of his/her classes in a day, that day will not count toward days of sick leave.

If an illness or injury is expected to last no more than three (3) days when a faculty member's classes are in session, informal arrangements may be made within the department to cover the teaching load and other responsibilities. In the case of illness or injury lasting more than three (3) days when his/her classes are in session, the department chair, in consultation with the faculty member, if possible, will prepare a plan for meeting the faculty member's responsibilities.

If the faculty member is absent for three or more consecutive days when his/her classes are in session due to illness or injury, a physician's statement may be requested verifying the illness or injury and its beginning and expected ending dates. The faculty member

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may also be designated as being on family and medical leave (FMLA) for a serious health condition that renders the employee unable to perform his or her job (See 3.2.8). Faculty members placed on FMLA will use their sick leave benefits during the period of family medical leave. Physician verification may be requested for sick leave absences as well and may be required as a condition to receiving sick leave benefits. The college may request the employee undergo an examination by a physician of the college's choice. Any such examination will be at the college's expense. Travel expenses incurred in connection with a medical examination at the college's request shall be reimbursed in accordance with Section 805 of the Employee Handbook: Travel Reimbursement.

Before returning to work from a sick leave absence of 30 calendar days or more, a faculty member must provide a physician's verification that he or she is physically capable and may safely return to work.

Full-time faculty members will earn, from the beginning of employment and with the start of each employment year thereafter, ten (10) days of sick leave for each year of employment, with a maximum accumulation of 90 days. A faculty member with full-time appointments for both semesters of the academic year will earn a total of ten (10) days of sick leave at the beginning of the academic year. A faculty member with a full-time appointment for one semester will earn a total of five (5) days of leave at the beginning of the semester of teaching. Pro rata part-time faculty will receive proportionate benefits as applicable.

While a faculty member is on sick leave, his or her responsibilities will be covered (a) by his or her colleagues with no additional compensation if the time involved is no more than one week of class meetings; (b) by his or her colleagues, who will be compensated for overloads accepted; or (c) when coverage cannot be provided as set forth in (a) and (b), by a person employed to serve as a temporary replacement.

Faculty members who have exhausted their accumulated sick leave, but who remain unable to perform their duties, will not be paid for additional days of work missed. (See 2.12.1.4, 2.12.2, and 2.12.4)

Upon adoption of this sick leave policy, the college Business Office will calculate retroactively, based upon a ranked faculty member's last beginning date of continuous employment, excluding leaves without pay, the accumulated sick leave to which the faculty member is entitled (10 days per year to the maximum accumulation of 90 days). A new employee will be allowed up to ten (10) additional sick days in the first year of employment in case of emergency or continued illness. Those additional days will be subtracted from subsequent accumulated days of sick leave. A doctor's excuse will be necessary in order to receive these additional days.

Illness that occurs outside the academic year or during a college break or holiday are not counted toward sick leave. Sick leave benefits are intended solely to provide income protection in the event of illness or injury and may not be used for any other absence, except as specified in the *Faculty Handbook*. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment.

The Dean of the Faculty will determine, on a case-by-case basis, how absences due to illness or disability are handled for all part-time faculty.

2.13.1.3 Leaves Available, subject to certain restrictions, to Employees of the College

See Section 3.2.

2.13.2 Leaves without Pay

- A. Leaves without pay may be granted for assignments under grants from foundations, visiting professorships at other colleges and universities, work on advanced degrees, appointments with government, business, performing artist groups, faculty exchange programs, programs which increase professional or teaching effectiveness, court appearances as an expert witness, or political activity (e.g., holding or running for public office, managing a campaign, or directing group action on behalf of a political candidate or issue), as well as for health, maternity, or family matters, as described in Section 3.2.8, that require immediate attention. Normally, leaves will be granted for either one semester or one year.
- B. Full-time faculty and pro-rata faculty members apply for a leave without pay to the Dean of the Faculty, who then makes a recommendation to the President.
 - 1. Each request for leave without pay is considered on the merits of the individual case. The Dean of the Faculty, in consultation with the department chair and Committee on Leaves, will assess the effect of the faculty member's absence on the department and the college.
 - 2. During a leave without pay a faculty member may continue participation in the group medical plan at his or her own expense under COBRA. However, for those faculty awarded a leave without pay and who have received a scholarly leave paid for by an external organization (for example, a Fulbright scholar), the college will at its own expense maintain the faculty member's medical insurance at the then current rates and terms of faculty that are actively teaching, again under COBRA. Dependent coverage, as always, would be paid by the faculty member. If possible, the college would also continue for these scholarly leave recipients their group life and disability insurance coverage. The Dean of the Faculty, in consultation with the Division Chairs and the Faculty Executive Committee, will determine what constitutes a "scholarly leave paid by an external organization."
 - 3. Since the faculty member granted a leave without pay is not receiving a salary from the College, it is not possible for either the faculty member or the college to continue contributions to the faculty member's retirement account(s).

4. Unless extenuating circumstances make doing so impossible, faculty members must submit applications for leaves without pay to the Dean of the Faculty at least four months before the proposed leave.
- C. The Dean of the Faculty, after consultation with the department chair and Committee on Leaves, will recommend to the President whether or not the period of the leave will be included among years required for eligibility for a sabbatical leave, promotion, or tenure. Normally, leaves for work on advanced degrees, teaching at other institutions, research, or scholarly or creative work will be included, but leaves for political activity or due to health, maternity, or family matters, as described in Section 3.2.8, will not.
 - D. The terms of the leave must be set forth in writing and signed by both the faculty member and the President. Upon completion of the leave, the faculty member will return to his or her previous position.
 - E. Failure to return from a leave without pay constitutes a resignation, unless:
 1. the faculty member secures an extension of his or her leave by following the procedures set forth in 2 and 3 above, or
 2. circumstances beyond the faculty member's control, such as a medical emergency, prevent the faculty member from resuming his or her responsibilities at the scheduled time.

2.13.2.1 Family Medical Leave Act (FMLA)

See Section 3.2.8

2.14 Faculty Compensation Policies

2.14.1 Components of Annual Salary Increments

- A. The following will factor into annual salary increments, to the extent of the College's financial ability, taking into consideration all of its financial obligations:
 - significant salary increases with promotion in rank; and for exemplary contributions/performance at the rank of professor
 - across the board increases to close the gap and maintain parity between overall levels of faculty compensation at Westminster and levels at comparable "peer" institutions
 - merit increases based on the annual evaluation of the Faculty Personnel Committee
- B. Increase for Promotion in Rank. Since promotion in rank is based on merit, there will be a significant salary increase with each promotion in rank. This increase will be

awarded to each faculty member upon promotion from instructor to assistant, assistant to associate, and from associate to full professor. The method for determining the amount of the increase is described in Appendix B: Complex Procedures. There may also be a significant salary increase awarded to professors as stipulated in Section 2.14.8.

- C. Catch-Up/Peer Comparison Increase. Region, endowment, size, and quality of students are all relevant considerations in defining the peer group. If the disparities between Westminster faculty salaries and the salaries at peer institutions are not uniform from rank to rank, one or two ranks may receive a greater catch-up increase than the other(s).
- D. Merit Increases. The criteria used in determining merit are the same as those used in arriving at decisions regarding tenure and promotion: teaching effectiveness, scholarly, professional and creative activity, and service to the college and its students.

2.14.2 Priorities for Annual Salary Increments

- A. Increases for promotions and exemplary contributions/performance at the rank of professor, take precedence over all other components.
- B. Peer catch-up increases are second.
- C. Merit increases are third.

2.14.3 Procedure for Budgeting and Allocating Funds Designated for Faculty Salaries

- A. The Board of Trustees establishes the total sum budgeted for faculty salaries. The Board bases its decision on the recommendation of the President of the College, who will make appropriate arrangements to consult with the Dean of the Faculty and directly with the Faculty Executive Committee in developing a proposal for salary adjustments and/or increases.
- B. A method for distributing the salary pool dollars shall be developed by the Dean of the Faculty in consultation with the Faculty Personnel Committee in keeping with the various components of salary increments described in Section 2.14.1 and the priorities set forth in 2.14.2. After the Dean and the committee determine the allocation needed to meet the first priority in Section 2.14.2, they shall distribute remaining funds so that, when necessary to catch up to the salary levels at peer institutions, the second priority in Section 2.14.2 secures the preponderance of those funds. However, the Dean and the committee shall distribute the remaining funds so that the third priority in Section 2.14.2 is not wholly neglected. This method of distribution shall be established and recommended to the President on or before March 1. The President makes the final decision as to how the total dollars budgeted are to be allocated, guided by 2.14.1, 2.14.2 and the recommendation of the Faculty Personnel Committee.

- C. The Vice President for Academic Affairs and Dean of the Faculty, after reviewing the Official Files and other relevant information, evaluates each faculty member with respect to the three criteria for faculty evaluation set forth in Section 2.5. Likewise, each division chair will evaluate each faculty member in his/her division according to the same criteria. The Dean of the Faculty, after consultation with the appropriate division chair, will then forward his/her evaluations to the Faculty Personnel Committee. Sufficient time will be allowed for committee members to consider the Dean's recommendations and, if need be, to review personnel files before the committee meets with the Dean to discuss his/her recommendations. The Dean will not distribute proposed salary increases to committee members until she/he meets with the committee. The Faculty Personnel Committee shall review the Dean's evaluations and recommendations by academic division, and within each division, by academic rank. At this meeting the Dean may be called upon to explain his/her evaluations of specific individuals. If after that explanation the majority of the Faculty Personnel Committee and the Dean cannot agree regarding a particular faculty member's overall rating and proposed salary increase, then both the committee's and the Dean's recommendations are forwarded to the President for action. Where there is agreement, the recommendations are so presented.

2.14.4 Overload Pay and Independent Study Pay

While the yearly faculty course load is ordinarily 24 credit hours, the College defines "full-time" teaching as 23-25 contact hours of regularly scheduled classes (depending on departmental parameters) during the combined fall and spring semesters of one academic year. Any course meeting or exceeding minimum enrollment standards that is taught beyond a faculty member's own normal full-time load within a department (only as determined to be necessary by Department Chair, Division Chair, and the Dean of Faculty) will result in additional compensation commensurate with the number of extra hours.

In consultation with the Department and Division Chairs and the Dean of Faculty, an FTE faculty member may occasionally use a May-term or winter/summer online course that meets or exceeds minimum enrollment levels as part of a regular fall or spring semester load, without additional compensation.

In contrast to overload courses, independent study courses are those taught to individual students outside of the regular classroom schedule (only as determined to be necessary by Department Chair, Division Chair, and the Dean of Faculty). They are not considered part of a faculty member's normal teaching load. However, compensation for independent studies will be provided. Faculty may offer an independent study course to one or more than one student, and each student's credit hours are counted in the total number of credit hours needed in order for a faculty member to earn compensation. Upon the accumulation of 24 credit hours of independent study teaching, faculty may receive either a course release or a stipend equivalent to the compensation rate of a part-time, per-course faculty member with the same qualifications for a 3-hour course. No compensation will be given until the 24 credit-hour requirement is met. It is the

responsibility of the faculty member to keep track of independent study hours and request compensation when appropriate. The Registrar will confirm that the required number of hours has been satisfied. Compensation will be coordinated with the Dean's office and may occur no sooner than the semester after the accumulation of 24 independent study hours. Course releases must be coordinated with department and division chairs (or in the case the faculty member is department chair, the division chair), and no more than one course release may be given in a semester.

Professional Academic Staff and Professional Staff with teaching duties will be compensated at the same rate as regular faculty when teaching overloads or independent studies, which is at the rate of a part-time per-course faculty member with the same qualifications.

Occasionally part-time faculty, due to special needs of the College, may be asked to teach an independent study. Part-time faculty will be compensated during the semester that they teach an independent study, and salary will be pro-rated based on the faculty member's qualifications and the number of students.

2.14.5 Internship Pay

Compensation guidelines for faculty who supervise student internship experiences shall be determined by the Dean of the Faculty. In establishing these guidelines, the Dean shall consult with the Registrar and the Westminster Internship Coordinator.

2.14.6 May Term, Winter Term, and Summer Online Session Pay

May Term, Winter Term, and Summer Online teaching contracts shall be term contracts with compensation based on the announced per-course rate. The per-course rate of compensation shall be determined annually by the Dean of the Faculty and recommended to the President for approval. The per-course rate for the upcoming term will be announced prior to each term. If enrollment is sufficient for the College to offer a course (as determined by the Dean of the Faculty) the faculty member is guaranteed the designated base compensation.

2.14.7 Pay for Scheduled Workshops

Compensation for participation in scheduled workshops shall be determined annually by the Dean of the Faculty and recommended to the President. The rates of compensation for the next fiscal year shall normally be announced on or before March 15.

2.14.8 Significant Merit Increase Beyond Promotion to Professor

2.14.8.1 Application for Significant Merit Increase by Full Professor

A faculty member who holds the rank of Professor may apply to the Faculty Personnel Committee for a significant merit increase, equal to the amount stipulated in Appendix B: 2.14, during his/her sixth year of service following promotion to professor or since he/she was last awarded this significant merit increase. Additionally, a faculty member with the rank of Professor may be nominated for a significant merit increase during his or her

fourth or fifth year of service since the previous promotion or significant merit increase, if, and only if, he or she has had a distinguished record of performance in all three areas and has had an exceptional achievement in at least one of the areas of evaluation. Faculty members can only be nominated for early significant merit increase by their department chair, division chair, or the Dean of Faculty and cannot nominate themselves. Faculty nominated for an early Significant Merit Increase should exceed the performance criteria listed below, either through quantity and/or quality of professional output, external recognition for teaching excellence, and/or outstanding service to the college.

The Faculty Personnel Committee will announce at the beginning of each academic year the details relating to the review process, including guidelines relating to data requested, deadlines for application, deadlines for decision, etc. The Faculty Personnel Committee will make its recommendation to the President so that the merit increase, if awarded, will take effect at the beginning of the next year of service.

It is the responsibility of the Faculty Personnel Committee at the conclusion of its review and the President's decision, to notify an applicant whether he/she failed to be awarded the merit increase.

Teaching effectiveness is the primary requirement for this merit increase. The faculty member must be able to document, for the period under review, his or her record of distinguished and highly effective performance in the classroom.

A candidate for this merit increase must have established, for the period under review, a record of professional, scholarly or artistic achievement. A candidate for this merit increase must have established, for the period under review, a substantial willingness and ability to serve productively the college and its students in various non-instructional roles which merit special recognition. He/she must also have fulfilled the professional responsibilities and contractual obligations set forth in Section 2.9.

2.14.8.1 Significant Merit Increase Summary

When a faculty member applies for this significant merit increase, the Faculty Personnel Committee will require the applicant to prepare a Significant Merit Increase Summary to assist the committee in interpreting documents in the applicant's Official File. The summary must follow the guidelines for promotion files as addressed in section 2.4.5. The summary will be the principal written record used by the committee in assessing the applicant's request for a significant merit increase. The applicant is the person responsible for ensuring that his or her summary makes the best possible case in each of the three areas of evaluation for granting the significant merit increase and that it is supported by documents in his or her Official File.

2.14.9 Administrative Assignments

A faculty member who has an administrative assignment will receive an appointment letter from the Dean of the Faculty describing the responsibilities of the assignment, the term of the assignment, and compensation for the assignment.

2.15 Professional Standards Committee

A. Jurisdiction: After attempts to resolve problems informally and through ordinary administrative channels have failed, the Professional Standards Committee has original jurisdiction in the following types of cases:

1. Student appeals alleging improper academic evaluation, improper conduct, and/or a violation of college policies by a faculty member (Such appeals must be filed by no later than the end of the next regular semester following the semester in which the alleged infraction occurred.)
2. Faculty grievances not covered by grievance procedures outlined in other sections of the *Faculty Handbook* (See 2.9.1.10)
3. Faculty grievances relating to verbal and/or written warnings issued by the Dean of the Faculty (See 2.8.5.2.1)
4. Cases referred to the Professional Standards Committee by the Dean of the Faculty relating to written warnings (See 2.8.5.2.1)
5. Faculty grievances relating to Discrimination and Harassment cases involving a faculty member.

NOTE: The Professional Standards Committee does not have jurisdiction in cases of Title IX Sexual Harassment. Policy and procedure for Title IX Sexual Harassment can be found in the Employee Handbook, Student Handbook, and the Title IX page of the College website: www.wcmo.edu/titleix/reporting-policies

B. The Professional Standards Committee will also hear the following grievances, guided by the restrictions described in the relevant sections of the *Faculty Handbook* noted below:

1. A grievance relating to a decision not to promote (see 2.6.2.4)
2. A grievance relating to a decision not to confer tenure (see 2.7.2.4)
3. 3A grievance relating to non-reappointment (see 2.8.3.2)
4. A grievance relating to layoff (see 2.8.4.5)
5. A grievance relating to suspension or dismissal for cause (see 2.8.5.2.5)

D. Procedures: See Appendix G

3.0 Institutional Policies Applicable to all Employees of the Institution

3.1 Employment Policies

3.1.1 Equal Opportunity

Westminster College encourages and gives full consideration to all applicants for admission, financial aid, and employment. The College does not discriminate in access to, treatment of, or employment in, its programs and activities on the basis of race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability, or genetic information. Inquiries about compliance with this prohibition should be directed to the Office of Human Resources in Westminster Hall, Room 146, 573-592-5226.

It is the policy of the College to:

1. provide equal employment opportunity to all job applicants and employees;
2. administer recruiting, hiring, compensation and benefit practices, training, upgrading and promotion procedures, transfers, and terminations of employment in a non-discriminatory manner, without consideration of race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability, or genetic information; and provide a workplace free from harassment based on race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability.

3.1.2 Employment Conflict of Interest

Qualified persons selected upon conclusion of a search conducted in accordance with college policy, may be appointed to exempt or non-exempt positions without regard to family relationship to other members of the administration, faculty or staff. If a person is in a position which requires an evaluation on a personnel decision such as those concerning appointment, retention, promotion, tenure or salary of a close relative, such condition shall be deemed a conflict of interest and that person shall not participate in any group or body which is considering any such decision. In such cases, the appropriate division heads, in consultation with the individuals concerned, will determine an appropriate supervisory arrangement that avoids conflict of interest. For example, a faculty member may for administrative purposes join another department or other area for purposes of supervision.

Close relative is interpreted in this policy to include spouse, mother, father, brother, sister, son, or daughter of employees or their spouses, or any individual for whom a faculty or staff member has been assigned legal responsibility in a guardianship capacity.

3.1.3 Employment Applications

Westminster relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentation, falsification, or material omission in any of the information or data may result in Westminster's exclusion of the individual from further consideration for employment or, if the person has been hired, disciplinary action, including termination of employment.

3.1.4 Pre-Employment Questions

Before communicating with job candidates, Westminster College employees engaged in the interview process will familiarize themselves with the types of questions that may be lawfully asked as well as those that may not be lawfully asked. The Chair of each search committee must secure copies of the guidelines from the Office of Human Resources and must provide them to every member of the committee.

3.1.5 Employment Reference Checks

To ensure that individuals who join Westminster are well qualified and have a strong potential to be productive and successful, it is the policy of Westminster to check the employment references of all applicants.

Westminster employees should be aware of the possible consequences of giving a positive or negative reference. Any questions about inquiries or references should be directed to the Office of Human Resources.

3.1.6 Personnel Data Changes

It is the responsibility of each employee to notify Westminster promptly of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed, notify the Office of Human Resources and the Dean of Faculty.

3.2 Leaves Available to Various Employees of the College

3.2.1 Holidays (Full Time)

The official holidays for which time off with pay is granted are as follows:

- New Year's Day
- Martin Luther King, Jr. Day
- President's Day
- Friday of Spring Break
- Memorial Day
- Independence Day
- Labor Day

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- Day before Thanksgiving
- Thanksgiving Day
- Day after Thanksgiving Day
- Christmas Eve
- Christmas Day
- New Year's Eve Day

Non-exempt benefits-eligible employees who are scheduled to work on a day the College observes as a holiday will be compensated their regular wages for that day, up to a maximum of eight (8) hours pay, in addition to their holiday pay. If the regular paid holiday occurs during paid vacation, the holiday is not counted as a vacation day. An employee on an unpaid leave of absence is not eligible for paid holidays.

Official, emergency Westminster College closings, such as snow days, will be treated as paid holidays and will not count against vacation time or sick leave.

During the academic year, classes are regularly suspended for breaks (e.g. fall and spring break, Christmas break) that may or may not coincide with an official college holiday. While faculty members do not hold classes during those times, nor are they normally expected to be on campus during those times, they are expected to use those opportunities for professional activities. Such activities might include grading, research, attending conferences, course preparation and/or other scholarly, professional or creative activities. Occasionally, and in consultation with the Faculty Executive Committee, the Dean of the Faculty may convene a special faculty meeting or a faculty workshop on the first or the last day of a break. Under extraordinary circumstances, the President of the College may convene a meeting of the faculty or a meeting of the college community during a college break. In either instance, notice will be given to the faculty or to the college community as far in advance as possible of the scheduled activity. Attendance at such special meetings/activities will be governed by Section 2.9.2.8.

3.2.2 Military (Full-Time)

Faculty and staff members of Westminster College who are also members of the United States military or employees of the National Disaster Medical System will receive a leave of absence to fulfill their military obligations.

3.2.3 Jury Duty (Full Time)

Full-time employees who are called for jury duty will be excused from work without loss of pay during the time spent as a juror. Employees may also keep any compensation received from the Court while on jury duty. Time spent serving as a juror is not considered time worked when computing overtime. An employee should notify the supervisor immediately upon receipt of a summons for jury duty.

3.2.4 Bereavement (Full Time)

In the event of the death of a member of an employee's family, as specified further herein, the employee is allowed a leave of absence without loss of pay. Employees who wish to take time off due to the death of a family member should notify their supervisors immediately.

Funeral leave of up to five work days may be taken because of the death of the employee's spouse, children, parents, brothers, sisters, a family member dependent on the employee and living in the employee's household, or significant other.

Funeral leave of up to three work days may be taken because of the death of the employee's grandparents, grandchildren, children's spouses, as well as the employee's spouse's parents, brothers, sisters, grandparents, grandchildren, and children not living in the employee's household.

3.2.5 Maternity and Family Leave (See section 3.2.8 – FMLA)

3.2.6 Family Medical Leave Act (FMLA)

The College recognizes that employees occasionally need to take time away from work to care for personal and/or family medical needs. The Family and Medical Leave Act (FMLA) allows eligible employees to take up to 12 work weeks of unpaid, job protected leave in a rolling 12-month period (measured backward from the date that the leave is requested) for the following reasons:

1. Employee Medical Leave – defined as time off due to a “serious health condition” of the employee as certified by a health care provider.
2. Family Leave – defined as time off to care for a spouse, child, or parent, with a “serious health condition”, as certified by a health care provider.
3. New Child Leave – defined as time off following the birth of a child or placement of a child through adoption or foster care.
4. Military Exigency Leave – defined as time off because of a “qualifying exigency” arising out of the fact that the spouse, child, or parent of an employee is on active duty (or has been notified of an impending call or order to active duty) in the National Guard or Reserves or is a retired member of the Armed Forces or Reserves who has been notified of an impending call or order to active duty in support of a contingency operation.

The FMLA also allows eligible employees to take up to 26 work weeks of unpaid job protected leave in a single 12-month period to care for a spouse, child, parent, or “next of kin” who is a member of the Armed Forces (including a member of the National Guard or Reserves) and who suffers certain serious injuries or illnesses in the line of active duty (Military Caregiver Leave).

Employees are required to use accrued time off (sick and/or vacation) while on FMLA leave. Once sick time and vacation are exhausted, a request to utilize the College sick leave pool may be made. Otherwise, any remaining time on FMLA leave will be without compensation. Employees on unpaid FMLA leave are not eligible to receive payment for paid holidays.

The above information is a very brief summary of the types of leave available to eligible employees pursuant to the College's FMLA policy and should in no way be construed to explain the full scope of the College's FMLA policy. For complete details, please see the College's FMLA policy at: <http://www.westminster-mo.edu/explore/offices/business/hr/policies/EmploymentBenefitsWorkplacePolicies.html>

3.3 Campus Community Policies

3.3.1.1 Anti-Discrimination and Harassment

Westminster College is dedicated to maintaining an environment where all people feel respected and included and is committed to maintaining a diverse and inclusive work and learning environment free from discrimination and harassment. Harassment and/or discrimination subvert the mission of the College and threaten the careers, educational experiences and well-being of its students, staff, administrators and faculty. Thus, in accordance with federal and state law, Title IX and College policy, the College prohibits harassment or discrimination on its campus, at any College sponsored activities, and on any College sponsored trips, on the basis of an individual's/individuals' race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability or genetic information in its programs, activities and employment. It is the policy of Westminster College to promote equal employment opportunity without discrimination or harassment. The College also prohibits aiding, abetting, inciting, compelling or coercing discrimination or harassment prohibited by this policy. In addition, the College prohibits retaliation against any member of the College community for making a complain under this policy or participating in any investigation or proceeding provided in this policy.

Each member of the Westminster community has the right to work, study and/or socialize in an environment that is free from harassment and discrimination. Each member of the Westminster community, therefore, has the corresponding responsibility and obligation to conduct himself or herself so as to create an environment that is free of harassment and discrimination. This includes the acts of supervisors, managers, faculty, employee subordinates and peers, fellow students, guests, visitors, vendors, consultants, and customers. In addition to being responsible for their own conduct, supervisors and managers must ensure that their employees contribute to a work environment that is free of harassment and discrimination. Behavior prohibited by this policy is unacceptable in the workplace and in any work-related environment outside the workplace, such as

during business trips, business meetings, athletic events on campus and business-related social events.

Discrimination – Conferring, refusing or denying benefits or providing differential treatment to an individual or class of individuals in violation of law based on the individual's/individuals' race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability or genetic information, in connection with the terms and conditions of employment or educational opportunities.

Harassment – A form of discrimination that includes verbal, physical, or other conduct based on the individual's race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability or genetic information that is unwelcome and sufficiently severe, pervasive, or persistent so as to create an intimidating, hostile, or offensive environment that interferes with the individual's job performance or educational opportunities.

Harassment may include, but is not limited to: epithets, slurs, or negative stereotyping; threatening, intimidating, or hostile acts; offensive jokes, name calling, physical assaults or threats, ridicule or mockery, insults or put-downs, offensive objects or pictures, etc. Harassment may also include written or graphic material placed on walls, bulletin boards or elsewhere on the campus or circulated by other means, including electronic media, that denigrates, shows hostility to, or aversion towards an individual or group because of race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability or genetic information.

In accordance with the procedures provided herein, incidents of harassment and discrimination will warrant appropriate disciplinary action, up to and including termination or expulsion from the College.

Please note that complaints of Sexual Harassment may be governed by the College's Title IX Sexual Harassment Policy (summarized in 3.3.1.2), found in the Employee Handbook, Student Handbook, and the Title IX page on the College website: www.wcmo.edu/titleix/reporting-policies

3.3.1.1.1 Reporting Incidents of Discrimination or Harassment

Complaints of Discrimination or Harassment by Students

Students who believe they have been the victims of behavior prohibited by this policy or believe they have observed such behavior should contact either the Vice President and Dean of Student Life or the Director of the Learning Opportunity Center to file a complaint:

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Vice President/Dean of Student Life Center *Director of the Learning Opportunities Center*

573-592-5269 or 573-592-5242 573-592-5504

kasi.lacey@wcmo.edu

Karen.tonpsonwolfe@wcmo.edu

HAC-Craighead Office Westminster Hall 34

Complaints of Discrimination or Harassment by Employees (Faculty and Staff)

Employees who believe they have been the victims of behavior prohibited by this policy or believe they have observed such behavior should contact and discuss their concerns with their immediate supervisor or the Chief HR Officer. Supervisors who receive reports of discrimination or harassment should notify the Chief HR Officer.

Associate VP & Chief HR Officer/Title IX Coordinator

573-592-5226

mandy.march@wcmo.edu

Washington West, second floor, office 1

Faculty who believe they have been the victims of behavior prohibited by this policy or believe they have observed such behavior may also contact the Vice President of Academic Affairs and Dean of Faculty to file a complaint:

Vice President of Academic Affairs and Dean of Faculty

573-592-5212

david.roebuck@wcmo.edu

Westminster Hall 127

3.3.1.1.2 Responding to Incidents of Discrimination or Harassment

Please note that **ALL** complaints of Sexual Harassment, as defined in the College's Title IX Sexual Harassment Policy, are addressed by the College's Title IX Sexual Harassment Policy. Any complaints of Sexual Harassment that do not fall under the scope of the Title IX Sexual Harassment Policy will be responded to as follows:

Informal Process

Many instances of harassment and discrimination can be resolved through an informal process that does not require extensive procedures. When appropriate, every effort should be made to address and/or eliminate harassment and discrimination from the College campus through informal means. In cases where a member of the Westminster community feels that another College community member may have engaged in behavior violating this policy, the person may first attempt to resolve the situation by communicating that the behavior is unwelcome and requesting that the unwelcome behavior stop immediately. Students should inform the Dean of Student Life Office and employees should inform their immediate supervisor and/or the Chief HR Officer of this communication. The Vice President and Dean of Student Life (students), Chief HR

Officer, and other appropriate parties may also facilitate and participate in subsequent, informal attempts to resolve the issue if desired and appropriate. The date, time, and outcome of any informal discussions should be documented.

While the College encourages individuals, who believe they are being harassed or discriminated against to firmly and promptly notify the offender that his or her behavior is unwelcome, the College also recognizes that power and status disparities between an alleged harasser and complainant or the nature of the alleged behavior may make such a confrontation difficult or inappropriate. Thus, while informal discussions are recommended as the first option for reaching a resolution, these informal procedures are not a prerequisite to a formal complaint and investigation. In the event that informal discussions are ineffective, inappropriate, or not desired by either party, the complaint will be referred to the Dean of Student Life Office (students) or the Office of Human Resources (“HR”) for further investigation and resolution in accordance with the Formal Complaint Process.

Formal Complaint Process

If informal discussions are unsuccessful, inappropriate, or not desired by either party, a formal written complaint may be filed with the Vice President and Dean of Student Life (students), Vice President for Academic Affairs and Dean of Faculty (Faculty), or HR. Both the individual filing the complaint (the “complainant”) as well as the individual accused of the harassment or discrimination (the “respondent”) will be given a copy of this policy. The respondent will also be provided a copy of the written complaint.

It is the College’s policy to investigate all complaints in a fair, thorough, and prompt manner. The Chief HR Officer or designee will investigate all formal complaints. The Chief HR Officer may appoint an attorney or other professional to conduct the investigation. As part of the investigation, the Chief HR Officer or designee will interview and/or obtain statements from both the complainant and respondent. The Chief HR Officer or designee may also interview and/or obtain statements from other witnesses, if appropriate, and review any relevant documentation.

When the investigation is complete, the Chief HR Officer or designee will prepare a written report with factual findings and a determination regarding whether a violation of the policy more likely than not occurred based on the facts of the investigation. In determining whether alleged conduct violates this policy, the Chief HR Officer or designee will consider the surrounding circumstances, the nature of the behavior, the relationship between the parties involved, past incidents, the context in which the alleged incidents occurred and all other relevant information. Whether a particular action or incident constitutes a violation of this policy requires a determination based on all of the facts and surrounding circumstances.

- Students found in violation of this policy may be subjected to corrective action or discipline as outlined in the ‘Student Conduct Process’ of the Student Life Handbook.

- Employees found in violation of this policy may be subjected to corrective action or discipline, such as a warning, reprimand, reassignment, temporary suspension without pay, or termination, etc. The Chief HR Officer or designee will make a recommendation of corrective action or discipline to the appropriate cabinet member (i.e., Vice President for Business and Chief Financial Officer for complaints against staff and Vice President of Academic Affairs and Dean of Faculty for complaints against faculty). In consultation with the Chief HR Officer, the appropriate cabinet member will then determine what corrective action or discipline will be imposed, if any.

If the Vice President of Academic Affairs and Dean of Faculty determines that corrective action or discipline of a faculty member may be appropriate, the applicable procedures provided in section 2.8.5 of the Faculty Handbook will be followed.

3.3.1.1.3 Appeal

In cases involving a complaint against a faculty member, either the complainant or the respondent may file an appeal with the Professional Standards Committee. The appeal must be in writing and provided to the Vice President of Academic Affairs and Dean of Faculty within thirty (30) calendar days of notification of disposition of the matter, as provided above. The Vice President of Academic Affairs and Dean of Faculty will then forward the appeal to the Professional Standards Committee. The appeal will be handled in accordance with section 2.15 and Appendix G of the Faculty Handbook. In all cases, the Professional Standards Committee will conduct a limited, procedural review as provided in subsection (D)(8)(a) of Appendix G of the Faculty Handbook. The detailed hearing procedures provided in Appendix G will not apply.

In cases involving a complaint against any employee other than a faculty member, either the complainant or the respondent may appeal the decision to the President of the College in the following circumstances:

- if the procedures provided in this policy were not followed;
- if the decision was biased, discriminatory, capricious, or arbitrary; or
- if new evidence is found that might alter the previous decision.

3.3.1.1.4 Rights and Obligations

Both the complainant and the respondent may be accompanied during the informal and formal processes or any appeal by an advisor/advocate from within the College community. Advisors/advocates may be present solely to provide support to the complainant or respondent. They may not participate or speak on behalf of the complainant or respondent or serve as a witness. Members of the College community must cooperate during the informal and formal processes and any appeal provided in this policy. Failure to cooperate will be grounds for disciplinary action. False statements made by a member of the College community during either informal discussions or the formal investigation will be grounds for disciplinary action.

Confidentiality

To the fullest extent possible, the College will keep complaints, any information obtained during the course of the investigation, and the terms of the resolution confidential from individuals who do not have a “need to know.” However, the demands of an investigation and the enforcement of this policy preclude any guarantee of confidentiality.

Retaliation

Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy. Acts of retaliation are strictly prohibited and should be reported to the Chief HR Officer immediately. If any retaliation occurs, the individual engaged in retaliation will be subject to disciplinary action.

For Additional Rights and Protections for Complaints of Sexual Harassment, please see the College’s Title IX Sexual Harassment Policy found in the Employee Handbook, Student Handbook, and the Title IX page of the College website: www.wcmo.edu/titleix/reporting-policies

For more information, including definitions, reporting options, response, and appeals, a complete copy of College’s Anti-Discrimination and Harassment Policy and Procedures can be accessed in the Employee Handbook or by contacting the Office of Human Resources.

3.3.1.2 Title IX Sexual Harassment

Westminster College does not discriminate on the basis of sex in its education programs and activities. The College is committed to providing a learning environment free of all forms of violence, abuse, intimidation, fear, discrimination, and coercive conduct, including Sexual Harassment. Westminster College does not tolerate Sexual Harassment, as defined in this policy. Sexual Harassment is a serious offense and is a violation of the College’s core values of fairness, integrity, respect, and responsibility. This policy applies to any member of the College community, including students, faculty, and staff, as well as contractors, vendors, visitors, guests and other third parties. Additionally, the College prohibits retaliatory actions including, but not limited to, acts of intimidation, threats, coercion or discrimination against individuals who make reports or complaint of prohibited Sexual Harassment, or participate in or refused to participate in an investigation, proceeding, or formal hearing concerning a violation of this Policy.

The purpose of this Title IX Sexual Harassment Policy is to prevent and respond to Sexual Harassment on campus and to restore equal access to the College’s educational programs and activities. It is meant to encourage all members of the campus community to take responsibility for their behavior, to ensure compliance with applicable campus, state and federal regulations, to fairly discipline and sanction behavior that is inconsistent with the Westminster’s values (fairness, respect, responsibility, & integrity), and to educate the Westminster community about implications and consequences of prohibited behavior.

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The Title IX Sexual Harassment Grievance Process set out in this Policy pertains to Sexual Harassment, as defined by this policy, committed by or against students and/or employees, when: (1) the conduct occurs on campus or other property owned or controlled by the College; or (2) the conduct occurs in the context of a College employment or education program or activity within the United States. The College's education program or activity includes locations, events, or circumstances over which the College exercises substantial control over both the respondent and the context in which the Sexual Harassment occurred, and also includes any building owned or controlled by a student organization that is officially recognized by a postsecondary institution (such as fraternity or sorority house).

For complaints that do not fall under the scope of this process, complaints will be addressed by the College's Anti-Discrimination and Harassment Policy, or other applicable student or employee policy. Please refer to Student Handbook or Employee Handbook for more information on reporting and the adjudication procedures involving complaints that fall outside the scope of this Policy. Any individual with questions about which policy may apply in a given set of circumstances should contact the College's Title IX Coordinator.

Title IX – Title IX of the Education Amendments of 1972 (“Title IX”) is a federal law that prohibits sex discrimination in federally funded education programs and activities within the United States. Title IX also prohibits retaliation against any individual who files a complaint pursuant to Title IX, or who participates in a Title IX complaint investigation. Any inquiries regarding Title IX or this Policy should be directed to the Associate Vice President & Chief Human Resources Officer as the College's Title IX Coordinator.

Title IX Coordinator and Deputy Coordinators - The College's Title IX Coordinator is responsible for implementing and monitoring Title IX Compliance on behalf of the College, the coordinating training, education, and communications; administering the grievance procedures for handling complaints of violations of this Policy; and meeting with students regarding issues relating to Title IX and this Policy.

Associate VP & Chief HR Officer/Title IX Coordinator

573-592-5226

mandy.march@wcmo.edu

Westminster Hall 146

The Vice President/Dean of Student Life, Director of the Learning Opportunities Center (LOC), and Vice President of Academic Affairs/Dean of Faculty serve as Deputy Title IX Coordinators. The Vice President/Dean of Student Life provides support to the Title IX Coordinator on issues affecting students, the Director of the LOC provides support to the Title IX Coordinator on issue affecting student athletes, and the Vice President of Academic Affairs/Dean of Faculty provides support to the Title IX Coordinator on issues affecting faculty. These Deputy Title IX Coordinators can also provide oversight in case

the Title IX Coordinator is unavailable or if the Title IX Coordinator has a conflict of interest with a party in a grievance process.

Clery Act - Policy: *Annual Disclosure of Crime Statistics*

The Clery Act requires colleges and universities receiving federal funding to report campus crime data, support victims of violence, and publicly outline the policies and procedures put into place to improve campus safety. The Violence Against Women Act (VAWA) amendments to the Clery Act expand the rights afforded to campus survivors of sexual assault, dating/domestic violence, and stalking. The Annual Security Report (ASR) is disseminated to employees and students annually on October 1st. The ASR includes statistics of campus crime for the preceding 3 calendar years, policy statements, campus facility security and access, law enforcement authority, incidence of alcohol and drug use, and the prevention of/response to sexual assault, dating/domestic violence, and stalking. Campus Security collects statistics from the Fulton Police Department, Office of Student Life, the Wellness Center, and any other campus security authority as defined under the Jeanne Clery Disclosure of Campus Security Policies and Campus Crime Statistics Act. Crime statistics may be obtained at the Office of Student Life or by contacting the Director of Campus Security at 573-592-5555.

3.3.1.2.1 Reporting Sexual Harassment

Every report of Sexual Harassment received by the College will be taken seriously and action will be taken as appropriate. Any person may report Sexual Harassment whether or not the person reporting is the person alleged to be the victim of conduct that could constitute Sexual Harassment. Reports may be made in person, by mail, by telephone, or by e-mail using the contact information listed for the Title IX Coordinator. Such a report may be made at any time, including during non-business hours.

Reporting Sexual Harassment to the Title IX Coordinator does not automatically start the grievance process – the Title IX Coordinator will explain to the Complainant (alleged victim) how to start the grievance process by filing a Formal Complaint. An individual can make a report of Sexual Harassment in order to obtain supporting measures and resources – an individual making a report of Sexual Harassment is not required to file a Formal Complaint.

3.3.1.2.2 Responding to reports of Sexual Harassment

Upon receiving a report of Sexual Harassment, the Title IX Coordinator will promptly contact the complainant confidentially to:

- Discuss the availability of supportive measures with or without the filing of a formal complaint, and to provide a copy of this policy,
- Explain to the complainant the process for filing a Formal Complaint and the grievance process,

- Discuss the options available to the complainant, including the complainant's right to file a criminal complaint that will run separately from the College's process, and
- Provide the Complainant with information about existing counseling, health, mental health, victim advocacy, legal assistance, visa and immigration assistance, and other services available on and/or off campus.

Supportive Measures are individualized services designed to restore or preserve equal access to the College's education programs and activities, protect the safety of all parties and the educational environment, or deter Sexual Harassment. Supportive measures should be non-punitive, non-disciplinary, and not unreasonably burdensome to the other party. The College will do everything possible to provide a climate that is sensitive to, respectful and supportive of individual needs. Supportive measures will be provided if they are reasonably available and requested, regardless of whether the complainant chooses to file a Formal Complaint. Any supportive measures provided will be kept confidential to that extent that doing so will not impair the ability of the College to provide the supportive measure.

3.3.1.2.3 Formal Complaints of Sexual Harassment

In the event that a Complainant wishes for the College to proceed with an investigation and hearing into the allegations of Sexual Harassment pursuant to the grievance process procedures in this Policy, he or she must file a Formal Complaint. A Formal Complaint is a document alleging Sexual Harassment against a Respondent and requesting that the College investigate the allegation of Sexual Harassment. The Complainant must be participating in or attempting to access a College education program or activity at the time the Formal Complaint is submitted.

A Formal Complaint must be in written form, but it may be submitted in person, by mail, by email by using the contact information available in the Policy. It must be signed by the Complainant but the required signature may be physical or digital.

3.3.1.2.4 Dismissal of Formal Complaints

Upon receipt of a Formal Complaint, the Title IX Coordinator will review the allegations set forth therein and determine whether the Complaint may proceed. To proceed with the grievance process outlined in this policy, the Formal Complaint must fall within the scope of this Policy. Formal Complaints of Sexual Harassment brought pursuant to this policy must be dismissed if:

- The conduct alleged would not constitute Sexual Harassment as defined in this Policy;
- The conduct alleged did not occur against a person within the United States;
- The conduct alleged did not occur within a College educational program or activity, which includes locations, events, or circumstances over which the College exercises substantial control over both the respondent and the context in which the Sexual

Harassment occurred, and also includes any building owned or controlled by a student organization that is officially recognized by a postsecondary institution (such as fraternity or sorority house).

If the Formal Complaint must be dismissed under this Policy, then it will be addressed by the College's Harassment and Discrimination Policy, or under the applicable student or employee policies. Please refer to the Student Handbook and Employee Handbook for more information on reporting and the adjudication procedures for other policies. Any individual with questions about which policy may apply in a given set of circumstances should contact the College's Title IX Coordinator.

The Title IX Coordinator may also, in his or her discretion, dismiss a Formal Complaint in the event that the Complainant withdraws their complaint, the Respondent is no longer enrolled or employed, or if specific circumstances prevent gathering evidence sufficient to reach a determination on responsibility.

The Respondent will be presumed not responsible for the policy violation that is alleged in the Formal Complaint unless and until the Respondent is found responsible by the Hearing Officer at the conclusion of the grievance process. Charges of Sexual Harassment remain allegations until a decision is reached by College officials.

3.3.1.2.5 General Grievance Procedures

The grievance process generally will be completed within 120 days. However, extensions to this time frame may be granted at the request of either party, or at the discretion of the Title IX Coordinator when good cause exists for the delay. Good cause may include considerations such as the absence of a party, a party's advisor, or a witness; concurrent law enforcement activity, or the need for language assistance or accommodation of disabilities. The College will not delay this grievance process pending the final results of a criminal investigation or proceeding, but may delay the process briefly to accommodate a law enforcement investigation. The Title IX Coordinator will notify all parties in writing of the delay, the length of the extension granted and the reason for the extension.

Advisors - Each party will be given the same opportunity to select an advisor of their choice who can be a friend, family member, faculty member, mentor, attorney, or any other person of the party's choice who is available and agrees to serve as the advisor. A party must provide notice of who will serve as their advisor during any grievance process hearing at least 5 working days prior to the hearing. If a party does not have an advisor for a grievance hearing, the College will provide an advisor chosen by the College at no cost to the party (Complainant or Respondent).

Investigation - The Title IX Coordinator will appoint an Investigator or Investigators to conduct a fair, thorough investigation of the allegations in the Formal Complaint. Generally, the Title IX Coordinator along with the Director of Campus Security will serve as Investigators, but the Title IX Coordinator may appoint another College employee(s), or an outside individual(s) as Investigator(s).

The burden will be on the Investigator(s) to fully and fairly investigate the allegation in the formal complaint. All parties will have an equal opportunity to present witnesses and evidence to the Investigator. The parties will not be restricted in their ability to discuss the allegations under investigation or to gather and present relevant evidence. The investigation will generally include interviews and/or written statements from parties and witnesses, as well as consideration of any other evidence relevant to the incident.

The Investigator(s) will prepare an investigative report that fairly summarizes all the relevant evidence. The investigative report should include a description of all steps taken in the investigation as well as summaries of all interviews with parties and/or witnesses and all relevant evidence reviewed by the Investigator.

Hearing - Following the completion of the investigation, the College will conduct a live hearing before a Hearing Officer, who will act as the decision maker. The Hearing Officer will be appointed by the Title IX Coordinator, and may be a College employee, or may be an outside individual contracted to serve as Hearing Officer.

The Investigator(s) will make all evidence that is directly related to the allegations available at the grievance hearing. All parties may refer to such evidence and may use it in cross examination. The Investigator(s) will provide a copy of the investigative report and all evidence that is relevant to the allegations in the formal complaint to the Hearing Officer. However, the Hearing Officer may not defer to the investigative report, and must objectively evaluate all relevant evidence and independently reach a determination regarding responsibility.

Only relevant cross-examination and other questions may be asked of a party or witness. Before a Complainant, Respondent, or witness answers a cross-examination or other question, the Hearing Officer must first determine whether the question is relevant and explain any decision to exclude a question as not relevant to the party's advisor asking the cross-examination questions. Questions or evidence that are deemed irrelevant by the Hearing Officer will be excluded from the hearing. Formal rules of evidence shall not apply.

The following types of evidence must be considered irrelevant by the Hearing Officer:

1. Evidence that is not pertinent to proving whether a fact material to the allegation is more or less likely to be true;
2. Information that is protected by privilege (e.g. attorney-client privilege);
3. Any party's medical, psychiatric, psychological, or counseling records without that party's voluntary, written consent;
4. Any information about the Complainant's sexual predisposition or prior sexual behavior, unless it is offered to prove that someone other than the Respondent committed the behavior alleged in the formal complaint or offered to prove consent.

3.3.1.2.6 Findings and Written Determination

The Hearing Officer will make a determination of responsibility and whether there is a policy violation based on a preponderance of evidence – that is, whether it is more likely than not that a policy violation occurred. This standard of evidence applies to all Title IX Sexual Harassment hearings as determined within this policy which includes any type of respondent (student, staff, or faculty).

Written determination will be sent simultaneously to the parties along with information about how to file an appeal. The determination will become final and any sanctions will take effect after the resolution of any appeal, or if no appeal is filed, in after the deadline to file an appeal has passed.

3.3.1.2.7 Sanctions for Sexual Harassment

The possible sanctions that can be imposed on a student Respondent found to have violated this policy include: warning, probation, suspension, dismissal/expulsion, withholding diploma, withholding degree, transcript notation, organizational sanctions, and/or restrictions from events and/or college-sponsored activities.

The possible sanctions that can be imposed on an employee Respondent include: Warning, probation, suspension with or without pay, or termination.

In addition to sanctions imposed on the Respondent, remedies can be offered to the Complainant in order to restore and preserve equal access to the College's educational program and activities. Remedies may be, but are not limited to, a continuation of previously offered supportive measures. Additionally, remedies may burden the Respondent or be punitive/disciplinary in nature.

3.3.1.2.8 Appeals

Both the Complainant and the Respondent have a right to appeal the determination the determination regarding responsibility and the College's dismissal of a formal complaint (see the 'Dismissal' section). Appeals must be written and submitted within 48 hours of receipt of the Decision Notification Letter (except in the case of new evidence). The Vice President/Dean of Student Life (students), and/or Vice President/Dean of Student Life (faculty), and/or President of the College (employees or those involving expulsion and/or termination) will serve as the Appeal Officer. The appeal will be evaluated to determine if valid grounds exist for a review of the case. The following are the only permissible grounds for an appeal under this Policy:

- Procedural irregularity that affected the outcome,
- The existence of relevant information that was not available or known at the time of the hearing, and which, if known, might have changed the outcome of the hearing, or
- The Title IX Coordinator, Investigator(s), or Hearing Officer had a conflict of interest or bias that affected the outcome of the matter.

No appeal may be based only upon dissatisfaction with the determination and/or sanction.

3.3.1.2.9 Retaliation

The College strictly prohibits retaliation of any kind against an individual for reporting Sexual Harassment pursuant to this Policy, assisting someone with a complaint of Sexual Harassment, or participating in the grievance process following a formal complaint of Sexual Harassment. Examples of such prohibited retaliation include threats, intimidation, reprisals, or adverse educational actions. Any incidents of alleged retaliation should be immediately reported to the Title IX Coordinator or the Deputy Title IX Coordinators. The College will take appropriate corrective action, including disciplinary action, up to and including dismissal or expulsion, if retaliation occurs.

For more information including definitions, reporting options, grievance process, disciplinary action, and appeals, a complete copy of College's Title IX Sexual Harassment Policy can be accessed via the website at www.wcmo.edu/titleix, or within the Employee Handbook. Hard copies are available at Title IX Coordinator's Office, Westminster Hall 146.

3.3.2 Consensual Relationships

Westminster College strongly discourages faculty members from engaging in a sexual or romantic relationship with a Westminster College student, or staff members in supervisory positions from engaging in sexual or romantic relationships with subordinates in a *direct reporting relationship*, unless married to the student or subordinate. Because of the potential for abuse of power, harassment or discrimination, bias, and favoritism, the college considers that a conflict could exist when any faculty member or supervisor, as described above, engages in a relationship with a student or subordinate that goes beyond friendship to the romantic or sexual.

However, the school understands the impracticability of enforcing a "no dating" policy and is sensitive to issues of privacy. Therefore, although discouraged, if a relationship does exist, we encourage voluntary compliance with reporting and disclosure of relationships, to include voluntary reporting and disclosure when the relationship ends, to the Vice President for Academic Affairs and Dean of the Faculty or the Director of Human Resources. A voluntary reporting policy allows the college to work with employees to establish guidelines for appropriate conduct, and avoids the embarrassment of prying into employee's intimate affairs that a "no dating" policy can require.

While consensual relationships are not prohibited, we expect employees involved in a workplace relationship to conduct themselves professionally at work, and to leave their private affairs at home. We encourage employees to think ahead as to how they will handle their jobs if the relationship terminates. Dating and consensual dating relationships can lead to sexual harassment or discrimination, even though the relationship began as consensual.

3.3.3 Chemical Hygiene

Westminster College will maintain a chemical hygiene plan for all laboratories on campus, readily available from the Lab Manager upon request.

3.3.4 Hazard Communication

Westminster College will maintain a hazard communication plan for all departments/units on the campus where employees are exposed to hazardous chemicals. That plan will be readily available from the Director of Plant Operations, and the Lab Manager.

3.3.5 Blood-Borne Pathogens

Westminster College will maintain a blood-borne pathogen plan for all departments/units on the campus where employees have occupational exposure to blood and other potentially infectious materials. That plan will be readily available from the Lab Manager.

3.3.6 Violence in the Workplace

Westminster College expects all members of its community to treat each other with respect and dignity. Westminster College seeks to create and maintain an academic, social, and work environment in which all members of the community – students, staff, administrators, and faculty – are free from intimidation, threats, and acts of violence.

No employee shall threaten or use force or violence to restrain, coerce, or intimidate any co-worker, student, visitor or member of the public. An employee engaged in such conduct will be subject to disciplinary action, up to and including termination.

Employees who feel they are being provoked or harassed by co-workers should discuss the problem with their supervisor, the Chief Human Resources Officer, or the Director of Campus Security.

Any employee who receives a threat of violence by co-workers or another person, and any employee who hears, observes, reads, or otherwise becomes aware of a threat by any employee against him/herself or a co-worker, whether such threat is direct or implied, should immediately report the fact of such threat to his or her manager, the Chief Human Resources Officer, or the Director of Campus Police.

Firearms, knives, ammunition, explosive materials and any other dangerous weapons or materials (concealed or otherwise) are prohibited on all College premises (including College parking facilities) and at all functions sponsored by the College. Firearms may not be stowed in vehicles parked on or in College parking facilities. Excluded from this prohibition are the College Police who carry equipment as necessary to perform their job duties. Exceptions to the College prohibition on weapons on all campuses may only be made on an individual basis by the Director of Campus Police.

Appendix A: Faculty Self-Reports

Faculty Self-Reports

The annual self-report, one of the most important sources of information used by the Faculty Personnel Committee, will be completed and submitted by July 1, with a copy going to the Dean of the Faculty's Office for the Official File, and one copy each going to your Department and to your Division Chair. It should be a comprehensive but concise record of your activities and accomplishments for the calendar year (365 days) immediately preceding the July 1 submission date. It is your responsibility to see that your self-report is suitable for the purposes for which it is intended.

The report should be an essay or narrative organized on the basis of the three areas of evaluation: teaching effectiveness, scholarly, professional and creative activity, and service to the college and to students. It must contain a faculty member's self-reflection on what he/she did to enhance performance in the three areas of evaluation. It must also indicate the faculty member has addressed weaknesses raised/identified formally in writing by administrative officers (Dean, Division Chair, Department Chair, etc.) and/or the Faculty Personnel Committee. Quantitative data such as course enrollments and preparations, student survey results, and numbers of advisees may be requested from the Dean's Office, so they need not be included. Sign the report at the end, and use the following heading (either in block form at the left margin or centered):

(Name, Rank)
(Department)
20__-20__ (Academic Year)
SELF-REPORT

Each year, faculty members, at their discretion, may authorize the Vice President for Academic Affairs and Dean of the Faculty to make available their self-reports to serve as possible models, especially for new faculty.

In preparing your self-report, you should be guided by Section 2.5: Evaluation in the *Faculty Handbook*. In preparing your self-report, remember that you are responsible for explaining how your activities in each area of evaluation are related to the evaluative criteria contained in Section 2.5.

A. *Teaching Effectiveness*

1. List the name/number of the courses you taught, by semester.
2. Respond to suggested subject areas as highlighted in Section 2.5.2.1. However, do not feel obligated to answer each question.
3. What are your plans for growth in the area of teaching effectiveness for the upcoming year and future years?

4. How have student surveys helped you to evaluate, and/or to improve, your effectiveness as a teacher?
5. Feel free to make any other comments that relate to teaching.

B. Scholarly, Professional and Creative Activity

1. Comment on the activities of the past year that have renewed and expanded your knowledge in your own field and other areas.
2. Comment on those activities that have contributed to your professional growth and enhanced teaching.
3. What are your plans for scholarly, professional and/or creative activity in the upcoming year and future years?
4. Feel free to make any other comments which relate to this area.

C. Service to the College and to Students

1. Faculty in their first year of service at Westminster.
 - a. Comment briefly on your contributions to the work of your department/program during the past year (beyond the teaching of classes).
 - b. Are there areas of service to the College that you are not currently involved in but would like to be in the future?
 - c. Feel free to make any other comments that relate to this area.
2. For ranked faculty, except faculty in their first year of service at Westminster.
 - a. Comment briefly on your contributions to the work of your department and division during the past year (beyond the teaching of classes).
 - b. Comment briefly on your contributions to the work of the faculty during the past year through committee service or special projects.
 - c. Comment briefly on your service to students through academic advising, including the number of your advisees. Also comment briefly on your service to students through sponsoring student groups, coordinating scholarships or off-campus programs, and/or informal contact.
 - d. Are there areas of service to the College that you are not currently involved in but would like to be in the future?
Feel free to make any other comments that relate to this area.

D. Additional information

1. How do your efforts in these three areas of evaluation relate to and contribute to the mission, vision and goals of your department and of Westminster?
2. How could the College better support your efforts in any of the areas of evaluation?
3. As a separate attachment, list your professional accomplishments and achievements for the past calendar year (365 days preceding the July 1 submission date). The Dean of the Faculty will annually make available to faculty the guidelines governing the content and form of this list of accomplishments and achievements (e.g., if an updated c.v. is preferable).
4. Faculty biographical information included in the College's faculty and staff directory needs to be up-to-date. Any updates to faculty member's biography should be forwarded to Computer Services and a copy of the biography should be included as an addendum to the self-report.

Appendix B: Complex Procedures

Promotion Procedures (related to 2.6)

Evaluation in Departments with 3 or more tenured members

In the case of departments with three or more tenured members, excluding the candidate, the chair of the candidate's department will consult with all tenured members of the department, and their opinions about the candidate's receipt of promotion in rank will be included in the chair's recommendation to the Faculty Personnel Committee. If the chair is the candidate, the senior tenured member of the department will for the purpose of this section assume the role of the chair.

Evaluation in Departments with fewer than 3 tenured members

In the case of departments with fewer than three tenured members, excluding the candidate, the following selection process will be followed.

1. In departments where there are two tenured members, excluding the candidate, the division chair will join them in making a recommendation to the Faculty Personnel Committee. Should the division chair be a member of the candidate's department, the Executive Committee shall appoint one tenured member from the division.
2. In departments where there is only one tenured member, excluding the candidate, the division chair and one tenured member from the division appointed by the Executive Committee, will join him or her in making a recommendation to the Faculty Personnel Committee. Should the division chair be a member of the

candidate's department, the Executive Committee shall appoint two tenured members from the division.

3. In departments where there is no tenured member, excluding the candidate, the division chair and two tenured members from the division — one selected by the nominee and one selected by the Executive Committee — will make a recommendation to the Faculty Personnel Committee.

In all three of the cases described above, the group's recommendation will be sent simultaneously by the division chair to both the candidate and the Faculty Personnel Committee.

Tenure Procedures (related to 2.7)

Evaluation in Departments with Three or More Tenured Members

In the case of departments with three or more tenured members, excluding the candidate, the chair of the candidate's department will consult with all tenured members of the department, and their opinions about the candidate's receipt of tenure will be included in the chair's recommendation to the Faculty Personnel Committee. Should the chair also be the candidate, the senior tenured member of the department will assume the chair's function in this case.

Evaluation in Departments with Fewer Than Three Tenured Members

In the case of departments with fewer than three tenured members, excluding the candidate, the following selection process will be followed:

1. In departments where there are two tenured members, excluding the candidate, the division chair will join them in making a recommendation to the Faculty Personnel Committee. Should the division chair be a member of the candidate's department, the Executive Committee shall appoint one tenured member from the division.
2. In departments where there is only one tenured member, excluding the candidate, the division chair and one tenured member from the division appointed by the Executive Committee, will join him or her in making a recommendation to the Faculty Personnel Committee. Should the division chair be a member of the candidate's department, the Executive Committee shall appoint two tenured members from the division.
3. In departments where there is no tenured member, the division chair and two tenured members from the division — one selected by the nominee and one selected by the Executive Committee — will make a recommendation to the Faculty Personnel Committee.

In all three of the cases described above, the group's recommendation will be sent simultaneously by the division chair to both the candidate and the Faculty Personnel Committee.

Increase for Promotion in Rank Policy (related to 2.14)

Until the Dean of the Faculty, upon consultation with the Faculty Personnel Committee and with the endorsement of the ranked members of the faculty, adopts another alternative for awarding merit upon promotion, Westminster College will continue to award a fixed amount for promotion to a higher rank, an amount that will be added to a faculty member's base salary. While, as of 2018-2019, that fixed amount is \$1,000, it may be raised as additional funds become available.

Appendix C: Department and Division Chair Faculty Report

Based on the premise that the performance of a faculty member with regard to teaching and intellectual activity is best judged by an individual familiar with that faculty member's discipline, Department Chairs should prepare a separate report on every member of the department, full-time and part-time, tenured and probationary. Division Chairs should prepare a report on every Department Chair in the Division. These reports will be placed in each faculty member's Official File, so it is important that they be as accurate and complete as possible. Each report should be on a separate page.

Before submitting the report on an individual faculty member to the Vice President for Academic Affairs and Dean of the Faculty, the Department and Division Chairs must show the report to the faculty member evaluated. That faculty member will return a signed copy of the report to the chair once she or he has read it. Signing the report does not indicate agreement with its contents.

The reports must be submitted to the Dean's Office by no later than September 1st. Chairs' reports should not, however, merely recapitulate faculty members' self-reports. Reports that do not provide sufficient information will be returned to the chair for rewriting.

The report should be in the form of an essay or narrative concerning matters about which the chair has direct knowledge. The report should be signed at the end. The following heading (either in block form at the left margin or centered) should be used:

REPORT ON (Name)
By (Name), Chair
(Department or Division)
20__ - 20__ (Academic Year)

The purpose of the questions below is to indicate some of the kinds of things that might be incorporated in the report. It is especially important that the first five questions be addressed in the reports at the end of a probationary faculty member's first, third, and fifth years. (See Section 2.5.1.2 for additional explanation of department chair reports.)

1. If the faculty member is on a probationary appointment, do you recommend that the appointment be renewed? Why or why not?

2. What special expertise or knowledge does the faculty member bring to the department? How does this contribute to the department's curriculum and program?
3. What compliments or complaints have students made to you about the faculty member's courses, teaching, advising, or relations with students? What do student surveys reveal about students' learning experience? Reflecting over these and any other relevant data, how do you assess the faculty member's teaching effectiveness?
4. If you inquired into any complaints or allegations of unfair treatment, what did you find out and how was the issue resolved?
5. Is the faculty member willing (a) to teach his or her share of classes at unpopular hours (as defined by the Dean of the Faculty and the Registrar in consultation with the Faculty Executive Committee), (b) to teach his or her share of lower-level, introductory courses, (c) to contribute to the department's effort to service college-wide educational requirements as stipulated in 2.11.1, item 4, and (d) to develop new courses needed to strengthen or update the department's curriculum?
6. Is the faculty member willing to assume his or her share of the work required (a) to prepare grant proposals, (b) to bring guests to campus, (c) to conduct and evaluate placement examinations, (d) to order equipment and supplies, etc.?
7. Does the faculty member conscientiously observe departmental policies such as those pertaining to the conduct of multi-section courses, independent study courses, internships, or thesis courses?
8. How would you evaluate the faculty member as a major advisor?
9. Have you direct knowledge of any other pertinent matters which you think should be brought to the attention of the Dean and Faculty Personnel Committee?
10. How would you rate this faculty member's efforts as they relate to and contribute to the mission, vision and goals of his or her department and of Westminster? Based on your observation, how well does he/she uphold the Westminster College mission and values (Fairness, Integrity, Responsibility, and Respect) with colleagues, staff, and students across campus, both inside and outside the division?
11. How would you rate this faculty member overall and in each of the three areas used for faculty evaluation (teaching; scholarly, professional and creative activity; and service to the college and to students)? Your rating should be expressed in terms of three (and only three) categories: distinguished, satisfactory, unsatisfactory.

Appendix D: Student Surveys

All faculty members must administer the official student survey that has been approved by the Dean of the Faculty, and the faculty must survey every course taught as part of the faculty member's standard load. Results of the official student surveys will automatically

become a part of an individual's Official File and will be considered with other relevant materials in that file in generating evaluative reports.

Westminster College currently uses the IDEA Survey to assess student perceptions about courses and faculty. The Faculty Executive Committee, in consultation with the Dean of the Faculty and the Faculty Personnel Committee, will periodically review the suitability of IDEA, or any survey that might replace it, for use in the evaluation process. In its review, the Faculty Personnel Committee will consider how well the survey provides information about one's performance as a teacher, upon which various institutional decisions are based, and how well the survey provides information that serves as a useful guide for self-improvement as a teacher. The committee may, at its discretion, also identify other functions a student survey should perform. Should the committee find the current official student survey inappropriate or undesirable, it will research alternative surveys and recommend to the faculty which alternative should replace the one currently in use. A majority of the faculty must approve any change in official student survey instruments.

Whatever the official student surveying instrument, faculty members, especially those serving on the Faculty Personnel Committee, should familiarize themselves with its strengths and weaknesses, including any guidelines and cautions provided by the organization that developed and/or distributes the survey, as well as by those who study its use. It is especially important that administrators examine the most recent IDEA pamphlet on using IDEA results for administrative decision making. Administrators and members of the Faculty Personnel Committee should also understand that no questionnaire may provide a complete picture of any faculty member's teaching. It is simply one source of information to be considered in the evaluation process.

In addition to the official student survey formally adopted by Westminster (currently IDEA), faculty members may also administer optional student surveys of their own creation/selection and may also place those results in their Official File. Such optional surveys will be considered alongside other relevant materials in their file in generating evaluative reports.

Appendix E: Course Syllabi

The *Faculty Handbook* states that it is the responsibility of faculty to inform students of course objectives, content, and grading policies within the first three class periods, and the *College Catalog* indicates that faculty will inform students of their policies regarding class attendance. It is, of course, up to each faculty member to design his or her own courses and to implement the handbook and catalog directives as appropriate. However, it is a matter of faculty policy that an adequate syllabus must include the following items of information:

1. the course number and name;
2. the course prerequisites

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3. the teacher's name, office number, and office hours or where office hours are posted;
4. a statement, as appropriate, relating to the fulfillment of a Tier I, II or III requirement (following the statement guidelines distributed by the Curriculum Committee);
5. a statement of the purposes and structure of the course, giving students a clear idea of what they will be expected to learn and how they will learn it;
6. a list of required and recommended textbooks and other readings and, where assignments make it appropriate, additional bibliography;
7. at least a rough schedule of topics, readings, activities, etc., so students have a clear idea of the pace of the course and what readings or assignments to do if they miss class and fall behind;
8. a description of assignments that will be graded with approximate due dates and weight to be given each in determining the grade in the course;
9. the syllabus must contain criteria for the assignment of final letter grades in the course.
10. an indication, where appropriate, of the role of class participation in the conduct of the course and in grading;
11. a statement that attendance is required in the course even if it is not part of the grade;
12. a statement of make-up policies regarding absences, missed activities, written work, and examinations;
13. a statement about how of the course meets credit hour policy guidelines (Necessary information will be provided prior to each academic term by the Associate Dean's office and can be found on the "INFORMATION FOR FACULTY" Microsoft Team on the internet; click [HERE](#) to go directly to the site.
14. the following statement: "All faculty and students are required to follow the College's Oath and Values Board, the ADA policy statement, college-wide policies prohibiting harassment and discrimination, the College Duty policy, and the Emergency Procedures. These policies and procedures can be found in the *Faculty Handbook*, Appendix R (hardcopy and on the Westminster College website), the *Faculty Advisor Handbook*, and the *Student Life Handbook*.

College-wide policies and procedures will be posted in document form (that can be downloaded and printed or posted for your class on the College's Learning Management System) in Public Folders (<outlook:Public Folders/All Public Folders/Offices and Services/Academic Affairs/CollegePolicies>). See Appendix R.

Electronic copies of the syllabi for your courses must be provided to the Academic Dean's Office, your department chair, and to your division chair. The electronic copy will become part of your personnel file. The copies must be submitted within the first three

class days of the beginning of fall and spring semesters and within the first three class days of the beginning of summer session.

Appendix F: Invited Speakers and Academic Freedom

The right to speak and the right to hear are essential to academic freedom, and the faculty endorses the statement regarding campus speakers issued by Committee A of the American Association of University Professors in 1983. The statement, entitled, "On Issues of Academic Freedom in Interference with Invited Speakers," reads as follows:

The freedom to hear is an essential condition of a free university and an inseparable part of academic freedom. Committee A deplors interference with the right of members of an academic community to hear on campus those whom they have invited to speak. The right to access to speakers on campus does not in its exercise imply either advance agreement or disagreement with what may be said, or approval or disapproval of the speaker as an individual. There can be no more appropriate forum for the discussion of controversial ideas and issues than the college and university campus.

Committee A reaffirms its expectation that all members of the academic community will respect the right of others to listen to those who have been invited to speak on campus and will indicate disagreement not by disruptive action designed to silence the speaker but by reasoned debate and discussion as befits academic freedom in a community of higher learning.

By endorsing the above statement, the Westminster faculty in no way wishes to stifle orderly and responsible dissent, and in fact encourages vigorous expression of opposing points of view. We are particularly concerned that students should be apprised of the fact that they have a right to express views contrary to ideas or policies that appear misguided or even abhorrent to them. The following are some of the accepted means of expression available to members of the Westminster community who want to challenge invited speakers or guests:

1. statements of views in the campus press or other media;
2. posting of signs or other notices on campus bulletin boards, including temporary placement in auditoriums or other meeting halls, so long as such signs do not obscure the vision of others or contain vulgarisms;
3. parades or marches, whether or not related to invited speakers, conducted in an orderly fashion and guided by college policy as to permissible locations on college property;
4. distribution of literature to passers-by;
5. protest through symbols such as wearing arm bands or displaying peace signs at a lecture;

6. organized student discussion (possibly with faculty involvement) to debate the issues raised by a lecturer or invited guest.

Appendix G: Professional Standards Committee Procedures

A. Initial Process and Definitions

The Professional Standards Committee hears complaints against faculty and/or administrative officers in cases over which it has original jurisdiction (see 2.15 A), after attempts to resolve problems informally and through ordinary administrative channels have failed. If feasible, those lodging a complaint should first attempt to resolve their complaint by meeting with the individual against whom the complaint is lodged. Students, for example, should contact the relevant faculty member to resolve grade disputes. Should such attempts fail or should a one on one approach not be considered desirable, the individual lodging the complaint should address the issue to the Vice President for Academic Affairs and Dean of the Faculty. The Vice President for Academic Affairs and Dean of the Faculty shall attempt to mediate the dispute so that all parties reach a mutually acceptable resolution.

If the mediation by the Dean leads to a successful resolution of the issue, the Dean of the Faculty will prepare, a statement of the substance of the complaints, corrective action to be taken by the person against whom the complaint was lodged, if any, and a time frame for implementing the corrective action. That document shall be reviewed and modified by all parties until it represents a fair statement of the issue and any resolution agreed to. All parties to the dispute will then sign the document. That document shall be kept for five years by the Vice President for Academic Affairs and Dean of the Faculty in the appropriate Grievance File, with copies also given to the parties to the dispute.

If the mediation by the Dean leads to no successful resolution of the issue, the individual(s) lodging the complaint may address their issue to the Professional Standards Committee for resolution. If the mediation by the Dean has led to a successful resolution, but the individual against whom the complaint was lodged then fails to meet the terms of the corrective action in the time frame stipulated, the Dean will submit the issue to the Professional Standards Committee for resolution.

If the mediation by the Dean leads to no successful resolution of the issue and the allegations involve one or more of the criteria stipulated in 2.8.5.1, the Dean of the Faculty may become the complainant and then address the issue to the Professional Standards Committee for resolution. If for any reason the Dean decides not to seek an inquiry by the Professional Standards Committee, the original complainant may address the issue to the Professional Standards Committee for resolution.

Definitions

1. ***Improper Academic Evaluation.*** Improper academic evaluation includes the following: (1) an evaluation that does not conform to the individual faculty member's

announced methods and standards of evaluation and/or (2) an evaluation that is arbitrary, capricious, or prejudiced by the consideration of factors unrelated to academic achievement, such as a student's race, color, religion, sex, age, national origin, political or cultural affiliation, life style or behavior outside the classroom.

2. ***Improper Conduct*** and/or a violation of college policies. Conduct or policies adopted by the faculty member that violate the policies established in the *Faculty Handbook*
3. ***Faculty Grievances***. A grievance is a complaint that a decision or action of the college that adversely affects an individual in his or her professional or academic position was arbitrary, violated one or more of procedures stated in the *Faculty Handbook*, and/or was made on grounds that were discriminatory or in violation of academic freedom.

B. Membership

The committee is composed of six members elected by the faculty for staggered three-year terms. After the committee members are elected, the faculty in the last semester of the academic year nominates and elects the chair by secret ballot and by majority vote. A quorum of three members is necessary at all times to conduct business. Should the committee be unable to fill vacancies on the committee or on its hearing panels due to disqualifications and challenges, it may ask former members to serve until a case is resolved. The most recent former member who is still active on the faculty will be selected first; the next most recent, second. If there are two members whose terms expired simultaneously, the choice will be affected by drawing lots.

Should the present and past membership of the committee not be sufficient to constitute a hearing panel, members of the hearing panel will be chosen from a pool of at least three faculty members selected by the Executive Committee of the Faculty from among those faculty who have never served on the Professional Standards Committee and who are not currently serving on either the Faculty Personnel Committee or the Executive Committee.

C. Confidentiality and Independence

Committee members, complainants, respondents, and advisers must observe strict confidentiality throughout the proceedings and any subsequent grievance process. Cases before the committee are discussed only with the parties, committee members, and the administration. The administration should not, however, attempt to influence the case except through argument presented openly at hearings. Committee members will discourage any attempts by any person to influence the committee regarding any case under consideration.

After the conclusion of any subsequent grievance process, public statements about a case by the committee or any of its members will be made only as the result of formal committee action.

D. Case Procedures

1. ***Informal Negotiations.*** The chair of the Professional Standards Committee will discuss potential cases with students, faculty, or administrators who have complaints. The chair contacts the Vice President for Academic Affairs and Dean of the Faculty to determine what efforts have been made to resolve the issue through normal administrative channels. At its discretion, the committee may then proceed with the case or refer it to the Vice President for Academic Affairs and Dean of the Faculty for further attempts at resolution.
2. ***Written Complaint.*** An individual who wishes to lodge a complaint prepares a written statement noting the specific actions which might constitute improper academic evaluation, improper conduct, etc. and indicating the nature of the evidence (testimony, evidence, documents, admissions, etc.) that can be offered to substantiate the charges. The complainant must have evidence to substantiate his or her charges. In grievance petitions, the petition will state against whom the grievance is directed and will contain any factual or other data that the petitioner deems pertinent to the case. Evidence of discrimination may be used in establishing a prima facie case. The written complaint is delivered to the chair of the committee or to another committee member. The committee member notifies the chair or the secretary immediately. By making a complaint to the committee, the complainant authorizes the committee to contact the respondent. By making a complaint naming the institution as the respondent, the complainant agrees to the presentation of such reasons and evidence as the institution may allege in support of its decision.
3. ***Multiple Complainants.*** If two or more persons present substantially the same complaint(s) described in 2.15 A, one person will be selected by the complainants and the committee to act as the complainant for the hearing. If appropriate, the other complainants may appear as witnesses. The hearing panel may extend its findings and redress to all affected persons.
4. ***Initial Notification of Respondent.*** The chair sends the respondent (1) a copy of the complaint which specifies the name of the complainant, (2) a copy of the committee's case procedures, and (3) a list of present and five most recent former members of the committee.
5. ***Preliminary Proceeding.*** The committee then schedules a meeting with the complainant and the respondent. No member of the committee who is involved in the case shall participate in the deliberations of the committee or, later, sit on a hearing panel. No member of the committee shall participate in the deliberations on a case involving a member of his or her department. Each party may challenge one present or former member of the committee without stated cause by filing a written statement with the chair of the committee prior to the preliminary proceeding.

The committee meets with both parties to consider whether the complainant's charge falls within the committee's jurisdiction and to discuss the nature of the evidence the complainant is offering. Submission of a complaint will not automatically entail a hearing.

After full discussion with the parties, the committee meets in executive session to decide whether the complainant appears to have, or to have access to, evidence relevant to the charges. The committee notifies the parties when the preliminary proceeding will reconvene. If the committee finds that the complainant's evidence does not merit a detailed investigation or would not be adequate to substantiate his or her charges, the committee may dismiss the charges. The committee determines which of the complainant's charges presented orally or in writing may be investigated in a formal hearing. The committee also determines whether each allegation, if proven in a formal hearing, would indicate (1) an instance of improper academic evaluation, (2) a failure to meet responsibilities to the institution, students, or colleagues, (3) a failure to observe stated college policies, (4) a violation of generally recognized standards of professional ethics, etc. The committee writes or revises the statement of charges with enough specificity that the hearing panel will be able to make an explicit finding on each charge.

The committee reconvenes the preliminary proceeding with the parties present. If the statement of charges was revised by the committee, the complainant is asked if the revised charges are an accurate statement of the points he or she wishes to prove. Changes in the statement of charges may be made by a simple majority vote of the committee. At this point, the committee selects a hearing panel.

The decision to convene a hearing panel does not indicate that the committee has made a determination as to the prima facie validity of the issues on either side of the dispute.

6. **Challenges.** In the event that a hearing will be held, the parties are informed that they have the right to challenge for cause any of the present or the five most recent former members of the committee by filing a written statement with the chair of the committee. In the event that vacancies on the hearing panel need to be filled by faculty who are neither present members of the Professional Standards Committee nor among the five most recent former members, the parties will have the right to challenge for cause those faculty qualified to fill the vacancies.

The committee will meet in executive session to consider any challenges for cause. In each instance of a challenge for cause, the members of the committee, excluding the challenged member, will determine the validity of the challenge. Challenge statements are confidential.

Parties may make a "challenge for cause" when they have reason to believe that a panel member may be unable to hear evidence or reach a judgment in a fair, unbiased manner.

7. **Mediation.** The purpose of the panel is to reach a judgment on the issues in dispute. However, the hearing process may itself serve to mediate the dispute by inclining the parties to a resolution of the issue. If at any time during the hearing the parties reach a settlement that is consonant with professional standards, the panel is empowered to accept it.

8. **Hearing Policies and Procedures**

a. **Hearing Panel.** For those grade challenges which do not appear to raise questions of professional ethics, the committee will name a three-member panel and will designate its chair. For all other cases, the committee will name a five-member panel and will designate its chair.

In most cases, the function of the hearing panel is to conduct an objective inquiry into the facts of the situation and to arrive at its independent judgment on the relevant facts viewed in the light of college policies and principles supported by the profession. However, in reviewing grievances regarding salary, evaluations, the decision not to promote, the decision not to confer tenure, the decision not to reappoint, the decision relating to layoff, the decision relating to suspension or dismissal for cause, and the decision relating to discrimination and harassment, the Hearing Panel will conduct a procedural review and will not substitute its judgment on the merits for that of the Faculty Personnel Committee, the President or other authority having original jurisdiction. If the faculty member alleges that the decision against renewal was based on inadequate consideration, the Hearing Panel will review the faculty member's allegation to determine whether the decision was the result of adequate consideration in terms of the relevant standards, policies and procedures of the institution.

b. **Notice.** The committee notifies the parties of the names of members of the hearing panel. The hearing panel, in consultation with the parties, sets a date for the hearing.

c. **Secretary.** The hearing panel may select a secretary from the list of present or former members of the committee or from a list of members of the college secretarial staff. The secretary is bound by the committee's policy of confidentiality.

d. **Hearing Policies**

(1) **Assumption of Innocence and Burden of Proof.** It is a fundamental principle of fairness that charges against a person are to be made the basis of action only when proven. The burden of proof rests upon those who bring the charges or who file a grievance with the committee.

(2) **Due Process.** Except as set forth herein, in all proceedings, academic due process should provide safeguards generally similar to those afforded by due process in legal proceedings. However, the hearing panel is not bound to follow the rules of evidence, discovery or other judicial procedure.

- (3) **Confidentiality.** Committee members, complainants, respondents, and advisers must observe strict confidentiality throughout the proceedings and any subsequent grievance process, and the committee will so inform the parties and any advisers.
 - (4) **Advisers.** Each party will be permitted to have an adviser of his or her choice from within the Westminster campus community. Neither party may be represented by legal counsel in proceedings before the Professional Standards Committee or any of its hearing panels. Advisers will address the panel only at the request of the chair.
 - (5) **Closed Hearing.** Witnesses are present only when presenting testimony. The hearing is open to the parties and their advisers, except when an individual is dismissed for cause or the committee is meeting in executive session.
 - (6) **Records.** A detailed record of the hearing will be maintained. The hearing panel will determine the method of recording the proceedings.
- e. **The Hearing Process.** The chair of the hearing panel will call the hearing to order. He or she may remark as to the purpose and nature of the hearing and may make any requests the panel wishes to make of the parties and their advisers. The chair will note any restrictions as to the amount of time available and as to any rules of the proceeding.

All individuals presenting testimony may be cross-examined by the complainant, the respondent, and the members of the hearing panel. The hearing panel, the respondent, and the complainant shall also have an opportunity to request the recall of any of the parties and/or witnesses involved in the proceeding for clarification or elaboration, but not for the purpose of repeating earlier testimony. The respondent and the complainant shall each have an opportunity to present opening and closing remarks to the panel. The panel may impose a time limit on opening and closing remarks. Once testimony and evidence have been received from all parties, the hearing panel normally will not accept any new evidence before it begins its deliberations.

All requests to address the panel will be addressed to the chair. The chair will rule on all requests, points of order, and all questions of admissibility. Judicial rules of evidence will not necessarily be followed. If a panel member or either party objects to a ruling by the chair, a majority vote of the panel shall be necessary to overrule the chair. The panel has the right to dismiss any person from the hearing who interferes with or obstructs the hearing or who fails to abide by the rulings of the chair or of the panel. Procedural questions which arise during the hearing not covered by these general rules shall be resolved by the panel.

- f. **Postponements.** At any time during the hearing, the proceedings may be temporarily suspended at the discretion of the panel.
- g. **Witnesses and Evidence.** Whenever possible, the parties will have the opportunity to be confronted by all witnesses. If exceptional circumstances make such

confrontation impractical, the panel may, at its discretion, take written statements from individuals who are unable to appear. The panel may also call witnesses to appear before the hearing and may request evidence. The panel will allow the parties to question any such witnesses appearing before the hearing panel and will provide copies of written statements to both parties. In no case will the panel consider statements against the respondent unless he or she has heard or been given a copy of the statements and knows the names of those who made them, and unless he or she has been given an opportunity to refute any unfavorable inferences which might otherwise be drawn.

To simplify the submission of evidence and taking of testimony, the parties may agree to stipulate their mutual acceptance of undisputed matters of fact.

Any documents or other items accepted as evidence are to be made fully accessible to both the complainant and the respondent, subject only to the restrictions imposed by the Buckley Amendment. The chair specifies when and to whom the evidence must be submitted in order to allow any necessary editing of documents and to allow both parties a reasonable length of time to see the evidence before the hearing.

Documentary evidence submitted during a session of the hearing panel may be used during that session only if the panel and both parties grant permission to do so. In keeping with the regulations implementing the Buckley Amendment, the committee, when necessary, will edit or obscure portions of such documents as academic records, course work, or grade books, so as to avoid divulging personally identifiable information about a student or students to another student who may be a witness or a party to a case. Personally, identifiable information need not be edited if the student affected signs a waiver of his or her Buckley Amendment right to confidentiality.

In cases which call into question a faculty member's professional conduct and performance, the panel may call the Vice President for Academic Affairs and Dean of the Faculty as a witness. The panel may inquire both as to the Dean's knowledge of the specific complaints being addressed in the hearing and his knowledge of similar issues raised within the preceding five years. The panel may request and the Dean is obligated to provide any documentary evidence in his possession regarding the issues raised, including any agreement(s) between the faculty member and himself to address such issues during the last five years that have been retained in the Dean's Record File.

- h. ***Deliberation by Hearing Panel in Executive Session.*** The panel will meet in executive session to make its decision, which will be based solely on the evidence introduced at the proceeding. An explicit finding will be made on each specified charge. A majority vote is sufficient for each finding. Prior to making its decision, the panel may decide to adjourn and to reconvene the hearing at another time.
- i. ***Disposition of the Case.*** The panel will dismiss the charges or will give advisory recommendations to the parties, to the administration, or to the faculty. In reviewing a decision of the Faculty Personnel Committee, the Professional Standards

Committee may request reconsideration of a case by the Personnel Committee indicating its rationale. In reviewing a decision by the President, the Dean of the Faculty or other college officer, the Professional Standards Committee may request reconsideration of a case by the relevant individual indicating its rationale. The findings and recommendations of the hearing panel are the findings and recommendations of the Professional Standards Committee.

The chair of the panel will notify both parties and the Vice President for Academic Affairs and Dean of the Faculty of the panel's findings and recommendations as soon as possible. Both parties will be allowed to examine documents accepted as evidence during the hearing.

The findings of the hearing panel shall be delivered to, and a receipt acknowledging delivery shall be signed by, the complainant and respondent(s). Acknowledging receipt does not indicate acceptance of the findings. Should a party to a case refuse to sign a receipt, the chair of the proceeding together with one other member of the Professional Standards Committee shall either deliver the findings to the party or place them in the party's campus mailbox. They shall then formally place in the records of the committee a signed statement attesting to their actions and including the date and time the findings were either delivered or placed in the mailbox.

In the case of a grade appeal, should the committee decide to recommend a change in grade, the faculty member will be allowed to present the recommended grade change to the Executive Committee. Should he or she choose not to do so, the chair of the Professional Standards Committee will recommend the grade change.

- j. ***Cooperation with the Committee and Its Hearing Panels.*** Students, faculty, staff and administrators are obligated to cooperate fully with the Professional Standards Committee and its hearing panels. Individuals called by the committee to testify must do so. Both faculty and students are obligated to provide to a hearing panel, at its request, such evidence as may be in their possession and deemed by the panel to be useful or necessary to its rendering a decision in a case before the panel. The committee and its hearing panels shall make reasonable efforts to secure the cooperation of and evidence from potential witnesses. Failure to obtain cooperation or evidence will not be grounds for objections or appeals by either party.
- k. ***Appeal.*** Any party to a case in which the Professional Standards Committee has original jurisdiction, who objects to the findings of the Professional Standards Committee may file an appeal with the President of the College. Any such appeal shall be submitted in writing within 14 days after the involved parties have been notified of the committee's findings.

Consideration of the appeal shall be based solely on the record and shall be limited to one or more of the following grounds:

1. that the finding is not supported by substantial evidence;

2. that procedural violations by the Professional Standards Committee were cumulatively so serious that they prevented the accused from receiving a fair hearing;
3. that the discipline imposed was excessive or inappropriate.

Except as noted in (2) above, procedural violations by the committee and its hearing panels are not grounds for appeal.

It shall be the responsibility of the President to make prompt disposition of all appeals. The decision shall be rendered within 30 days after receipt of the complete record of the case on appeal. If the President does not respond to an appeal within 30 days of receiving the complete record of the case, the panel's findings and recommendations regarding disciplinary action shall stand as final.

In the event that a claim is made that additional evidence has become available which would have materially affected the judgment of the panel, the President will return the case to the hearing panel for reconsideration.

- l. ***Postponement of Sanction.*** The President may postpone the imposition of a sanction or remedy while an appeal is being considered if the complainant would not be prejudiced by the postponement.
- m. ***Records.*** If the committee's findings are in favor of the respondent, all records regarding the case will be destroyed. The chair may abstract procedural statements from the records and retain these abstracts for the committee's closed file. If the committee's findings are in favor of the complainant, a complete record of the case will be kept in the committee's closed file for five years or until any litigation incident to the case is terminated. After that time, the chair will dispose of the records of the case. Abstracts of procedural statements may be made and retained in the closed file for the committee's information as to precedent.

The Dean of the Faculty, in cases where the faculty member is found culpable, will retain a record in the Dean's Record File.

- o. ***Amendment.*** These procedures may be amended by vote of the faculty and approval by the Dean of the Faculty and the President. Recommended changes should be sent to the Executive Committee of the Faculty.

Appendix H: Search and Appointment

I. For all Ranked Faculty and, if time and circumstances permit, Full-time Term Appointments

Approval of a Search

The Department Chair and/or Division Chair must consult with the Dean of the Faculty whenever a vacancy exists or is impending that requires a replacement, or whenever a new position is desired. The Dean of the Faculty must authorize the initiation of a formal search as well as the general qualifications, rank, salary range and duties for the position.

Search Committee

The Dean of the Faculty, after consultation with the appropriate Department and Division Chairs will appoint the members of an ad-hoc search committee. Normally, the Dean will appoint the chair of the department as chair of the search committee. The search committee will include, when feasible, at least one continuing faculty member drawn from the department in which the vacancy is located, one member of the faculty drawn from outside the department, the relevant Division Chair and, when possible, at least one student.

Duties of Search Committee Chair

The chair of the search committee or his/her designees shall: develop a timetable for the search; maintain minutes of committee meetings; draft and submit a job description advertisement to the Dean of the Faculty; chair meetings of the committee; receive applications and acknowledge their receipt to the applicants; conduct any follow-up information gathering (example, calling references or having transcripts forwarded); conduct interviews at national and regional conferences; distribute materials to the committee members and maintain confidentiality as appropriate; inform applicants when they are no longer under consideration; either arrange, or provide final candidates guidelines and authorization that allows them to arrange, travel and accommodations for on-campus interviews; schedule on-campus interviews, meetings, presentations and social gatherings; inform the Dean of the Faculty in writing regarding the committee's evaluation of the candidate(s); and see that the documents that must be retained in a search file (see Section 2.4) are placed in that file in the Office of Human Resources and that other materials received in the course of the search are either destroyed or returned to applicants or placement offices.

Job Description

On behalf of the search committee, its chair shall draft a position description and submit it to the Dean of the Faculty for approval. The description must include pertinent data, such as title; department; duties; areas of expertise; areas of specialization; qualifications required and/or desired; whether the appointment is tenure-track or term; reference to Westminster's mission; materials to be sent as part of application; the closing date for receipt of applications; contact person and address; and equal employment provisions as provided by the Office of Human Resources. The position description will serve as advertisement copy, and the Dean

of the Faculty will send the position description to the *Chronicle of Higher Education* and/or appropriate professional journals and placement services.

Applications

The Chair of the Committee, in consultation with the Dean of the Faculty, will determine what materials will constitute a completed application. A cover letter relating qualifications to the position description and a resume may be sufficient initially to be followed up by transcripts and letters of reference after an initial screening by the search committee.

The Chair of the search committee or a designee will serve as contact person and is responsible for receiving the applications and responding to them, preferably within ten days of their receipt. The cover letter of acknowledgment should: indicate receipt of the application; include a statement that it will be reviewed; request any materials needed to complete the application or to supplement it; and indicate that the applicant will be notified of any results as soon as possible.

As applications are received, electronic files should be created and uploaded for file sharing with the search committee for each applicant. Confidentiality of the information in the files must be maintained, but the files must be made available to those administrators, staff, faculty, and students involved in the search process. (see 2.4.6)

Screening of Applicants

Upon the conclusion of the application deadline, the search committee should conduct an initial screening of the applications. Applications from minority and women candidates should receive particular attention so long as the College has a special interest in recruiting such candidates to the faculty. The initial screening should also identify applicants who do not meet the job description or qualifications. These applicants should be sent a letter notifying them of three things: their applications have been considered; there are others whose qualifications fit the requirements of the position more closely; and their applications are no longer under active consideration.

A second review of the remaining applicants should be undertaken by the committee to identify a semi-final list of candidates that should be given more careful consideration. The committee may request transcripts and additional written information from the applicants at this point.

It may conduct telephone and/or video interviews with the candidates, references or others who might be in a position to comment on the applicant's suitability. As a result of this effort, the search committee should be in a position to recommend a final list of applicants to the Dean of the Faculty for on-campus visits. Care must be taken to ensure that none of the persons interviewed are asked any questions about the candidate that are prohibited by law. (See 3.1.4.)

The Chair of the Committee, in consultation with the Dean of the Faculty, will invite the candidate(s) on the final list to campus for an interview. At any point, the search committee, through its chair, may recommend to the Dean that the search process be terminated. At any point, the Dean may terminate the search process. The Dean may delegate any of his/her responsibilities in this section to the department chair and/or division chair.

On-campus Visit

After receiving approval from the Dean of the Faculty, the finalists should be invited to the College. The search committee chair should consult with the Dean's office regarding the details of travel, lodging, etc., prior to offering the invitation. The Business Office requires the full name and address of the candidates on the expense statement in order for the candidates to be reimbursed.

A schedule must be arranged in advance for each finalist and should be sent to the candidate as well as others on the schedule prior to the actual visit. It is the responsibility of the chair of the committee or his/her designee to act as host for the candidate and to ensure that the visit is organized and informative to both the college and the finalist.

Each finalist may be asked to give at least one presentation. This can include the teaching of an appropriate class (the subject and level to be arranged in advance) and/or a presentation to a group of invited faculty and students either on current scholarly interests or research or on material that might be part of a class presentation. Members of the appropriate departments, the search committee, the Dean of the Faculty, other interested faculty and students, as determined by the search committee, should be invited to the presentation.

Each finalist should meet with the search committee and the division chair in a formal interview process and in a group setting. The search committee should prepare for such interviews carefully. It may be useful to develop a method or outline of topics to be explored and questions to be asked. It is imperative that members of the search committee and others who meet with a finalist refrain from asking questions that are prohibited by law. (See 3.1.4.)

Each finalist should meet individually with the relevant department, if different than the search committee, the Dean of the Faculty and the President. All of the activities should be designed to facilitate an exchange of information so that both sides may make a fully informed evaluation of each other's strengths and weaknesses and mutual suitability. Before a candidate meets with the Dean of the Faculty, a member of the Search Committee must provide him/her with information about the College personnel evaluation process.

The candidate should meet with the Office of Human Resources to receive information about the college's benefit programs.

A tour of the campus should be provided to each finalist.

The search committee should make an effort to obtain the impressions and evaluations of all of those who come into contact with the finalists and should meet to recommend a final candidate for the position and to rank the other finalists.

Appointment

The chair of the search committee meets with the Dean of the Faculty to discuss the committee's recommendation, as well as the impressions and evaluations received by the committee. The Dean of the Faculty decides whether or not to recommend that an offer of appointment be extended to one of the finalists. The Dean's recommendation is then forwarded to the President for his or her approval. Upon receipt of the President's authorization, the Dean will make the actual offer of appointment in the form of a written contract and letter, if appropriate. He/she will notify the chair of the search committee when the offer has been accepted or rejected.

If the first-choice candidate declines the position, an offer to the next candidate may be made after consultation with the Dean.

Once a candidate has accepted the position, the Chair will submit to the Dean of the Faculty a final written report on the search and indicate that all other applicants have been contacted and informed that they are no longer being considered. The Chair of the search committee must ensure that all application materials that the college must retain in the search file are placed on file in the Office of Human Resources.

II. For Full-Time Term Appointments, where time and circumstances do not permit a national search as described in I above, and for all other faculty positions except part time per course faculty.

Determination of Vacancies

Recommendations for a faculty term appointment come from the department or program in which the appointment would be made. All recommendations must be approved by the Dean of the Faculty.

Search and Appointment Procedures

When the appointment has been authorized, the search proceeds as for a tenure-track appointment except that:

- A. The search committee recommends only one person for an on-campus interview. If the initial candidate is unacceptable, the search may be continued and another person invited for an on-campus interview.
- B. The timing and circumstances surrounding the search prevents creation of the search committee or the implementation of the procedures as described in Section I above. In such circumstances, the Dean of the Faculty, in consultation with the appropriate department and, if possible, with members of the Personnel

Committee shall formulate the committee and guidelines as circumstances dictate.

- C. Special search arrangements, such as those governing the hiring of the Robertson Chair, have been created in lieu of the general faculty search process. Such special arrangements must be approved by both the Dean of the Faculty and the President of the College.
- D. All term appointments must be approved by the Department and the Division Chair, in addition to the Dean of Faculty.

III. Faculty Qualifications for Non-Tenure Track Positions

The College is committed to employing faculty members qualified to accomplish its mission and goals at the highest possible level. The qualifications outlined below apply only to non-tenure-track faculty positions (including, but not limited to, part-time, per-course faculty, Professional Academic Staff, and visiting instructors). In all cases, the College is responsible for justifying and documenting the qualifications of its faculty.

According to HLC guidelines effective September 1, 2017 non-tenure track faculty must meet one of the following criteria:

- 1) Possess an academic degree relevant to the teaching discipline that is at least one level above the level at which they teach, except in programs with terminal degrees (e.g. CPA) in which case the faculty must possess the same level of degree.
- 2) Possess an academic degree higher in a discipline or subfield other than the one in which they teach and have completed a minimum of 18 graduate level credit hours in the discipline or subfield in which they teach.
- 3) Individuals who do not possess a degree one level above the level at which they teach must have at least 18 graduate credit hours in the discipline or subfield in which they teach, plus meet TWO of the following criteria:
 - a. A minimum of five years of professional experience in a field relevant to the subject matter of the course(s) the faculty member would teach.
 - b. Relevant validation within the field, such as a certificate, license, or exhibition.
 - c. College-level teaching experience in the academic department in which the faculty member will be housed and that the department deems sufficient.
 - d. Are a Ph.D. candidate in the discipline or subfield having successfully passed qualifying exams.
- 4) Approval via “tested experience,” which according to HLC guidelines, “includes a breadth and depth of experience outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching” and “may substitute for an earned credential or portions thereof.” Tested experience may be substituted for academic credentials when such credentials are deemed unnecessary.

Instructors may be approved to teach Physical Education Activity or other uniquely situated courses based on tested experience using licensure or other industry certification. Department Chair, Division Chair, and Dean of Faculty approval is required.

Individuals hired under category three (3) will receive mentorship and oversight from the department chair(s) in the form of syllabus review, two class visits per semester, and consultation, if appropriate, with the Dean of Faculty. With the exception of the imperative for a national search, the above should serve as criteria for hiring part-time and per-course faculty. As with full-time faculty hires, all term appointments must be approved by the Department and the Division Chair, in addition to the Dean of Faculty.

IV. For the President and the Dean of the Faculty

The Search and Appointment Process for these administrative positions will be guided, insofar as practical given the position description/duties, by the process discussed in Section I of this Appendix. Each finalist, during the on-campus visit, will meet with the faculty to discuss why he/she should be considered for the position. In cases where the administration and/or Board anticipates awarding rank and/or tenure to the office holder, each finalist will also be interviewed by the Faculty Personnel Committee. (See 2.1.5)

V. Part-Time Term Appointments

Requests for part-time faculty are made by the chairs of Departments or Programs and approved by the Dean of the Faculty. Guided by the pressures of time and circumstances, the Dean of the Faculty and the appropriate chair may decide to advertise the position in appropriate newspapers and/or journals, may work with department chairs in graduate institutions, and/or may adopt other legal strategies that will produce a qualified faculty member to fill the part-time term appointment.

VI. Extension of Initial Appointment

A person chosen to fulfill a term appointment, and who has performed satisfactorily in the view of the Department in question, with the approval of the Dean and Division Chair, may be appointed to the same position for another term without conducting a new search.

Appendix I: Responsibilities of the Department Chair and Program Coordinator to Faculty –Especially New Faculty

The department chair/program coordinator should apprise all full-time and part-time faculty members, but especially new faculty members, of their responsibilities and policies of the College as outlined below. However, the faculty assume the ultimate responsibilities for fulfilling their obligations. As such, they are expected to familiarize themselves with their responsibilities and College policies as described in the *Faculty*

Handbook; and are encouraged to seek guidance and assistance from their department chair/program coordinator as necessary.

A. Course work

- Syllabi; course goals and objectives. Discuss with them the syllabi rules contained in the Handbook; in the initial semester review syllabi before distribution to students. Remind colleagues to forward two copies to the Dean's Office and one copy each to the department and division chair. (See Appendix E.)
- Departmental expectations. Discuss expectations of the department relating to rigor, types of assignments, uniformity as required in the same number or type of courses, types of exams, etc. Share with them samples of similar syllabi, exams, and assignments.
- Grading. Discuss policies relating to the posting of grades and papers; Honor Code; student appeals and protests, operation of the Personnel Committee as well as the other major committees, including Professional Standards. (See the relevant sections of the *Faculty Handbook*, *College Catalogue*, and *Student Handbook*.)
- Curricular issues. Share policies on creating new courses or significantly modifying old ones. Help them to identify a 2-4-year course projection suitable to the department and to Westminster College.
- Office Hours. Explain that when classes are in session, full-time faculty must schedule no fewer than three posted office hours each week; pro-rata part-time faculty must schedule no fewer than two posted office hours each week; and part-time per course faculty must schedule posted office hours as stipulated in their contracts. Remind them that faculty members need to indicate this information on their office door and syllabi.

B. Evaluation

- Class Visitation. All part-time per course faculty, adjunct faculty, lecturers, special appointments faculty and probationary faculty in their first year of service at Westminster, should, if at all possible, be visited within the first eight weeks of class. It is the responsibility of department chairs to contact faculty members in their departments to set up class visitations. (For specific guidance on class visitation requirements including those required to be visited, see Appendix J.)
- Criteria for tenure/promotion. Discuss criteria as viewed by the department and explain the role of chair in making recommendations to the Personnel Committee. In particular, the department chair should discuss what is expected in terms of the three major areas of evaluation: (1) teaching effectiveness, (2) scholarly, professional, and creative activity, and (3) service to the college and its students (as delineated in sections 2.4.5 and 2.5 of the Faculty Handbook).

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- Official Student Surveys: Currently IDEA. Discuss IDEA and identification of goals before syllabi are prepared; then later in the semester discuss the administration and use of IDEA.
- Self-Report; record keeping. Discuss the importance of the self-report. Share, as you feel comfortable, a copy of a previous self-report. (See Appendix A.)
- Committee Service and Service to the College. Discuss in spring of first year the importance of committee service and service to College.
- Bookstore; Library, photocopying; mailroom, telephone. Explain policies and guidelines for these matters, including the need for timely submission of text adoption forms.
- Academic Advising. Share policies when students may declare majors and any department criteria relating to that decision.

- Scholarly, Professional, and Creative Activity: The chair should discuss the criteria for peer review (as outlined in section 2.5.3.1 of the Faculty Handbook).
- General Advice. Serve as a resource person to direct new faculty to the right office or individual. Alert faculty to services available to students, including counseling, writing and math labs, health clinic, etc., as described in the *Faculty Advisor's Guide* and/or the *Westminster Student Handbook*.

Appendix J: General Guidelines for Classroom Visitation

- A. Department chairs must visit a minimum of two classes per year for all probationary faculty and when addressing decisions about conferring tenure and granting promotions to department members and awarding significant merit increases. Department chairs will visit classes for tenured faculty in their departments who are not being considered for promotion or significant merit increases and senior lecturers (see 2.1.3.2) as the department chairs deem appropriate.

In order to determine the timing of classroom visitations noted above, the Department Chair should assume, unless an individual faculty member indicates otherwise, that a significant review will occur every seventh year of service.

Division Chairs will follow these guidelines when evaluating Department Chairs.

- B. Department chairs or their delegates (see point C below) must visit at least one class per year for part-time per course faculty, adjunct faculty, special appointments faculty and lecturers. The visit should take place, if at all possible, within the first eight weeks of class. (Appendix I, B)
- C. Should a department chair not be able to visit all part-time per course faculty, adjunct faculty, special appointments faculty and lecturers in the chair's department, the chair

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may appoint a delegate to visit the class in his/her stead. The delegate must be: (1) a tenured member of the department approved as a replacement evaluator by the faculty to be reviewed; or (2) the relevant division chair.

The following will guide this visitation process:

1. Before visiting a colleague's class, meet to discuss the aims of that particular session. (See "Class Visitation Report: Pre-visitation Conference" on the following page.)
2. The visitor shall be aware that his or her presence may disrupt the students' usual behavior in the class. Please be an unobtrusive as possible.
3. The visitor should take notes throughout the session, noting strengths and weaknesses in the presentation/demonstration, etc. The "Observation" section on the Class Visitation Report on the following page may be helpful in this regard.
4. For any initial classroom visitation during a semester, a narrative summary of the class visitation should be drafted as soon as possible. This summary will be provided to the faculty member observed in order to facilitate a post-observation discussion of strengths and weaknesses. This conference should be held as soon as possible after the visitation, preferably within a week of the observation date. The observer should have carefully prepared comments and discuss the narrative summary with the
5. instructor. This process should be a learning experience for both. The decision to place the narrative summary in his/her Official File will be determined by the individual being observed. The instructor of the class session may also write a short evaluation of the class for his/her file.

Class Visitation Report

Instructor: _____

Date: _____

Course: _____

Format: (Disc., Lect., Lab.): _____

The following is a set of guidelines for use in classroom visitation. Feel free to modify as appropriate for particular situations.

- I. Pre-Visitation Conference: (Date: _____)
 - A. What are the objectives for the class/lab session? How does the class fit the goals and objectives of the course?
 - B. What is the methodological approach for the class/lab?
 - C. How does the instructor characterize the general class/lab environment?

- II. Observation: Please use the relevant guidelines below as a basis for a narrative report on the class or laboratory session.
- A. Clearly defines objectives for class/lab.
 - B. Effectively organizes class/lab presentations/demonstrations
 - C. Expresses concepts clearly and thoroughly.
 - D. Responds directly and appropriately to student questions.
 - E. Language and behavior are unbiased.
 - F. Demonstrates enthusiasm for and interest in subject matter.
 - G. (Lab only). Remains in laboratory for full class session.
 - H. (Lab only). Assumes leadership role.
 - I. Students appear actively engaged in class/lab presentations.
- III. Post-Visitation Conference: (Date: _____)
- A. How does the instructor assess the class/laboratory? To what extent were the class/lab objectives met? Was the class/session typical?
 - B. What could have been done to improve the class/lab session?
 - C. What suggestions does the observer have for improvement?

Appendix K: Westminster College Institutional Policy on the Faculty Educational Rights and Privacy Act of 1974

The Family Educational Rights and Privacy Act of 1974 (FERPA) governs the release of educational records maintained by an educational institution and access to the records in order for the student to be afforded certain rights to privacy. This law applies to all elementary, secondary, and postsecondary institutions that receive federal funds under any program administered by the U.S. Secretary of Education. Westminster College complies fully with the Family Educational Rights and Privacy Act of 1974 as noted in the policy information below:

Annual Notification: Students will be notified of their FERPA rights via the Westminster Web Site at www.wcmo.edu or by requesting a copy of the policy available in the Registrar's Office at Westminster College.

Procedure to Inspect Education Records: Students may inspect and review their education records upon request to the appropriate record custodian. Students should submit to the

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record custodian or appropriate staff person a written request, which identifies as precisely as possible the record or records he or she wishes to inspect.

The record custodian or appropriate staff person will make the needed arrangement for access as promptly as possible and notify the student of the time and place where the records may be inspected. Access must be given in 45 days or less from the receipt of the request. Once students have requested access to their education records, such students' records cannot be destroyed until inspection and review have been provided. When a record contains information about more than one student, the student may inspect and review only the records, which relate to him.

Right to Refuse Access: Westminster College reserves the right to refuse to permit a student to inspect the following records: (1) The financial statement of the student's parents; (2) Letters and statements of recommendation for which the student has waived his or her right of access, or which were placed in file before January 1, 1975; (3) Records which are excluded from the FERPA definition of education records.

Refusal to Provide Copies: Westminster College reserves the right to deny transcripts or copies of records not required to be made available by the FERPA in any of the following situations: (1) The student has an unpaid financial obligation to the College; (2) There is an unresolved disciplinary action against the student.

Record of Requests for Disclosure: Westminster College will maintain a record of all requests for and/or disclosure of information from a student's education records. The record will indicate the date of the request, the name of the party making the request, and the legitimate interests these parties had in requesting or obtaining the information.

Fees for Copies of Records: The fee for copies will be \$2.00 per page. The fee for an official transcript will be \$11.00 per transcript.

Correction of Education Records: After inspecting his or her educational records, a student has the right to request the amendment of such records. He or she should submit such a request in writing to the school official in charge of the records. If the request is denied, the student has the right to a hearing as provided in Title 34 of the Code of Federal Regulations. The hearing will be conducted by the Professional Standards Committee, a committee of elected faculty members. If the committee decides against the student, the student has the right to submit a written comment on the disputed material in his or her educational record. The comment will be maintained as a permanent and integral part of his or her record and will be disclosed to any party to whom the student's educational record is disclosed. The student also has the right to file a complaint with the Family Policy Compliance Office, U.S. Department of Education, 600 Independence Avenue S.W., Washington, D.C., 20202-4608, according to the procedures described in Title 34 of the Code of Federal Regulations, Subtitle A, Parts 99.64 and 99.65.

Location of Educational Records: Educational records at Westminster are located as follows: (a) academic records are kept by the Dean of Faculty and the Registrar in

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Westminster Hall; (b) records on student life including records on student housing, organizations, and disciplinary matters are kept by the Dean of Student Life in Westminster Hall; (c) health records are kept by the Director of Counseling and Health Services in Westminster Hall (d) records on student financial affairs are kept by the Vice President for Business & Finance in Westminster Hall and by the Director of Financial Aid in the Enrollment Services/Financial Aid offices in Champ; (e) placement records are kept by the Director of Career Services in Newnham Hall; (f) internship records are kept by the internship coordinator in Newnham Hall (g) athletic records are kept by the Director of Athletics located in the Westminster Gymnasium.

Disclosure of Education Records: Westminster College will disclose information from a student's education records only with the written consent of the student, except:

- 1) To school officials who have a legitimate educational interest in the records;
- 2) To officials of another school, upon request, in which a student seeks or intends to enroll;
- 3) To certain officials of the U.S. Department of Education, the Comptroller General, and state and local educational authorities, in connection with certain state or federally supported education programs;
- 4) In connection with a student's request for or receipt of financial aid, as necessary to determine the eligibility, amount or conditions of the financial aid, or to enforce the terms and conditions of the aid;
- 5) If required by a state law requiring disclosure that was adopted before November 19, 1974;
- 6) To organizations conducting certain studies for or on behalf of the college;
- 7) To accrediting organizations to carry out their functions;
- 8) To parents of a student who provide evidence that the parents declared the student as a dependent on their most recent Federal Income Tax form;
- 9) To comply with a judicial order or a lawfully issued subpoena;
- 10) To appropriate parties in a health or safety emergency;
- 11) To an alleged victim of any crime of violence or the results of any institutional disciplinary proceeding against the alleged perpetrator of that crime with respect to that crime.

Parental Access to Children's Education Records: Records may be released to parents under the following circumstances: 1) through written consent of the student, 2) in compliance with a subpoena, or 3) by submission of evidence that the parents declare the student as a dependent on their most recent Federal Income Tax Form.

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Grade Reporting: Westminster faculty report midterm and final grades for all enrolled students to the Registrar's Office. Westminster College does not mail grade reports. By entering their confidential I.D. and PIN number, students may access their midterm and final grades through the campus computer network. A printable version of the grade report is also available to students on the Campus WEB for hard copy access. Letters regarding academic ineligibility and academic probation will be sent to the student at their legal, home, permanent address.

Definitions: At Westminster the phrase "other school officials" refers to any person employed by the College in an administrative, supervisory, academic or research, or support staff position. A school official has a legitimate educational interest if the official is: (a) maintaining, monitoring, or evaluating the record-keeping system itself; (b) implementation, monitoring, or evaluating the academic curriculum; (c) counseling, advising, or otherwise assisting a particular student; or (d) evaluating particular students with respect to financial or academic awards, honors, or achievements.

A student is defined as any person who attends or has attended Westminster College. An educational record is any record (in handwriting, print, tapes, film, or other medium) maintained by Westminster College or an agent of Westminster College, which is directly related to a student.

Directory Information: Certain information pertaining to students is defined as "directory information," which is information that may be freely made public and that is normally published in such things as student directories, yearbooks, school announcements, etc. Westminster College may disclose any of the following items without prior written consent unless written notification is received from the student.

Directory Information includes a student's name, address, fraternity affiliation, telephone number, E-mail address, date and place of birth, parents' names and address(es), major field of study, minor field of study, picture, class, academic advisor, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance at Westminster College, veteran status, current list of classes (for book pick-up at Bookstore, does not include times or rooms), full-time or part-time enrollment status, honors, degrees and awards received, the most recent previous educational institution attended, and high school attended.

A student has the right to object to the publication of this information and may do so by presenting his objection in writing to the Registrar before the end of the first fifteen days of classes.

A copy of the Department of Education's Code of Federal Regulations, Part 99 - Family Educational Rights and Privacy is available in the Registrar's Office.

Provisions of the Buckley Amendment

The Family Educational Rights and Privacy Act of 1984 (also known as the Buckley Amendment) grants to each student certain rights with respect to the educational records kept on them at any school they attend. Following is a brief synopsis of students' rights

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under this statute. For further information, consult the “Westminster College Policies and Procedures Adapts Pursuant to the Family Educational Rights and Privacy Act” in the Academic Dean’s Office.

With certain exceptions, which are authorized by the statute, the educational records maintained by Westminster College for any given student are subject to inspection and review by that student. Westminster College reserves the right to refuse to permit a student to inspect the following records: (1) The financial statement of the student’s parents; (2) Letters and statements of recommendation for which the student has waived his or her right of access, or which were placed in file before January 1, 1975; (3) Records which are excluded from the FERPA definition of education records.

A student has the right to request the amendment of any of his or her educational records which he believes to be inaccurate, misleading, or in violation of his rights of privacy. The student also has the right to file a complaint with the Family Policy Compliance Office, U.S. Department of Education, Washington, D.C. 20202-4608.

Certain information pertaining to students is defined as “directory information,” which is information that may be freely made public and that is normally published in such things as student directories, yearbooks, school announcements, etc. Directory Information includes a student’s name, address, fraternity affiliation, telephone number, E-mail address, date and place of birth, parents’ names and address(es), major field of study, minor field of study, picture, class, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance at Westminster College, full-time or part-time enrollment status, degrees and awards received, the most recent previous educational institution attended, and high school attended. A student has the right to object to the publication of this information and may do so by presenting his objection in writing to the Registrar before the end of the first five days of classes.

All personal educational information about a student other than directory information may be released only with the student’s written consent, except in the following cases when such information may be released without the student’s written consent: (1) to other school officials including teachers within the educational institution who have legitimate educational interests; (2) to officials of other schools in which a student intends to enroll; (3) to authorized state and federal educational authorities; (4) in connection with a student’s application for, or receipt of, financial aid; and (5) pursuant to any lawfully issued court order or subpoena.

Grade reporting. It is our policy to report the grades of a student to his or her parents at the end of each semester. Students who are legally financially independent of their parents and who desire that their grades not be reported must file a request for this in the Registrar’s Office prior to September 15 in the Fall Semester and February 15 in the Spring Semester.

TO: Westminster Faculty and Staff

FROM: Registrar

RE: Compliance with the Family Educational Rights and Privacy Act

The purpose of the Family Educational Rights and Privacy Act (FERPA) is to afford certain rights to students concerning their education records. The faculty and staff at Westminster College are expected to abide by the regulations set forth in this act. **Please read the following academic information that pertains to faculty/staff regarding the Family Educational Rights and Privacy Act.**

Directory Information - Westminster College may disclose any of the following items without prior written consent unless written notification is received from the student. Directory Information includes a student's name, address, fraternity affiliation, telephone number, E-mail address, date and place of birth, parents' names and address(es), major field of study, minor field of study, academic advisor, picture, class, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance at Westminster College, veteran status, full-time or part-time enrollment status, degrees and awards received, honors, the most recent previous educational institution attended, and high school attended. A student has the right to object to the publication of this information and may do so by presenting his objection in writing to the Registrar before the end of the first fifteen days of classes.

Students who complete and submit FERPA release forms may give parents or other designees permission to inquire about or receive non-directory information. Please contact the Registrar's Office to determine if a student has submitted a FERPA release form.

Posting of Grades or Identifiable Numbers by Faculty/Staff - The public posting of grades either by the student's name, institutional student i.d. number, or social security number without the student's written permission is a violation of FERPA. Even with names obscured, numeric student identifier numbers are considered personally identifiable information. Instructors who post grades should use a system that ensures FERPA requirements are met. This can be accomplished by obtaining the student's written permission to do so or by using code words or randomly assigned numbers that only the instructor and individual student know. The order of posting should not be alphabetic. **Faculty/staff should not leave student work (tests, graded papers, confidential academic information, etc.) or papers with student identifiable numbers (SSN, Student Number) outside of their office. All papers that include confidential academic information or identifiable numbers should be shredded when no longer needed.**

Letters of Recommendation - Statements made by a recommender which are made from the recommender's personal observation or knowledge do not require a written release from the student who is the subject of the recommendation. However, if personally identifiable information obtained from a student's education record is included in a letter of recommendation (grades, GPA, etc.), the writer is required to obtain a signed release from the student which 1) specifies the records that may be disclosed, 2) states the purpose of the disclosure, and 3) identifies the party or class of parties to whom the disclosure can be made.

Requests for Information – All school officials in charge of keeping education records at Westminster must keep a record of all parties who have either requested or obtained personally identifiable information from the education records. The records must show the legitimate interests these parties had in requesting

or obtaining the information, and these records of disclosures must themselves be open to inspection by students. It is not necessary, however, to maintain records of disclosures to other school officials.

E-Mail or Other Electronic Communication: FERPA does not provide information on, or prohibit the use of e-mail for non-directory information. Therefore, it is the policy of Westminster College to authorize e-mail correspondence containing non-directory information **only if the e-mail is being sent to and received from the official Westminster College e-mail account created for the student or faculty/staff** (the college e-mail address must end in @westminster-mo.edu). Due to the sensitive nature of non-directory information and the likelihood of inadvertent disclosure to someone other than the intended recipient, e-mail containing non-directory information is not a safe means of communication and should be used only if office hours are not available or the student is unable to meet with the faculty/staff in person.

If an e-mail is sent including non-directory information, the sender of the e-mail should take adequate precautions to make certain that the intended recipient (student or faculty/staff with a legitimate educational interest) is actually the person receiving the e-mail. When replying to an e-mail containing non-directory information, faculty/staff/students should examine the e-mail address of the recipient to make certain that it is not being copied to other recipients who do not have a legitimate educational interest. E-mails should never include personally identifiable information such as Social Security Number, Student Number, etc.

A student has the right to object to e-mail correspondence including non-directory information and may do so by presenting his/her objection in writing to the Registrar's Office before the end of the first fifteen days of classes.

Parental Access to Children's Education Records: Non-directory information may be released to parents only under the following circumstances: 1) through written consent of the student, 2) in compliance with a subpoena, or 3) by submission of evidence that the parents declare the student as a dependent on their most recent Federal Income Tax Form. **The student FERPA release form for parent access to academic information is available in the Registrar's Office and the Financial Aid Office.**

A copy of the Department of Education's Code of Federal Regulations, Part 99 - Family Educational Rights and Privacy is available in the Registrar's Office.

Appendix L: The Buschman Faculty Awards

In the spring of 1985, the College was informed that the Presbyterian Foundation was the residual beneficiary of the estate of Leonard V. and Lillian M. Buschman, and that the net income from the fund established with the foundation in the Buschman name will be distributed annually to Westminster College.

In light of the terms of the bequest, Buschman Faculty Awards are to be used for the following purposes, in order of importance: (1) to give awards to members of the faculty for distinguished or inspiring service; (2) to give awards to members of the faculty for moral and spiritual influence; (3) to give grants to members of the faculty to enable them to engage in further post-graduate study; (4) to give grants to members of the faculty for

foreign travel or study. In essence, their gift aims to provide generous funds to recognize Westminster faculty members primarily for their distinguished and inspiring service to the College, and secondarily for their moral and spiritual influence. Additionally, the award may be used to enable faculty to develop professionally.

Awards are to be in amounts no less than \$1,000. No member of the faculty may receive the award or grant more than two consecutive years, nor more than three times during his/her tenure as a member of the faculty. The recipients shall be chosen annually by a Selection Committee consisting of the President of the student body, the Minister of the First Presbyterian Church of Fulton, Missouri, and the President of the College, who shall be chairman. In the case of the incapacity or vacancy in the office of any of the above, their alternates shall be the Vice President of the student body, an elder of the First Presbyterian Church of Fulton, Missouri, to be named by the session of that church, and the Dean of the Faculty respectively.

Following is the relevant language from The Buschman Faculty Awards Donor Agreement, March 15, 1973, Section 6(c):

All the rest and residue of the trust estate shall be paid over and distributed, free of trust, to the United Presbyterian Foundation, presently located at 475 Riverside Drive, New York, New York, the principal thereof to be retained in a fund to be known as the "Leonard V. and Lillian M. Buschman Fund", the net income therefrom to be distributed annually to Westminster College, located in Fulton, Missouri. The College shall serve as the local distributing agent of awards and grants hereinafter described and to be known as "The Buschman Faculty Awards". The Grantor directs that the income shall be used solely to (1) give awards to members of the faculty for distinguished or inspiring service; or (2) give awards to members of the faculty for moral and spiritual influence; or (3) give grants to members of the faculty to enable them to engage in further postgraduate study; or (4) give grants to members of the faculty for foreign travel and study. The recipients of these awards or grants shall be chosen annually by a Selection Committee consisting of the President of the student body, the Minister of the First Presbyterian Church of Fulton, Missouri, and the President of the College, who shall be chairman. In the case of the incapacity or vacancy in the office of any of the above, their alternates shall be the Vice President of the student body, an elder of the First Presbyterian Church of Fulton, Missouri, to be named by the session of that church, and the Dean of Westminster College, respectively. The committee shall meet annually at least two months prior to the Commencement Day to receive nominations from any member of the faculty or from any member of the student body. Their final choices shall be made at their own convenience but prior to the annual Commencement Day Services at which time the awards or grants shall be announced by the President of the College or his alternate. No members of the faculty may receive the award or grant more than two consecutive years nor more than three times during his tenure as a member of the faculty. No award shall be made in an amount less than \$1,000.00. The number of annual awards or grants and the amounts thereof shall be left to the discretion of the Selection Committee. If in the judgment of this committee the entire annual receipts shall not be distributed in that year, the balance

may be carried until the following year, provided that the carried-over amount does not exceed \$1,000.00.

Appendix M: Faculty Summer Research Stipends & Awards (when funding is available)

The Office of Academic Affairs will award, on a merit basis, summer research stipends and awards *as funds allow*. The stipends and awards are intended to support faculty research that fosters any of the following activities: (1) publications or presentations, (2) joint faculty-student research projects, (3) applications for grants or awards. Awards may cover a stipend for each full week of work on the project up to a maximum of two weeks.

Some of the funds for the projects may be used to support travel, photo duplication and printing, purchase of equipment and supplies, and other project-related activities. Funds designated as stipend are considered as taxable income and will be handled appropriately by the Business Office.

Eligibility: Applicants must be full-time members of the faculty of the College. Faculty members who hold chaired positions that provide summer research funds are not eligible.

Application: To apply, qualified faculty must complete and submit an application describing the objectives of the research project, the benefits to the proposer and College, the program of research and activities which will be supported and an endorsing signature from your department chair (division chair in the case of department chairs) and a proposed budget. The application should be limited to no more than three typewritten pages (*the application is on the Academic Area Bulletin Board*). The research activities must be started after the conclusion of the spring semester and completed prior to the start of the next fall semester. Collaborative projects will be considered.

Review: These awards will be reviewed and ranked by the Council of Chairs, which consists of the Dean and Division Chairs. This is a competitive process, and it is likely that more applications will be received than can be funded. Applications will be judged on the following criteria as these are discussed in the proposal: (1) is the project as described likely to foster the activities described above? (2) will the project benefit the proposer and the College? (3) can the project be completed before the beginning of fall semester? (4) is the budget realistic in terms of the proposed project? For further information about the criteria, please contact the Divisional Chairs or Dean of the Faculty.

In reviewing the applications, the Council will make an effort to distribute the awards among the three divisions. It may elect to recommend funding of applications in part or whole. Upon receipt of the recommendations and appropriate discussion with the Council of Chairs, the Dean will advise applicants of the outcomes.

Timetable: The Office of the Dean of the Faculty will announce the due dates for applications. The recipients of the awards will be announced by the Dean by no later than the last Friday in April.

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Reporting: At the conclusion of the research project, award recipients must submit to the Dean and Division Chairs a description of their project and its outcomes as well as a summary of expenses.

Application

Faculty Summer Research Stipends

Westminster College

1. Name: _____
2. Department: _____
3. Title of Project: _____

4. On an attached page or pages please describe the program of research which you will undertake. In your description please explain the objectives of your proposed project; how it will advance institutional or departmental goals; and how it will benefit you and your students. Likewise, please describe the expected outcomes of the project (e.g., paper submission, presentation proposal) and how the outcomes may benefit the College. In general, be sure to address the criteria described in the “Review” section of the announcement for Summer Research Awards and Stipends.

5. In your discussion please explain any significant expenditure you propose in the budget.

6. Project Budget

Line	Description	Amount
	Stipend (@ \$750/week may be requested)	
542	College Employment (student)	
620	Travel	
645	Telephone	
651	Equipment	
661	Office Supplies	
665	Printing	
	Other: please describe	
	Total	

Endorsement of Department Chair (as appropriate):

I have read and/or discussed my colleague’s proposal, agree that it will achieve the objectives outlined, and recommend its funding.

Name _____ Date _____

Printed Name and Signature

Appendix N: The Ethics in Research Committee Statement of Organization and Function

Purposes of the Committee

1. The Ethics in Research Committee (EIRC) exists primarily to protect the rights of humans that serve as participants in research conducted on or off campus by members of the Westminster College community-students, faculty and/or staff. The definition of those rights is drawn from guidelines published by the American Psychological Association (APA), The Society for Research in Child Development (SRCD), and the American Sociological Association (ASA).
2. This committee, through its review of research proposals, will serve to remind and educate student, faculty, and staff experimenters of their responsibility to safeguard the rights of human participants.
3. This committee assists department chairs, the Assessment Committee and/or the Institutional Research Officer, as requested, to evaluate Research Categories B, C, and D as described below in item 8 of “Committee Responsibilities.”
4. This committee does not oversee student, faculty, or staff related to research involving non-vertebrate (e.g. plants, microbes, insects) living organisms as that is exempt from institutional review. This committee does not oversee student, faculty, or staff research involving non-human vertebrate organisms as that research is not allowed on the Westminster College campus. Faculty involved in non-human vertebrate research must be collaborating with individuals at another institution where IACUC approval has been obtained.
5. This committee does not review proposals from researchers outside of the Westminster Community who conduct research on campus with participants from the Westminster Community and are not collaborating with a faculty/staff or students on the Westminster campus. Those researchers must obtain approval from the research oversight committee (e.g. IRB) at their home institution and submit their proposal and approval to the EIRC for EIRC approval prior to conducting the research.

Composition of the Committee

1. The Ethics in Research Committee will consist of four members. One member will come from the Department of Psychology, one from the Department of Biology and Environmental Science, and one at-large member. The fourth member will be a student, selected by the EIRC.
2. The EIRC will elect a chair who will be a member of the faculty from those members stated above.

Committee Responsibilities

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1. The Ethics in Research Committee is charged with reviewing all proposals for research* that require the use of human participants. Whether the researchers are faculty, students, or staff, this Committee must review and approve the study before its execution.
2. The EIRC is specifically responsible for assessing whether each project:
 - A. Utilizes methods of data collection in regard to the safety of participants that are appropriate to the objectives of the research;

* Here the term research refers to naturalistic, survey, or laboratory studies whose purposes exceed pedagogy and emphasize determining how new variables and their combinations affect human behavior.

 - B. Minimizes potential physical and psychological harm to participants;
 - C. Justifies potential risks to participants by examining them in relation to potential benefits of the research project;
 - D. Protects the privacy of participants;
 - E. Contains provisions to obtain informed consent from the participants;
 - F. Avoids deception to the participant except where methodological requirements necessitate it;
 - G. Includes notifications to the subjects of their right to withdraw from the study without penalty and their right to discuss the conduct and outcome of the study with the principal investigator.
3. To accomplish these purposes, members of the Westminster College community - students, faculty and/or staff - who plan to execute human research on or off campus are required to complete the Ethics in Research Review Form.

The Research Review Form is designed to ensure that researchers provide the committee with detailed information concerning:

- A. How the human participants will be recruited;
- B. How informed consent will be obtained; (Note: the requirement of informed consent may be waived by the Ethics in Research committee when either obtaining such consent would compromise the validity of the study or when there is no direct interaction with participant.)
- C. The research methodology including the data that will be collected and the instrument used for data collection (e.g. sample questionnaires);
- D. How the researchers will ensure the confidentiality of the data during and after its collection;

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- E. Information about any risks, either physical or psychological, to the participants that are a result of participating in the study. This statement should indicate how participants are protected, and explain how benefits of the research outweigh the risks that have been identified;
 - F. A debriefing statement that will be provided to the human participants either verbally or in written form;
 - G. The full name (including degree e.g. Sue Smith, Ph.D. or Ed Jones, M.Ed.) and title of the faculty sponsor and the names of all individuals who will be interacting with the subjects.
- 4. Each study requires the unanimous approval of the members of the EIRC. If such approval cannot be obtained then the materials, along with a record of the Committee's concerns, will be returned to the researcher for revision. A member of the EIRC may not review or vote on their own proposal or a proposal for which they are the faculty sponsor. In this case, approval of the proposal requires unanimous consent from all other members of the EIRC.
 - 5. All records of the proceedings by the EIRC shall be kept in the Academic Affairs Office.
 - 6. Decisions of the EIRC must be communicated by the Committee chair to the principal investigator in a timely manner. Submission of research proposals scheduled for the summer should be approved by the EIRC in the preceding semester, but can obtain approval from the administrator in charge of Institutional Research in consultation with the EIRC members from the previous semester.
 - 7. Approved proposals will be assigned a number by the EIRC to be used for internal tracking of documents and externally for proof of approval in publications and presentations. It is suggested that the approval numbers include the year and the system of assigning numbers is maintained from year to year regardless of the composition of the committee.
 - 8. Policy for Review of Survey Research at Westminster College. Westminster recognizes four categories of survey research that regularly take place on the campus. Those categories are:
 - A. survey research performed by students and faculty for the purpose of advancing knowledge in their disciplines;
 - B. survey research performed in fulfillment of a course assignment by students who are learning to design testing instruments and/or analyze data emerging from their administration;
 - C. survey research performed by faculty and administrators in association with Westminster's assessment program;

- D. survey research that measures satisfaction with various services (e.g., bookstore, cafeteria) of the College.

In order to assure that the rights of those providing data are appropriately protected, Westminster College requires that all surveys are reviewed prior to distribution. Category A research is reviewed by the EIRC, Category B research is reviewed jointly by course instructors and department chairs and is exempt from EIRC review unless the instructor or the department chair perceive the need for more extensive evaluation; Category C research is reviewed by the Assessment Committee and is exempt from EIRC review but may be referred to the EIRC if the Assessment Committee feels more extensive review is necessary; Category D research is reviewed by the Institutional Research Officer and is exempt from EIRC review, but may be referred to the EIRC if more extensive evaluation is desirable. Whereas category A and B research is evaluated against the ethical guidelines appropriate to a discipline, category C and D proposals reviewed by the EIRC may also be judged on their technical merit, workload for implementation, and burden created in the community.

Appendix O: Student Disciplinary Procedures – Oath and Values Board (OVB)

Preamble:

The Oath and Values Board upholds and promotes the tradition of the Westminster College Athenian Oath, endeavors to secure the cooperation of the faculty, staff, and student body to this end, investigates violations of the Oath, and is empowered to act upon violations of the Oath whether they are academic or conduct related.

Higher education involves both ethical and intellectual development. To this end, Westminster College students take the Athenian Oath when they walk through the Columns and join our community. The Oath, which is our honor code, embodies the commitment that each student has to the College community as a whole and helps to instill the core values of the institution in each student: Integrity, Fairness, Respect, and Responsibility.

The Oath is grounded in the cultivation of these values, which are manifested in both academic honesty and personal conduct. The Westminster College degree is an indication of personal and academic achievement, which in large measure depends upon the honor of each student. Any student whose actions do not comply with these principles is not adhering to the ideals of the College and its student body.

The OVB has been established to promote habits of academic integrity and personal responsibility. All students are bound by their oath and their honor not to engage in dishonest behavior or bring harm to any member of our community. Any member of the College community who has reason to believe that a violation of the Oath has been committed shall report such an act to the OVB.

We define the Athenian Oath and our Institutional Values as follows:

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The Athenian Oath

We will never bring disgrace to this our City
By any act of dishonesty or cowardice
Nor ever abandon or harm any member of our community.
We will respect and obey the City Laws
And do our best to persuade others
To respect and obey them.
We will strive to demonstrate and teach others
To embody honor, integrity, and responsibility.
Thus, in all these ways
We may make this City greater:
More virtuous,
More just,
And more beautiful.

Our Values

These are the core values of Westminster College that are reflected in the Athenian Oath and all members of our community are expected to embody them both on and off campus. We also expressly interpret “our City,” a phrase that derives from the original Ancient Greek version of the Oath, as a reference to Westminster College and its Community. The Westminster Community includes students, faculty, staff members, administrators, and board members, as well as alumni participating in college events.

Integrity

One of the purposes of a liberal arts education is the cultivation of moral and intellectual virtues, as well as the integrity needed to live by them. Integrity reflects the notion that one’s deeds and words should be consistent with the values that one holds. Central to this concept of integrity is a commitment to honesty in academic, personal, and public affairs. Therefore, members of the Westminster community strive to embody the values of the College in their lives, both in and outside of the classroom.

Integrity is reflected in the following passages of the Oath:

“We will never bring disgrace to this our City / By any act of dishonesty or cowardice”
“embody[ing] . . . integrity”
“more virtuous” and “more beautiful”

Fairness

Fairness refers to the idea that our actions should be guided by principles that can be applied equally to every member of the community. This notion is embodied in the “golden rule” that we should treat others the way we would wish to be treated if our situations were reversed. Our College community’s commitment to fairness is grounded in our commitment to equality: all members of the community will receive equal opportunity and equal treatment, and will treat others fairly in return.

Fairness is reflected in the following passages of the Oath:

“nor ever abandon or harm any member of our community.”
“We will respect and obey the City Laws”
“more just”

Respect

Respect indicates that members of the College community will value the dignity and inherent worth of every member of the community and honor the institution's rules. Included in this value is self-respect, which entails an obligation to improve and care for oneself. In addition, the respect we have for others is indelible, regardless of identity or social location, but that respect does not extend to ideologies built on a foundation of bigotry and hatred, or behavior that causes harm to others. Because valuing diversity is an important component of respect, we require every member of the community to show consideration for the identities, backgrounds, and beliefs of others. Respect is reflected in the following passages of the Oath:

“We will never bring disgrace to this our City / By any act of dishonesty or cowardice / Nor ever abandon or harm any member of our community.”

“We will respect and obey the City Laws / And do our best to persuade others / To respect and obey them.”

We will strive to . . . embody honor”

Responsibility

Responsibility refers to the moral obligations one has to oneself and to the other members of the community. Because our actions have consequences for ourselves and for others, the members of the Westminster community act in ways that promote the good of the institution and its members.

Responsibility is reflected in the following passages of the Oath:

“We will respect and obey the City Laws / And do our best to persuade others / To respect and obey them.”

“We will strive to demonstrate and teach others / To embody honor, integrity, and responsibility.”

“We may make this City great: / More virtuous, / More just, / And more beautiful.”

The Oath and Values Board Constitution

ARTICLE I: Purpose

Every student at Westminster College is bound by the Westminster College Academic Athenian Oath and by extension the Values of the College. Both faculty and students are subject to the provisions of The Oath and Values Board Constitution.

Higher education involves both ethical and intellectual development. To this end, Westminster College students take the Athenian Oath when they walk through the Columns and join our community. The Oath, which is our honor code, embodies the commitment that each student has to the College community as a whole and helps to instill the core values of the institution in each student: Integrity, Fairness, Respect, and Responsibility.

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The OVB has been established to promote habits of academic integrity and personal responsibility. All students are bound by their oath and their honor not to engage in dishonest behavior or bring harm to any member of our community. Any member of the College community who has reason to believe that a violation of the Oath has been committed shall report such an act to the OVB.

Every Westminster student is bound by their honor to abide by the Westminster Athenian Oath and the Values of the College. Any student, faculty or staff member who has reason to believe that an act of academic dishonesty has been committed is obligated to report the act as indicated in Article V, Section 2.

ARTICLE II: Membership

Section 1: General Membership

The OVB shall be composed of five seniors, four juniors, and three sophomores (as determined by semesters of full-time attendance at college for the period in which they will serve). The OVB will also include three faculty members who will be selected by the faculty and one of those three faculty members will serve as the primary Faculty Advisor for the OVB. The Dean of Students will also appoint a member of Student Life to act as the primary Student Life Advisor for the OVB. At no time shall the membership of the OVB include more than three people from any one fraternity, sorority, or living unit (defined as 15 or more people residing together in one place). Student members in good standing will automatically retain their membership on the OVB the following year.

Section 2: Requirements for Membership

Students applying for a position on the OVB must meet the following requirements:

- a. Be in good academic standing and currently not on academic probation.
- b. Have no past record of conduct resulting in disciplinary action by the OVB, the Dean of Students, or the Dean of Faculty.
- c. Have completed one semester enrolled as a full-time Westminster student.

Faculty selected for a position on the OVB should meet the following requirements:

- a. One faculty member shall be selected from each academic division, nominated and elected by the faculty to staggered two-year terms. No more than one of the faculty members may be a member of the Professional Academic Staff.
- b. Faculty members of the OVB, with the guidance of the Faculty Advisor for the OVB, the Student Life Advisor for the OVB, the Dean of Faculty, and the Dean of Students, will determine who will serve in a particular instance, guided by the principle that the workload of service should be as equally distributed as possible.

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- c. The primary Faculty Advisor shall be decided by the three faculty members of the OVB in consultation with the Dean of Students and the Dean of Faculty.

Section 3: Student Selection

- a. The Chairperson shall publicize all OVB openings either immediately upon return to campus in the fall or as soon as there is a vacancy. Any student desiring to serve as an OVB member must submit a summary of qualifications or application to the Office of the Dean of Faculty, the Office of the Dean of Students, and OVB Chair.
- b. Within two academic weeks of the application deadline the new members will be selected.
 1. The Selection Committee shall interview all applicants.
 2. The Selection Committee shall consult and by at least a majority vote, elect each new member.
- c. New OVB members shall take office immediately after approval and shall serve only during their first eight consecutive semesters of full-time college attendance.

Section 4: Selection Committee

The Selection Committee shall consist of:

- a. The Executive Officers of the OVB
- b. The three Faculty Members of the OVB
- c. The Student Life Advisor of the OVB
- d. The Dean of Students
- e. The Dean of Faculty

Section 5: Vacancies

- a. All regular vacancies shall be replaced in the fall in accordance with Section 3 of this Article.
- b. Any OVB member absent from campus for the Fall or Spring Semester shall be immediately replaced in accordance with Section 3 of this Article.
- c. Vacancies occurring within a semester shall be immediately filled in accordance with Section 3 of this Article.

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- d. Vacancies due to a student member studying abroad shall be temporarily replaced by an appointment made by the Dean of Faculty and the Dean of Students.
- e. Faculty vacancies shall be filled by nomination and election by the faculty.

Section 6: Review of Members

The OVB reserves the right to review its members for failure to perform the duties outlined in this Constitution. A minimum of eight affirmative student votes shall be required to remove any member. The member under review shall not be eligible to vote in this procedure. The member has the right to appeal any decision to the Dean of Faculty, the Dean of Students, and the President of Westminster College for review.

ARTICLE III: Officers

The officers of the OVB shall be a Chairperson, a Vice-Chairperson, and a Secretary. These officers shall be annually elected by the OVB (including student and faculty members, as well as the faculty and student life advisors) at a meeting within the first three weeks of April. The officers are subject to the approval of the Dean of Faculty and the Dean of Students.

ARTICLE IV: Qualifications, Elections, and Duties of the Officers

Section 1: Chairperson

- a. **Qualifications:** The Chairperson shall be a senior and shall have served at least two semesters on the OVB. This does not apply in the case of a resignation or graduation of the Chair. In that case the Vice-Chair would assume the position under the qualifications of the Vice-Chair.
- b. **Duties:** The Chairperson shall be charged with administering the OVB. They shall be responsible for publicizing the Oath and Values to new students. They shall preside at all hearings and conduct them in an unbiased manner.

Section 2: Vice-Chairperson

- a. **Qualifications:** The Vice-Chairperson shall have served at least two semesters on the OVB.
- b. **Duties:**
 - 1. The Vice-Chairperson shall preside over the OVB when the Chairperson is unable to do so.
 - 2. In addition, the Vice-Chair shall become Chair in the case the Chairperson resigns or leaves Westminster College.

Section 3: Secretary

- a. Qualifications: The Secretary shall have served at least two semesters on the OVB.
- b. Duties: The Secretary shall:
 1. Keep an accurate and complete account of all OVB proceedings. This includes saving copies of any written reports of tier 3 violations submitted by the Chairperson of the OVB to the Dean of Students.
 2. Be responsible for the maintenance of the OVB files.
 3. Submit to the Dean of Faculty and Dean of Students all guilty verdicts and the penalties recommended by the OVB.
 4. Notify all OVB members of all pending hearings and meetings.

Section 4: General Members

It is the duty of all OVB student members to be present at all meetings and hearings and to cooperate with OVB officers.

ARTICLE V: Conduct of Hearing

Section 1: General Considerations

- a. The strictest confidentiality regarding all hearings shall be preserved by the OVB. However, the accused may specifically request that any other member of the College community be present at the hearing, and the OVB, at its discretion, may grant or deny such a request.
- b. Members of the OVB are expected to conduct themselves in a professional and courteous manner, as well as abide by the regulations outlined in this constitution. Any member of OVB who does not live up to these standards shall be subject to review and potential discipline by the Dean of Faculty and the Dean of Students.

Section 2: Initiation of Movement for a Hearing

- a. The first step in initiating the hearing process is for the accuser to determine in consultation with the OVB whether the accusation constitutes an academic violation or a conduct violation. A single hearing can adjudicate multiple alleged violations against a single defendant, including both academic and conduct violations.

Academic violations consist of accusations of academic dishonesty, which include but are not limited to plagiarism, cheating, any act that gives the perpetrator an inappropriate academic advantage over other students, or any act that academically sabotages another student. Hearings for academic

violations fall under the jurisdiction of the Dean of Faculty and any appeals of these violations are taken to the Dean of Faculty.

Conduct violations consist of any other breach of the Athenian Oath or the College's Values. Conduct violations fall under the jurisdiction of the Dean of Students and any appeals of these violations are taken to the Dean of Students.

- b. If the violation is a conduct violation, then the members of the OVB shall consult with the Student Life Advisor and the Faculty Advisor to determine whether the accusation constitutes a tier 3 violation or a lower tier violation.

Tier 3 violations consist of more serious accusations, many of which are also breaches of state or federal law. A tier 3 violation is defined as any conduct violation that carries with it a mandatory punishment of suspension or expulsion (academic violations that could result in suspension or expulsion are not considered tier 3 violations). These violations are the sole purview of the Dean of Students and will not be heard by the OVB. It is the OVB Chairperson's responsibility to make sure that any of these cases that are reported to the OVB are brought to the attention of the Dean of Students in writing.

The OVB Chairperson under the following circumstances shall make a written formal recommendation to the Dean of Students that OVB strongly recommends that a tier 3 case should be fully investigated and adjudicated:

When a tier 3 violation is part of a larger case that also includes lower tier violations. This circumstance does not prevent the OVB from hearing those lower tier violations.

When during the hearing of a lower tier violation the OVB discovers that a tier 3 violation may have been committed.

Lower tier violations consist of any breach of the Athenian Oath and/or Values that is not covered by tier 3 violations. The OVB shall hear them following standard procedure.

- c. If the accuser is a faculty member and the violation reported is academic, they shall meet with the student to discuss the incident and attempt to reach an agreement of verdict and penalty. If the student admits guilt and a mutually satisfactory penalty is reached, the OVB shall be duly notified. If the faculty member decides that the student is not guilty, the Secretary of the OVB will be notified and the case will be closed.
- d. If the accuser is a student and the violation is academic, it is their responsibility to notify the instructor of the class involved who will then arrange to meet with the accused and the accuser. If the accused student admits guilt and a mutually satisfactory penalty is reached, the OVB shall be

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duly notified. If the faculty member and the accuser agree that the accused student is not guilty, the Secretary of the OVB will be notified and the case will be closed.

- e. If the accused student admits guilt, the violation is academic, and a mutually satisfactory penalty is reached with the faculty member, then both parties will sign a statement of agreement of guilt and penalty. The faculty member will then forward the signed statement to the Secretary of the OVB and Dean of Faculty.
- f. An admission of guilt, duly reported to the OVB, constitutes a conviction of an academic or conduct violation and will be recorded in the OVB files.
- g. In the case of academic violation, if the parties directly involved cannot reach agreement regarding the guilt of the accused or, if the accused admits guilt, regarding the choice of the penalty, then any of the parties may request that the OVB enter the case. This must be done in writing, within seventy-two (72) hours of the time the parties have met. This request shall be submitted to the Office of Academic Affairs where it be recorded as received and a copy forwarded to the Secretary of the OVB. Upon receipt of a complaint the Secretary shall meet with the accuser (faculty member or student) and explain the procedures to be followed before a trial is called. The Secretary shall convene a meeting of the officers of the OVB, and they shall review the evidence and deliberations of the parties and determine whether a hearing is warranted or a hearing is necessary to arrive at a penalty.
- h. In the case of conduct violations, if the accused admits guilt, then the OVB will recommend a penalty as with any other violation.

Section 3: Referral to Hearing

- a. If the evidence warrants a hearing, the Vice-Chairperson shall present, in person or by registered mail, formal written notification to the accused of the nature and circumstances of the accusation and the time and date of the hearing.
- b. Hearings shall be held no sooner than forty-eight hours and no later than one academic week (subject to extension by the approval of the OVB officers, but it shall be handled as quickly as possible) after the accused has been notified of the formal accusation.
- c. There will be no statute of limitations as long as the accused is enrolled as a student at Westminster College.

Section 4: Presentation of Petitions

The accused and accuser shall submit to the Secretary, within forty-eight hours of the formal accusation, a petition of all evidence, witnesses, and testimonies to be presented at the hearing. The Secretary shall then send a copy of each petition to the accuser and to the accused. The Secretary shall also subpoena all evidence and witnesses' necessary for the hearing. Those who fail to comply with a subpoena shall be considered in contempt of the OVB, which constitutes a conduct violation (See INSERT SECTION and PAGE NUMBER in the Student Handbook).

Section 5: Right to Counsel

The accused and accuser shall each have the right to choose a member of the college faculty, staff, or student community as his or her counsel. The student may seek a recommendation or appointment of counsel from the Dean of Faculty or Dean of Students if the accused cannot obtain a representative for them self and desires to do so. The accused and accuser may have their counsel present at any hearing or meeting relating to the violation in question.

Section 6: Trial Board

A quorum of seven student members and one non-voting faculty member is required. Any member will exclude them self from the hearing due to potential prejudice or conflict of interest. In the case of conduct violations, the Student Life Advisor shall be present as a non-voting member.

Section 7: Perjury

Any person lying while testifying at any stage of an OVB investigation or trial is subject to OVB action for perjury, which constitutes a conduct violation (See INSERT SECTION and PAGE NUMBER in the Student Handbook).

Section 8: Verdict of the Trial Board

A two-thirds vote of student members present shall be necessary for conviction. All voting shall be done by secret ballot, counted by the non-voting faculty member. The Chairperson shall be ineligible to vote during trials.

Section 9: Recommendation of Penalty

- a. A majority vote of student members present shall be necessary to recommend any of the penalties set forth in this section.
- b. There shall be four possible penalties for the first academic violation:
 - Failure of the work in question
 - Lowering of the final grade for the course by one or more grades or their equivalent.

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Failure in the course

If the violation is not directly related to a specific class in which the accused was or is enrolled, then the OVB may consider the penalties outlined for conduct violations (See Section Article V Section 9.d).

In addition to the first four, a recommendation of a transcript notation may be made for any academic violation.

- b. A second academic violation carries a mandatory penalty of suspension or expulsion from school with notation of the offense on the student's official transcript. The recommendation is made by a two-thirds vote of the members present.
- c. In the case of academic violations, the OVB may recommend a penalty other than those specified in the preceding paragraphs by a three-fourths vote of the student members present.
- d. The following possible penalties are available in the event of a conduct violation:
 - Fines
 - Probation
 - Community Service
 - A Personal Apology (written and/or verbal)
 - A Public Apology (written and/or verbal)
 - Substance Abuse Counseling when substance abuse is a component of the conduct violation
 - Educational Training related to a component of the conduct violation
 - A ban from participating in or attending specific College organizations (including but not limited to student clubs and athletic teams) or events, either for a limited duration or permanently
 - A recommendation for a tier 3 violation investigation
 - A recommendation for a formal reprimand to be included in the guilty party's official transcripts
 - Any combination of the above penalties
- e. Within three days of the conclusion of the hearing, the Secretary shall inform the Dean of Faculty for academic violations or the Dean of Students for conduct violations, in writing, of the nature of the violation and the penalty recommended.

Section 10: Files

A confidential file of the trial records of the OVB shall be maintained by the Offices of Academic Affairs and of Student Life. These files are open only to the Dean of Faculty and Dean of Students as well as the Chairperson, Vice-Chairperson, and Secretary of the OVB, and the student to which the file applies. Records shall be held for at least seven years after the trial date and then destroyed.

ARTICLE VI: Penalties and Appeals

Section 1: Administration of Penalties

If an appeal is not initiated within the time prescribed in Article VI, the appropriate Dean shall review the OVB's recommended penalty, inform the OVB and the accused as well as the students and faculty member involved of the penalty that is to be imposed, and oversee the implementation of the penalty.

Section 2: Appeals

- a. A student who has been tried and convicted by the OVB of a violation may appeal their conviction to the Dean of Faculty in the case of academic violations or to the Dean of Students in the case of conduct violations. The right to appeal must be exercised within seven calendar days of the accused being notified of the decision of the OVB.
- b. The Dean of Faculty or Dean of Students may review the petitions presented to the OVB or meet with any witnesses.
- c. The Dean of Faculty or Dean of Students shall render a decision and, if need be, effect a penalty.
- d. The student has the right to appeal to the President of the College once it has been appealed to either the Dean of Faculty or Dean of Students. The President in consultation with the Dean of Students and Dean of Faculty will come to a final judgment of the case.

ARTICLE VII: Definition of Violations

Violations of the OVB include, but are not limited to the following:

Section 1: Academic Violations

Plagiarism

Plagiarism is a form of stealing in which another person's ideas or very words are borrowed without credit being given. Plagiarism may run all the way from lifting a whole paper from a single source to a merging together of quotations from many

sources; it exists when these sources are not properly identified and when quoted material is not set off or labeled. Even when the student writer paraphrases the ideas of another writer, the student is obligated to credit that writer. A pamphlet by Walter Pauk, *How to Study in College*, puts the obligation to give credit in the clearest possible terms:

There are two kinds of borrowing: The use of the actual words of the source (quoting) and the use of the substance or ideas restated in your own words (paraphrasing). Both require footnote acknowledgment. When you quote, you enclose the material in quotation marks or set it apart from the text by spacing and indentation.... when you paraphrase that is, restate, boil down, or in any other way borrow substance or ideas you are just as much obligated to cite your source as though you were directly quoting for restatement in your own words does not make another person's material yours. 91

In addition, Paul Goldstein writes in *Copyright's Highway*, "True plagiarism is an ethical, not a legal, offense and is enforceable by academic authorities, not courts. Plagiarism occurs when ... [someone] falsely claims someone else's words, copyrighted or not, as [their] own. Of course, if the plagiarized work is protected by copyright, the unauthorized reproduction is also a copyright infringement."(12)

Cheating

Cheating shall be construed as including, but not limited to, removing or deceitfully acquiring knowledge of a copy of or answers to an examination to be administered later, copying any portion of the answers during the testing period from any unauthorized source, or attempting to commit any one of the aforementioned acts.

It shall be considered an act of dishonesty for a student to turn in to a teacher or take credit for, explicitly or implied, any paper which has been borrowed from or written by a friend or other person, lifted from a fraternity, sorority, or other file, or purchased from any source whatsoever. Such a paper is not the true work of the student who turns in the paper, and such action is as reprehensible as copying from another paper during a test.

It shall also be considered an act of dishonesty for a student to receive excessive help from another student with the preparation or writing of any paper which is to be turned in to an instructor. Such excessive help shall be held to exist when such help goes beyond suggestions on thought and organization and assistance on matters of mechanics and correctness. In short, excessive help is that in which the helper rewrites all or a portion of the paper.

Educational Sabotage (Academic)

Educational sabotage shall be defined as any action taken by a student that unfairly obstructs or penalizes another student in such a way that it could negatively impact

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the other student's grade. One way in which this occurs is when a student willfully removes or alters any academic material, which belong either to another student, to an instructor, or to the college, in circumstances where doing so might reasonably be expected to adversely affect the academic work of another student. Any behavior which results in one student preventing another student from attending class or which punishes that other student for attending class also constitutes educational sabotage. If any of these violations are committed by students acting through a club, student organization, Greek organization, or athletic team, it also constitutes a conduct violation (see Educational Sabotage (Conduct) INSERT SECTION and PAGE REFERENCE in the Student Handbook).

Bribery

Any attempt by a student to bribe a faculty member shall in and of itself constitute a violation of the Oath and Values. Additionally, any bribe accepted by a faculty member shall be referred to disciplinary action.

Aiding Another Student

Assisting or knowingly allowing another student to violate the Oath and Values is itself a violation of the Oath and Values.

Section 2: Conduct Violations (All Tiers)

Conduct violations and their respective tiers are explained in (INSERT SECTION and PAGE REFERENCE) of the Student Handbook.

ARTICLE VIII: Education

Section 1: OVB Responsibility

The Chairperson and other members of the OVB shall make efforts to educate the Westminster Community about the Oath and Values as well as the OVB.

Section 2: Student Responsibility

All Westminster students are responsible for knowing about the Oath, Values, and, by extension, what constitutes an academic or conduct violation. Students are also required to abide by these rules.

Section 3: Faculty Responsibility

Each faculty member is encouraged to remind the students in their classes that they are obligated to adhere to the Oath and Values and that they are subject to the provisions of the OVB Constitution.

Section 4: Availability

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A copy of this Constitution shall be placed in the Student Handbook of Westminster College, the Faculty Handbook of Westminster College (after approval by the Faculty), and shall be archived in the College's library.

ARTICLE IX: Interpretation

Interpretation of this Constitution shall be decided by a two-thirds majority vote of the OVB students and faculty members as well as the Student Life and Faculty Advisors of the OVB present.

Appendix P: Driving Policy

SAFETY POLICY ON USE OF VEHICLES USED IN COLLEGE ACTIVITIES

Safety Policy: Members of the Westminster College community engage in activities requiring transportation to other locations. To accomplish this transport safely, the College owns and maintains a fleet of vehicles. When a fleet vehicle is unavailable, Plant Operations can provide an externally rented vehicle or a personal vehicle may be used. The College is committed to protecting both the vehicles and especially the people involved in these trips. Because of the hazards such transportation activities represent, the following procedures have been instituted to preserve from harm both persons and property and to provide fair and safe usage of all vehicles.

The following policies and procedures pertain to all college fleet vehicles, vehicle rentals, or privately-owned vehicles used in the College's name and/or for use in the activities of Westminster College.

RESERVATIONS

Reservations and requests for college vehicles or vehicle rentals must be placed at the Plant Operations Office Building, or by calling extension 5018 during normal working hours. College vehicles are reserved on a first come, first served basis and will be considered the first choice of transportation when a vehicle is available to appropriately meet the transportation needs of the activity. Confirmation of a reservation is not complete until drivers are approved. When reserving a fleet vehicle or renting a vehicle, drivers must include the budget account number to charge the cost of the trip. If a conflict occurs once a reservation or request is made so that a fleet vehicle becomes unavailable, Plant Operations will notify the driver so that other means of transportation may be arranged. Cancellations should be reported to the office of Plant Operations as soon as the driver is aware the vehicle will not be needed. Any charge for the cancellation of a rental vehicle will be charged to the budget of the individual making the request.

VEHICLE PICKUP AND RETURN

Fleet and rental vehicles shall be picked up from the Plant Operations office immediately before departure for a trip and returned there immediately upon return. If a fleet vehicle is needed prior to 7:00 a.m. or after 5:00 p.m. Monday through Friday, or on a weekend, arrangements must be made to pick up keys and trip ticket information during regular office hours. Rental vehicles must be picked up and returned during regular office hours.

Pickup and return time must be followed closely to ensure that each fleet vehicle will be available for the next scheduled user. If fleet vehicles are returned before or after normal work hours, the keys should be locked in the vehicles at the Plant Operations parking lot. Recording mileage on the trip ticket at the start and completion of fleet vehicle use is very important and is required to correctly charge the costs.

Plant Operations should be notified immediately if any vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of these situations can prevent deterioration of the vehicles and possible injury to employees or others. Plant Operations can answer any questions about an employee's responsibility for maintenance and care of the vehicles.

COST

Departments will be charged a variable mileage charge for all College-owned vehicles and rentals based upon the size of the vehicle (i.e. cars and minivans will be one rate while large vans will be a higher rate). Per mile charges will be determined annually.

Gas cards for each vehicle are issued at the time the vehicle is dispatched. These cards should be used only for gasoline and oil. If it is necessary to purchase gasoline or oil with a personal credit card or cash, receipts must be submitted to the office of Plant Operations at the conclusion of the trip.

When an employee uses her/his personal vehicle for College business, all vehicle expenses are to be paid by the employee using personal funds. Mileage reimbursement for use of personal vehicles for College business will be paid by departments at a per mile rate to be determined annually.

REGULATIONS FOR ALL VEHICLES USED ON COLLEGE BUSINESS

1. Drivers may only accept the responsibility of driving if they are rested, healthy, and have no other conditions that will affect their ability to drive the vehicle safely. No person shall drive for more than three hours without a break or relief. Students are not allowed to drive large vans.
2. On any trip with one or more passengers, drivers should make sure that the front passenger seat is occupied. It is the front passenger's responsibility to ensure the driver stays alert and competent and to assist the driver with directions and maps, if needed.

3. Seat belts must be used at all times when the vehicle is in operation. Driver shall not begin operation of the vehicle until all passengers have complied.
4. No modifications to fleet vehicles (bike racks, antennae, etc.) are allowed.
5. The use of radar or other speed monitoring equipment is not permitted.
6. Talking on cell phones while operating a vehicle is highly discouraged.
7. Smoking, drugs, alcoholic beverages and pets in college vehicles are strictly prohibited.
8. Defensive driving practices and observing traffic laws are required.
9. Improper, careless, negligent, destructive, or unsafe use or operation can result in disciplinary action, up to and including termination of employment.

ACCIDENTS AND REPORTING POLICY

In the event of an accident, always notify the legal authorities immediately and request an officer's presence. This is to protect the college's interests in the event of liability claims. The college's insurance identification card is located in the glove compartment of all fleet vehicles. An insurance card will be provided for rental vehicles and must be carried in the glove compartment.

PRIVATE TRANSPORTATION RELEASE CONSENT FORM POLICY

At times it becomes necessary to use private vehicles to transport students to and from Westminster College activities when a fleet vehicle is not available. When this occurs, Westminster College requires that all students sign the *Private Transportation Release Consent Form* attached, and the Westminster

College Business Office must have this signed form in their possession prior to the date of the specified activity.

DRIVER QUALIFICATIONS AND APPROVAL

All drivers using vehicles for College trips must be approved by the Plant Operations office in advance. Approval must be requested at least one week prior to the trip in order to complete the approval process. Once a driver is approved, his/her name is added to the approved drivers' list, and it is not necessary to gain approval for subsequent trips. Accidents and/or convictions after approval may result in approval being withdrawn. The approval process will be annual.

Westminster College faculty and staff may drive fleet, rental, or private vehicles for College business after approval as described below:

- Drivers must be the age of 21 or over (18 or over if driving a private vehicle and 25 or over if driving a large van) and have license information on file in the Plant Operations office.
- Driver's record will be checked with the appropriate state agency.

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Results of the state agency check will be compared to the Westminster College “Policy on Approved Drivers”. If the records’ check does not result in approval, the driver is not eligible to drive a vehicle until he/she can meet the standards. The driver will be notified and this information will be held in confidence.

- License must be appropriate for the type of vehicle to be used. Large vans require a Type E Chauffeurs license. Passenger cars require only a standard Type F license, so long as the driver is not getting paid to drive as part of their job. Those with non-Missouri licenses must possess the proper equivalent license for their state.

Westminster College students may drive only fleet (except large vans), rental, or private vehicles for College business after approval as described below:

- Drivers must be the age of 21 or over (18 or over if driving a private vehicle) and have license information on file in the Plant Operations office. Driver’s record will be checked with the appropriate state agency.
- Results of the state agency check will be compared to the Westminster College “Policy on Approved Drivers”. If the records’ check does not result in approval, the driver is not eligible to drive a vehicle until he/she can meet the standards. The driver will be notified and this information will be held in confidence.
- Drivers must possess a valid license to drive an automobile. Those with non-Missouri licenses must possess the proper equivalent license for their state.
- Students must be approved for driving by the staff or faculty member responsible for the department for which they need to drive.
- Students may not drive without a faculty or staff sponsor with them on the trip.
- *A Private Transportation Release Consent Form* must be completed by the driver and each student being transported by the driver of a private vehicle.

EXCEPTIONS

Westminster College reserves the right to alter, change, amend or revoke this policy at any time and reserves the right to make exceptions to the policy in the event such an exception is deemed to be in the best interest of the accomplishment of the mission of the College. There will be NO exceptions to the policy that vehicles may be driven ONLY by persons who possess a valid driver’s license of the appropriate category and whose driving records have been checked and approved by the appropriate state agency.

POLICY ON APPROVED DRIVERS

PURPOSE

To emphasize Westminster College’s continuing commitment to provide a safe work place for our employees as well as to protect the safety of the general public.

POLICY

This policy covers the following individuals:

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- A. Current Westminster College employees who drive vehicles on College business.
- B. Applicants for employment with Westminster College who will operate vehicles on College business.
- C. Current Westminster College employees who are candidates for promotions to positions that will make them subject to operating vehicles on College business.
- D. Current Westminster College students who drive vehicles on College business.

By virtue of this policy, the above referenced individuals will be required to provide the College with their valid driver's license at intervals defined later in this policy. Their license will be checked with the appropriate state agency, and the report generated as a result of the check must reflect a point total that is below six (6) points. If the total equals or exceeds six (6), said individual will not be eligible to drive any vehicle on college business until the individual's point total drops below 6. Westminster College point total is established using the following method:

A.	Number of Accidents (within last 3 years)	
	None	0
	1	1
	2	2
	3	3
B.	Major Moving Violation (within last 3 years)	
	* Hit and Run; leaving the scene of an accident	6 each
	* Any alcohol-related driving offense	6 each
	* Any felony, homicide or manslaughter involving use of motor vehicle	6 each
	* Racing or excessive speeds (20 mph over limits)	4 each
	* Reckless, negligent or careless driving	4 each
	* License suspension or revocation for various violations	3 each
	* Speeding	2 each
C.	Other Moving Violations (within last 3 years)	
	None	0
	1 or 2	1
	3 and Over	1 each

The information received from the state licensing agencies will be kept confidential and used only to determine driver approval.

LICENSE CHECK INTERVALS

The intervals established by Westminster College are as follows:

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- A. Current Westminster College employees who drive College vehicles or other vehicles on College business, shall provide their driver's license to the Plant Operations office for inspection and a state agency check as requested, but at a minimum on an annual basis.
- B. Applicants for employment with Westminster College who will operate College vehicles or other vehicles on College business shall provide their driver's license to the Human Resource Director for inspection and a state agency check at the time they are considered for employment.
- C. Current Westminster College employees who are candidates for promotion to positions that will make them subject to operating College vehicles or other vehicles on College business shall provide their driver's license to the Plant Operations office for inspection and a state agency check.
- D. Current Westminster College students who drive College vehicles or other vehicles on College business, shall provide their driver's license to the Plant Operations office for inspection and a state agency check as requested, but at a minimum on an annual basis.

LICENSE SUSPENSION OR REVOCATION

Anyone who has had a license suspended or revoked shall not operate a vehicle on College business for the duration of the suspension or revocation.

If a Westminster College employee's license is suspended or revoked, he/she must notify his/her supervisor of the suspension or revocation no later than the next time he/she would be required to operate a vehicle on College business.

Failure to notify said supervisor and then operating a vehicle on College business may lead to disciplinary action, up to and including termination.

DRIVER EVALUATION FORM

Date: _____

Applicant Name: _____ DL Number: _____

State of Issuance: _____ Date of Expiration: _____

Group:

Department:

INSTRUCTIONS

This evaluation will not normally be the only criteria used to determine the eligibility of individuals for initial employment or promotion to positions requiring them to drive vehicles on College business. However, if the point totals for the individual equal or exceed the six (6) point maximum allowed by the College, they will automatically be removed from consideration for positions requiring them to drive vehicles on College business until their totals are again below the maximum allowed:

- A. Number of Accidents (within last 3 years)
 - None 0
 - 1 1
 - 2 2
 - 3 3

- B. Major Moving Violation (within last 3 years)
 - * Hit and Run; leaving the scene of an accident 6 each
 - * Any alcohol-related driving offense 6 each
 - * Any felony, homicide or manslaughter involving use of motor vehicle 6 each
 - * Racing or excessive speeds (20 mph over limits) 4 each
 - * Reckless, negligent or careless driving 4 each
 - * License suspension or revocation for various violations 3 each
 - * Speeding 2 each

- C. Other Moving Violations (within last 3 years)
 - None 0
 - 1 or 2 1
 - 3 and Over 1 each

Total Points Above: _____ Approved: _____ Disapproved: _____

Signed: _____
Plant Operations Supervisor

PRIVATE TRANSPORTATION RELEASE CONSENT FORM

At times it becomes necessary to use private vehicles to transport students to and from Westminster College activities. When this occurs, Westminster College requires that the student sign the *Private Transportation Release Consent Form* that appears below:

By signing this form, I hereby release Westminster College, as well as its directors, officers, administrators, employees, or other agents from all liability or damages for any and all injuries arising from the negligence of any of the above while traveling to this activity via private transportation.

Name of Activity: _____

Date: _____

Location: _____

Westminster College must have this signed form in their possession prior to the date of the specified activity.

Student Signature

Date

Appendix Q: Schedule of Faculty Activities at the Beginning of the Academic Year

Four Days Prior to the Start of Classes:

- New Faculty Orientation to the College (Department Chairs are welcome to attend this orientation with their new faculty colleagues, but are not required to do so.)

Three Days Prior to the Start of Classes:

- Departmental orientation of new faculty
- Orientation for returning faculty

Two Days Prior to the Start of Classes:

- Faculty development activities, if deemed necessary by the Council of Chairs. (Topics for faculty development activities will be approved by the Council of Chairs in the April prior to the beginning of the academic year, and will be disseminated to the entire faculty before the end of spring semester. Neither day of Fall Holiday will be used for these type activities unless the Council of Chairs deems that a faculty meeting(s) on one of the two days of Fall Holiday is so essential that it should not be postponed to a date when classes are in session.)

One Day Prior to the Start of Classes:

- Faculty advisors are expected to be on campus throughout the day to consult with their advisees about schedule alternations.

Appendix R College-Wide Policies and Procedures for Course Syllabi

Faculty and students need to be aware of several college-wide policies and procedures that, in the past, have been included as part of course syllabi. In order to save space and allow the syllabi to focus on academic issues, these policies and procedures have been collected in this appendix. All faculty should refer students to these policies in their syllabi (see Appendix E, item 12); in addition, faculty should feel free to print copies for their classes or post on the College's Learning Management System the pdf version of this document. The pdf version can be found on the CTE website and in Public Folders (<outlook:\\Public Folders\\All Public Folders\\Offices and Services\\Academic Affairs\\CollegePolicies>).

Honor Code

No Westminster student shall commit any act of academic dishonesty in order to advance her or his own academic performance, or to impede or advance the academic progress of others. This statement is found in both the *Student Life Handbook* and the *Faculty Handbook*.

ADA/Equal Access Policy

Westminster College is ADA accessible. Requests for information as to the location of services, activities, and facilities that are accessible (or for assistive listening devices, enlarged written materials or other items to access a facility, program, or service) should be directed to the College's ADA Coordinator (573-592-5226), providing at least 72 hours advance notice will help to ensure availability.

ADA Coordinator contact information:

Phone: 573-592-5226

Email address: mandy.march@westminster-mo.edu

Mailing address: 501 Westminster Avenue Fulton, MO 65251

Accommodations

Under the Americans with Disabilities Act, the College must provide a reasonable accommodation requested by a student to ensure access to instructional programs, unless it would present an undue hardship to the College. A student who feels he or she may need an accommodation based on the impact of a disability should contact the Director of the Learning Opportunities Center located in Room 34 of Westminster Hall (573-592-5304). At that time, the Director will discuss possible curricular and co-curricular accommodations and may make appointments with all of the student's professors to discuss course formats and to anticipate the student's needs.

ADA Policy

For a full statement of the College's ADA policies, see the *Westminster College – ADA/Equal Access Policy* http://www.westminster-mo.edu/explore/offices/business/hr/Documents/ADA_index.pdf.

Policy on Harassment and Discrimination

Westminster College is dedicated to maintaining an environment where all people feel respected and included and is committed to maintaining a diverse and inclusive work and learning environment free from discrimination and harassment. Harassment and/or discrimination subvert the mission of the College and threaten the careers, educational experiences and well-being of its students, staff, administrators and faculty. Thus, in accordance with federal and state law, Title IX and College policy, the College prohibits harassment or discrimination on its campus, at any College sponsored activities, and on any College sponsored trips, on the basis of an individual's/individuals' race, color, age, religion, sex, gender, sexual orientation, gender identity or expression, national or ethnic origin, citizenship, veteran status, marital status, disability or genetic information in its programs, activities and employment. It is the policy of Westminster College to promote equal employment opportunity without discrimination or harassment. The College also prohibits aiding, abetting, inciting, compelling or coercing discrimination or harassment

prohibited by this policy. In addition, the College prohibits retaliation against any member of the College community for making a complain under this policy or participating in any investigation or proceeding provided in this policy.

Each member of the Westminster community has the right to work, study and/or socialize in an environment that is free from harassment and discrimination. Each member of the Westminster community, therefore, has the corresponding responsibility and obligation to conduct himself or herself so as to create an environment that is free of harassment and discrimination. This includes the acts of supervisors, managers, faculty, employee subordinates and peers, fellow students, guests, visitors, vendors, consultants, and customers. In addition to being responsible for their own conduct, supervisors and managers must ensure that their employees contribute to a work environment that is free of harassment and discrimination. Behavior prohibited by this policy is unacceptable in the workplace and in any work-related environment outside the workplace, such as during business trips, business meetings, athletic events on campus and business-related social events.

(See section 3.3.1 of this handbook for more information regarding Discrimination and Harassment.)

Student Respect Toward Faculty

Since *respect* is one of the four cited core values of Westminster College, students are held to a high standard of respecting their professors in all forms of classroom behavior and in communication outside of class. Neither the professor nor the College will tolerate disrespect from any student.

Students should show deference and respect for their professors for three basic reasons: (1) Respect for individuals is one of the cornerstone values of ethical conduct; (2) Professors have worked diligently to earn advanced degrees and distinguish themselves as scholars and teachers in their fields, and are, therefore, entitled to students' respect; (3) since a liberal arts education is meant to cultivate the moral and intellectual virtues that one needs to be a good member of society, students should strive to develop respect for superiors, peers, and subordinates as a habit that will help them thrive in their professional and personal lives.

Professors have the authority to establish and enforce their own standards of respectful classroom behavior along with communication boundaries in and out of class. Professors are institutionally authorized and obligated to cite violations of any of those established standards. In addition, professors are also entitled to impose their own consequences for disrespectful behaviors. Since providing students with evaluative feedback is part of the teaching job, students are always encouraged to discuss specifics of their grades with their professors for the purpose of future improvement. Negative evaluations (academic or behavioral), however, do not in any way entitle students to communicate with a professor in a disrespectful or inappropriate tone (as deemed by the individual professor) in person, over the telephone, or other written or electronic means. If any such violation occurs, the professor, at his/her discretion, may simply choose to alert the Dean of

Students for official College sanctions against the student, which can include a suspension/expulsion from that professor's class.

College Duty Policy

While the classroom learning experience is central to student development, Westminster College realizes that college duty activities also serve the mission of the college "to educate and inspire Westminster students, contribute to their development as leaders of character, and prepare them for lives of success, significance and service."

All College Duty absences are approved by the Dean of the Faculty. The success of the college duty experience to positively shape the student's learning experience is the result of shared responsibility by students, college duty sponsors, faculty, and academic advisors. The student's role is to choose classes for the semester that minimize potential absences as much as possible, anticipate and plan for college duty absences in the upcoming semester, and make arrangements with the instructor about these absences. Sponsors must notify the Academic Dean's Office and college community of student absences for the event and serve as the point of contact regarding questions about specific college duty absences and potential conflicts of interest. Students and sponsors should have a clear understanding of the College Duty policy and sponsors should exercise wisdom and oversight in advising the student in making college duty requests. Faculty instructors emphasize course requirements at the beginning of the semester, identify key attendance dates, and describe specific absence policies of the class. Advisors make course selection suggestions, considering alternatives to scheduling classes at times or in semesters in which frequent college duty class absences may occur. The intent of the College Duty policy is to enhance the educational experience of our students. In the interest of students' academic progress, all parties involved should work together to assure that off-campus experiences do not impair regular classroom learning. Any Level II or III College Duty that would cause a student to miss more than three consecutive class days must be approved by the Dean of Faculty in consultation with the Council of Chairs.

A. Classification of College Duty

Level I College Duty

College-contracted athletic events. - Automatically accepted as college duty as outlined in Part B.

Level II College Duty

Class-related travel, including field trips - The Academic Dean will approve these on a case-by-case basis as outlined in Part B.

Level III College Duty

- 1) college-sponsored events, such as those attended by student organizations
- 2) activities approved by the college and listed in the student handbook

- 3) events not sponsored by the College, such as Greek conferences and external leadership conferences

The Dean of the Faculty, will approve these on a case-by-case basis as outlined in Part B.

B. Approval Timetable & Process:

In all cases (Levels I, II, and III) the participating group shall submit the following to the Academic Dean's Office a minimum of two (2) weeks in advance of travel. Under exceptional circumstances, the Dean may grant waivers to this policy on a case-by-case basis.

- A list of students planning to participate. Coaches shall distribute to all faculty via e-mail or otherwise the names of athletes and dates of games at the start of each semester and provide changes to the roster and schedule to faculty as the semester progresses. Within two weeks before each event they shall continue to provide faculty the names of students attending and when and where the games will be played. After each event, should any student-athlete not have attended the athletic event, the coaches will notify the relevant faculty of the names of these absent students within two class days after their return to campus. Note: On-campus events also require notification of faculty for students to miss class.

Field trips led by faculty are subject to the same approval requirements of three weeks notice to the Academic Dean's Office. Upon approval, the faculty member shall notify the remaining faculty of date, time and list of students attending. Within two weeks before each event he/she shall provide faculty the names of students attending and when and where the field trip will be taken. After each field trip, should any student not have attended, the faculty member will notify all faculty within two class days after return to campus. (See College Absence Policy below.)

- A description of the conference, workshop or event. In the cases of Level II and III the participating group shall submit the following to the Academic Dean's Office a minimum of two (2) weeks in advance of travel. Submissions with less than two weeks' notice may result in rejection solely for this reason.
 - A description of the educational value and/or how the activity benefits the College
- C. How participation constitutes "representing the College," as defined in the College Catalog

D. General Rules

1. All Levels: Upon their return to campus, students shall follow-up with relevant faculty at the next scheduled class period or before to complete missed work.
2. Levels II and III:
 - a) No student shall be allowed more than **two (2) days** College duty per semester.

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- b) If students attending the event are not accompanied by a faculty/staff advisor, then the participating students should secure a faculty or staff sponsor for the event and provide a report substantiating the educational value. The completed report must be delivered to the sponsor within one week of return. If an acceptable report is not submitted, the absence will not count as College Duty. For campus organizations, the lack of or incomplete submission of a report may result in denial of college duty designation for future events sponsored by that organization.
 - c) Students are responsible for providing at least one week's notification to the instructors of the missed classes.
 - d) For Level II College duty only: In the case of field trips beyond the hours of the scheduled course time slot, which may conflict with other courses, it is the student's responsibility to seek permission from the faculty member whose class is being missed. At least one week's notice, shall be given. The faculty member has no obligation to grant permission to miss class, tests or assignments that are due.
3. Under exceptional circumstances, the Dean of the Faculty may grant waivers to this policy on a case-by-case basis.

Emergency Procedures

1. In case of fire, the fire alarm will sound. This will be an aerosol boat horn in some buildings. Students in the affected building will evacuate to the appropriate Safe Zone (please see attached list for Safe Zone areas.) If the Safe Zone is compromised, report to the fountain inside the circle drive on the hill. Report to your professor when you reach your Safe Zone and do not leave until he or she releases you.
2. In case of situations other than a fire which might result in a building or area evacuation, no fire alarm will sound. The primary means of notification will be verbal. Students in the affected building or area will evacuate to the appropriate Safe Zone (please see attached list for Safe Zone areas.) If the Safe Zone is compromised, report to the fountain inside the circle drive on the hill. Report to your professor when you reach your Safe Zone and do not leave until he or she releases you.
3. If the evacuation occurs near the end of a class period, your professor is still accountable for your safety. Evacuate as above, report to your professor, and wait for his okay to leave the area.
4. If you approach a building for class and the building has been evacuated, go to the Safe Zone for that building and locate the professor for your upcoming class. Your professor will tell you if the class is to be cancelled or not.
5. In the case of a lockdown situation: if your area is in imminent danger, call 911 and then call Campus Security (592-5555). If you hear the campus siren, check a cell phone or email for text information. (Students are encouraged to sign up for

emergency text messaging at www.westminster-mo.edu <<http://www.westminster-mo.edu>>. Select IT Services; then select Emergency Alerts.) A voice page will also be sent to all campus phones from Security. Lock or barricade yourself in the nearest safe room, and stay put until given clearance by police or an administrator.

Primary and Secondary Safe Zones for Building Evacuation:

- Champ: HAC Gym or Mueller Leadership Hall
- Churchill Memorial: HAC Gym or Mueller Leadership Hall
- CSC: HAC Gym or Champ parking lot
- Development Center: Development Center/Delt House Parking lot or Residential & Greek Life
- GSB: Football field or WCS
- Hazel: HAC Gym or AV room of Champ
- HAC: AV room of Champ or NH
- Historic Gym: HAC Gym or NH
- Mueller Leadership Hall: Champ parking lot or AV room of Champ
- NH: Historic Gym or toward Westminster Avenue
- Reeves: HAC Gym or AV room of Champ
- Res/Greek Life: Development Center Parking lot or Hazel lower level
- WWH: HAC Gym or NH
- WH: HAC Gym or NH
- Wett. Center for Sports: Parking lot or GSB

Safe Zones for Tornado or Similar Shelter:

- Champ: Stairwells, restrooms, and lower level hallways
- Churchill Memorial: Tunnel or restrooms
- CSC: Lower level halls and stairwells
- Development Center: Basement
- GSB: Basement of Grove or restroom areas
- Hazel: Lower level stairwells, restrooms, or Reeves basement
- HAC: Lower level/stairwells
- Historic Gym: Lower level stairwells or restrooms
- Mueller Leadership Hall: Lower level restrooms or storage area
- NH: Basement
- Reeves: Basement

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- Res & Greek Life: Basement
- WWH: Basement
- WH: Basement
- Wett. Center for Sports: Stinson Creek or restroom/locker areas

This is available in the *Advisor's Handbook* and *Student Life Handbook*.

Appendix S Bylaws of Westminster College

Note that the official copy of the Bylaws is maintained in the President's Office and shall be controlling.

See Next Page

**AMENDED AND RESTATED BYLAWS
OF**

WESTMINSTER COLLEGE

Fulton, MO

Adopted on May 18, 2013

Effective July 1, 2013

ARTICLE I

THE BOARD OF TRUSTEES

Section 1. General. The management of the affairs of Westminster College (the "College") shall be vested in the Board of Trustees (the "Board"), which shall exercise ultimate institutional authority as set forth in these Bylaws, the College's Charter and applicable law. These Bylaws and other Board policy statements, documents and policies shall take precedence over all other institutional statements, documents and policies, to the extent not inconsistent with the Charter and applicable law. All words used in these Bylaws will be construed to be of such gender or number as the circumstances require.

Section 2. Election, Tenure and Participation.

(a) Election of Trustees. The Board shall consist of not more than forty (40) and not less than eighteen (18) members (herein called "Trustees," which term as used herein shall not include Trustees Emeriti, Honorary Trustees or Ex-officio Trustees), to be divided into three classes of from six (6) to fourteen (14) members each, the classes to be kept as nearly balanced as practicable. The classes shall be elected for three (3)-year terms at the annual meeting of the Board in the following manner. Each year, the Governance and Trusteeship Committee shall nominate at least eight (8) and not more than fourteen (14) persons to serve as Trustees in that year's class. The nominations shall be reported to the Board at the annual meeting and further nominations may be made from the floor. The Board shall then proceed to elect at least eight (8) and not more than fourteen (14) Trustees from the persons nominated. The terms of the Trustees so elected shall commence on the next following July 1. Vacancies on the Board occurring by resignation, death or otherwise may be filled for the unexpired term by the Board at any regular or special meeting, the term of such Trustee to commence at the close of the meeting at which he is elected.

(b) Tenure. Each Trustee so chosen shall serve for the term of the class to which he was elected unless he sooner resigns, dies or is removed by a two-thirds (2/3) vote of the Trustees voting thereon at any regular or special meeting of the Board. A Trustee may be elected by the Board to succeed himself; provided, a person may serve as a Trustee for no more than four (4) consecutive three (3)-year terms (excluding for purposes of the calculation the completion of any partial terms that preceded the first full three (3)-year term) and thereafter will no longer be eligible to serve as a Trustee (the "Term Limit"). Notwithstanding the Term Limit, a person may continue to serve as a Trustee under any of the following circumstances:

(1) A Trustee who reaches the Term Limit while serving as the Chair or any Vice Chair will be re-elected to one (1) additional consecutive three (3)-year term, and a Trustee who reaches the Term Limit immediately upon completion of the Trustee's term as Chair or any Vice Chair may be re-elected to one (1) additional three (3)-year term;

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(2) A person who is serving as a Trustee on the date (May 18, 2013) these Bylaws are first amended to include the Term Limit may be re-elected for up to two (2) additional consecutive three (3)-year terms following completion of the Trustee's current term regardless of the number of total consecutive terms the person has served as Trustee prior thereto;

(3) A person who ceases to serve as a Trustee as the result of the Term Limit may be elected, one or more times in the future, to an additional three (3)-year term after a period of at least one (1) year following the person's most recent term as Trustee; and

(4) A person who would cease to serve as a Trustee as the result of the Term Limit may be re-elected for one (1) additional three (3)-year term if, after consulting with the President, the Chair recommends the re-election of the Trustee to the Governance and Trusteeship Committee, the Governance and Trusteeship Committee recommends the re-election to the Executive Committee, the Executive Committee recommends the re-election to the Board, and the Board votes to re-elect the Trustee.

(c) Trustees Emeriti. Upon recommendation by the Governance and Trusteeship Committee, in recognition of noteworthy service to the College as a Trustee, and to provide continuing benefit and support to the College, the Board may elect as Trustee Emeritus any former Trustee who has served as a Trustee for at least five (5) years and has since been off the Board for at least one year. The official title of this position shall be Trustee Emeritus or Trustee Emerita. The term of office for a Trustee Emeritus shall be for life, until he or she tenders his or her resignation, or upon a determination by the Board that it is not in the best interests of the College that he or she continues to serve as a Trustee Emeritus. Trustee Emeritus status provides an opportunity for former Trustees to continue to serve the College under an amended set of expectations approved by the Board.

(d) Honorary Trustees. Upon recommendation from the Governance and Trusteeship Committee, the Board may elect as an Honorary Trustee any person who has shown a special interest in service to the College, but who does not qualify as an Emeritus Trustee. The term of office for an Honorary Trustee shall be for three (3) years, with no limits on the number of terms served, until he or she tenders his or her resignation, or upon a determination by the Board that it is not in the best interests of the College that he or she continue to serve as an Honorary Trustee. Honorary Trustees serve the College under an amended set of expectations approved by the Board.

(e) Ex-officio Trustees. The President of the College (the "President"), the President of the College's Student Governmental Association (the "Student Trustee"), the President of the Alumni Council and two (2) recent Graduates Trustees (as defined below) shall be Ex-officio Trustees. The Board may also elect one or more officers of the College, other than the President, to be Ex-officio Trustees.

(1) The President of the College shall serve as an ex-officio member of the Executive Committee, Governance and Trusteeship Committee, and such other committees as the Chair may determine. The financial expectation under Article I, Section 3(b)(3) for the President will be reduced and specifically determined by the Governance and Trusteeship Committee.

(2) The Student Trustee (previously defined as the President of the College's Student Government Association) shall serve as an ex-officio member of the Student Life Committee and such other committees as the Chair may determine. Additionally, the Student Trustee (Student Trustees, if applicable) will be "mentored" throughout their respective tenure by the second-year Young Trustee. Such responsibilities for the mentoring of the Student Trustee should include, however, not limited to, guidance with respect to the Student Trustee's Board presentations including subsequent feedback of

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such Board presentations prior to and after each Board meeting, guidance as to how the Board functions including the committee functions and related committees in which the Young Trustee is a member of

(3) during their tenure and providing on-going advice and guidance with respect to matters that are of a concern to or would enhance the Student Trustee's experience on the Board and their respective committees. The financial expectation under Article I, Section 3(b) (3) for the Student Trustee will be reduced and specifically determined by the Governance and Trusteeship Committee.

(4) The President of the Alumni Council shall serve as an ex-officio member of the Development Committee, Student Life Committee and any other committees as the Chair may determine. The financial expectation under Article I, Section 3(b)(3) for the President of the Alumni Council will be annual affordable contributions to the Westminster Fund (or other unrestricted giving fund as may replace the Westminster Fund in the future) as determined by the Governance and Trusteeship Committee.

(5) The Student Trustee (previously defined as the President of the College's Student Government Association) shall serve as an ex-officio member of the Student Life Committee and such other committees as the Chair may determine. Additionally, the Student Trustee (Student Trustees, if applicable) will be "mentored" throughout their respective tenure by the first-year Young Trustee. Such responsibilities for the mentoring of the Student Trustee should include, however, not limited to, guidance with respect to the Student Trustee's Board presentations including subsequent feedback of such Board presentations prior to and after each Board meeting, guidance as to how the Board functions including the committee functions and related committees in which the Young Trustee is a member of during their tenure and providing on-going advice and guidance with respect to matters that are of an concern to or would enhance the Student Trustee's experience on the Board and their respective committees. The financial expectation under Article I, Section 3(b) (3) for the Student Trustee will be reduced and specifically determined by the Governance and Trusteeship Committee.

(f) Participation. Emeritus, Honorary and Ex-officio Trustees shall be invited to, and may attend and participate in, meetings of the Board, but the Student Trustee and Honorary Trustees may not attend executive sessions of the Board and may not serve as officers of the College. The President of the Alumni Council and the Young Trustees shall be entitled to vote. Emeritus, Honorary and Student Trustees and the President shall not be entitled to vote. Emeritus, Honorary and Student Trustees may be appointed to any Board committee as non-voting members.

Section 3. Authority and Responsibility of the Board.

(a) Board. The Board shall have the following specific responsibilities, which shall not limit the general authority of the Board to manage the affairs of the College as provided in Section 1 of this Article I.

(1) To elect persons as Trustees, Trustees Emeriti, Honorary Trustees and Ex-officio Trustees.

(2) To elect the President and other officers of the College, other than the Vice Presidents.

(3) To remove any Trustee or officer of the College by two-thirds (2/3) vote of the Trustees voting thereon at a meeting.

(4) To ratify the membership of the Board's Executive Committee, as appointed by the Chair of the Board (the "Chair") who shall submit to the Board by each July 1 his appointments to the

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Executive Committee for the College's next fiscal year. The submission by the Chair may be at a regular or special meeting of the Board or by ballot by mail, email, facsimile, other electronic means or any other fair and reasonable manner.

(5) To confirm the duties of committees of the Board established and appointed by the Chair pursuant to Section 6 of Article III.

(6) To approve the College's preliminary and final annual operating budget.

(7) To review and accept the annual external independent audits of the College's financial statements, federal financial aid and other federal and/or state programs as applicable and the College's retirement plan financial statements and other related reports as required as part of the annual external independent audit process as required by external or internal constituencies subject to the Financial Affairs Committee's review and approval of these matters and recommendation to the Board for such acceptance. Additionally, the Board will also review and accept for filing the College's annual IRS Form 990 and 990T subjected to the Financial Affairs Committee review of these matters and recommendation to the Board for such acceptance.

(8) To approve the incurrence of indebtedness or entering into a capital or operating leasing arrangement or a similar type of borrowing arrangement more than \$2,500,000 (or any such borrowing arrangement and amount if the Executive Committee has not previously approved if such amount is equal to or less than \$2,500,000). If any such borrowings arrangements require collateralization of any form or amount, the Board is required to approve such borrowing arrangements regardless of the amount including annual renewals of such borrowing arrangements prior to the incurrence of these arrangements.

(9) To authorize the expenditure of funds for capital additions or improvements to the College.

(10) To approve the granting of degrees and honorary degrees.

(11) To approve the granting of tenure to faculty members and to cancel the appointment of faculty members having tenure as provided in Section 2 of Article III.

(12) To amend the Bylaws as provided in Article VIII.

(13) To review reports and recommendations of the President, and to take such actions thereon as deemed appropriate.

(14) To administer the provisions of Article VI regarding indemnification.

(15) To establish all major policies (including, but not limited to, the Board Manual on Governance, Procedures and Resources) governing the business operations, educational programs and other operations and activities of the College.

(16) To adopt investment policies, programs and procedures regarding capital funds, trust funds and endowment funds of the College, and to authorize the employment of persons to carry out such policies, programs and procedures.

(17) To review and approve the election of individuals to The Association of Churchill Fellows of Westminster College, as nominated by the America's National Churchill Museum Committee of the Board of Trustees of Westminster College.

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(b) Commitment of Trusteeship. Each Trustee commits to share his time, talent, and resources with the College in accordance with the expectations adopted from time to time by the Board, which shall include, but not be limited to, the following aspects (and as modified for Ex-officio Trustees):

(1) The time commitment involves regular attendance at Board meetings, at least three (3) of four (4) meetings per year, unless excused or absent because of extenuating circumstances and to maintain regular attendance and active participation on the respective committees in which the trustees serve. (See Article 1, Section 3; Authority and Responsibility of the Board; Item 3(b) (5) (i) with respect to attendance at committee and Board meetings.)

(2) The sharing of talent includes oversight of the College's operations and may involve application of special skills, such as expertise in investment, financial management, buildings and grounds, personnel management, academic matters, and government. The sharing of talent may also include drawing friends and business or professional associates to the College and seeking support from them.

(3) Based upon and subject to one's financial resources, each Trustee should make an annual gift to the College and should provide significant financial support to each capital campaign and other special solicitations of the College.

(4) One major contribution Trustees can make is to attract to service on the Board other individuals whose positions, resources, and commitments equip them to contribute to the College. The College honors the devotion of its alumni and will always have a significant number of alumni as Trustees. At the same time, the College seeks the service of non-alumni, including individuals who can bring to the Board varied geographical, religious, ethnic, occupational and experiential backgrounds.

(6) Each Trustee will complete and return to the Governance and Trusteeship Committee, by a date selected by that committee, an annual performance self-assessment for the preceding twelve (12) months that addresses his: (i) attendance at committee and Board meetings, (ii) attendance at College events and functions, (iii) financial support provided to the College, and (iv) promotion of, and other service to, the College.

(7) Each Trustee will comply with the College's conflict of interest policies and procedures and such other policies and procedures as are applicable to Trustees from time to time.

ARTICLE II

OFFICERS

Section 1. General.

(a) The officers of the College shall be a Chair and two (2) or three (3) Vice-Chairs, each of whom shall be a Trustee, a President, one or more Vice Presidents, a Secretary, a Treasurer, and such additional officers as the Board may from time to time elect. The offices of Vice President, Secretary, and Treasurer may be held by the same person.

(b) The Chair and Vice-Chairs shall be elected by the Board at its annual meeting for terms of two (2) years each commencing the next following July 1, and they may be re-elected to succeed themselves; provided, however, (a) a person may serve as Chair for no more than two (2) consecutive

two (2)-year terms plus a maximum of two (2) consecutive one (1)-year terms, thus no more than six (6) consecutive years, and (b) a person may serve as a Vice-Chair for no more than a maximum of three (3) consecutive two (2)-year terms.

(1) A person who has served his or her maximum number of consecutive terms as Chair or Vice-Chair will be eligible for re-election as Chair or Vice-Chair after not servicing as Chair or Vice Chair for two (2) years.

(2) Notwithstanding the foregoing term limit for the Chair, the Chair serving at the time of the adoption of this term limit, as well as the immediate successor to him or her as Chair, shall each be eligible for only one (1) two (2)-year term and one (1) consecutive one (1)-year term, thus no more than three (3) consecutive years.

(3) Vacancies in any such offices may be filled for any unexpired term at any meeting of the Board.

(4) The process for nominating persons to become Chair or Vice-Chair shall be as follows:

(A) Whenever an opening will exist in the position of Chair or Vice-Chair as of the end of a fiscal year, the Chair will request input from all Trustees, as soon as practicable, regarding candidates for the open position.

(B) Whenever it becomes apparent to the Chair that an opening will exist in the position of Chair or Vice-Chair for any other reason, the Chair will request input from all Trustees, as soon as practicable, regarding candidates for the open position.

(C) The Chair, with input from the Trustees and the President, will provide the Governance and Trusteeship Committee two (2) recommendations to fill each open Chair and Vice-Chair position.

(D) The Governance and Trusteeship Committee will consider, but not be limited by, recommendations received from the Chair, and then it will provide the Executive Committee at least one (1) recommendation to fill each open Chair and Vice-Chair position.

(E) The Executive Committee will consider, but not be bound by, recommendations received from the Governance and Trusteeship Committee, and then it will provide the Board one (1) nomination to fill each open Chair and Vice-Chair position.

(F) The Board will consider, but not be bound by, nominations received from the Executive Committee, and it will elect individuals to fill each open Chair and Vice-Chair position.

(c) The President and other officers of the College who are not members of the Board shall be elected by and shall hold office at the pleasure of the Board, subject to the provisions of Section 3 of Article I of these Bylaws. The Vice Presidents shall be appointed by and serve at the pleasure of the President in consultation with the Board. Such other officers may, at the same time, be employed by the College in other positions responsible to the President. If the employment of an officer responsible to the President is terminated by the President, such person shall automatically cease to be an officer of the College, and action of the Board shall not be required for such removal from office but the Board shall be notified immediately of such action and the reasons thereof.

(d) The duties of the officers listed below in this Article are illustrative and not exclusive and

may be augmented by the Board from time to time.

Section 2. Chair. The Chair shall preside at, and thus establish the rules for the conduct of, all meetings of the Board and the Executive Committee; shall appoint, and may terminate members, chairs and vice-chairs of all committees including the Executive Committee and all task forces; shall be an ex-officio member of all committees; shall determine the dates of regular meetings of the Board; shall call special meetings of the Board and the Executive Committee; and, specifically with respect to the Vice-Chairs, shall designate a Vice-Chair to serve as chair of the Governance and Trusteeship Committee and a Vice-Chair to serve as vice-chair of the Executive Committee, and shall designate the order for the Vice-Chairs to become acting or interim Chair when the Chair is absent or unable to act as Chair for any other reason. The Chair, in the name and on behalf of the College, shall execute documents reflecting Board action and shall have authority, with concurrence of the President, to delegate his authority with respect to the signing of documents, to such other officers and employees of the College as he may in writing designate. The Chair shall also have such other duties and responsibilities as are normally incident to the office of Chair of a college who is not the chief executive officer.

Section 3. Vice-Chairs. One Vice-Chair shall serve as chair of the Governance and Trusteeship Committee, as designated by the Chair, and another Vice-Chair shall serve as the vice-chair of the Executive Committee, as designated by the Chair. Whenever the Chair is absent or unable for any other reason to act as Chair, the Vice-Chairs in order of designation by the Chair shall have the powers and perform the duties of the Chair. Whenever the Chair and all Vice-Chairs are absent or otherwise unable to preside, a member of the Executive Committee shall be chosen by such Committee to act as Chair during the period of such absence or disability, and such member shall have the power to call special meetings of the Board and to perform the duties of the Chair. The Vice-Chairs shall also perform such other duties as may be assigned to them by the Board or the Chair.

Section 4. The President.

(a) The President shall be the chief executive and administrative officer (the “Chief Executive Officer”) of the College and, within policies, budgets and expenditures approved by the Board, shall administer the education program, business operations and affairs of the College, but shall have no authority with respect to the investment of College funds.

(b) The President shall appoint or cause to be appointed such members of the faculty, administrative personnel, and other non-academic employees as are required to carry out the program and operations of the College. Appointment of faculty members granted tenure for the first time must have the prior approval of the Board upon recommendation of the Academic Affairs Committee. The appointment of administrative officers, non-tenured faculty members, and non-academic employees may be terminated by the President. In the case of a tenured faculty member, termination of employment by the President shall require the prior approval of the Board after recommendation of the Academic Affairs Committee and shall otherwise be subject to applicable College regulations regarding tenure.

(c) The President shall, not later than the 1st day of May of each year, prepare and submit to the Executive Committee a proposed preliminary budget of income and expenses and other related information for the ensuing fiscal year. The Executive Committee shall promptly review such preliminary budget and recommend such budget, with such revisions as it deems appropriate, to the May meeting of the Board. A final and/or revised budget and other related information shall be presented to the Executive Committee and the Board at its first meeting during each fiscal year for approval. The President shall administer the preliminary and final budget as approved by the Board. The President shall cause all deviations from the budget to be reported to the Board officers and the Board.

(d) The President shall, not later than the 1st day of October of each year, prepare and submit to

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the Board a written report describing the operation of the College during the previous academic year, together with a discussion of major plans and problems concerning the operation of the College during the current and future years. At each of the regular meetings of the Board, the President shall make interim reports to the Board concerning the activities and operations of the College and may make appropriate policy recommendations for the Board's consideration.

Section 5. Vice Presidents. When the President is absent or unable for any other reason to act as Chief Executive Officer, the Vice Presidents, in order of designation approved by the Chair and at least one Vice-Chair in writing from time to time, shall have the powers and perform the Chief Executive Officer duties of the President. In the absence of such designation, the Vice President for Academic Affairs shall have the powers and perform the duties of President under such circumstances. The Vice Presidents shall have and perform such other duties as may be assigned to them by the President.

Section 6. The Secretary. The Secretary shall attend all meetings of the Board and of the Executive Committee, shall keep minutes of such meetings, and shall distribute a copy of such minutes to each member of the Board within sixty (60) days following such meeting. He shall prepare or cause to be prepared the agenda for and give or cause to be given notice of all meetings of the Board and of the Executive Committee and shall perform such other duties as shall from time to time be assigned to him by the Board, the Chair or the President. He shall have charge of the corporate seal and all records of the Board.

Section 7. The Treasurer. The Treasurer shall be the chief financial officer of the College, and shall, in accordance with the provisions of Sections 1 and 2, Article VII, provide for the deposit of receipts of the College and the safekeeping of negotiable securities and other valuable papers, and shall perform, in accordance with the procedures established by the Board, such other duties as usually pertain to the office.

ARTICLE III

COMMITTEES

Section 1. Executive Committee. The Executive Committee is responsible for the overall operation of the College during periods between meetings of the Board and shall exercise the powers of the Board during such times, subject to the limitations set forth in these Bylaws, the College's Charter and applicable law. The Executive Committee shall be composed of the Chair of the Board, Vice-Chairs, the President (ex-officio but without entitlement to vote), and not less than five other Trustees, who shall respectively hold office for one year commencing each July 1 and for any additional period of time after such year until their respective successors shall be appointed. The Chair of the Board, or in his absence the Vice-Chairs in order of designation, or in their absence any member of the Executive Committee upon designation thereby, shall serve as Chair thereof. A quorum of the Executive Committee shall consist of a majority of its voting members. The Executive Committee shall be subordinate and responsible to the Board. In the interval between meetings of the Board, the Executive Committee shall exercise the powers of the Board, and shall, in addition, have the following specific responsibilities to be performed at any time it deems necessary and appropriate: (i) to review the annual operating budget, and any other budget, proposed by the President and recommended by the Financial Affairs Committee and recommend such budget, subject to the revisions the Executive Committee deems appropriate, to the Board; (ii) to excuse the attendance of a Trustee at successive regular meetings of the Board as provided for in Section 4, Article IV; (iii) to select a firm of certified public accountants to perform the annual audit of the accounts and financial records of the College and any special audits or other studies deemed necessary or advisable; (iv) upon recommendation of the President, and by unanimous vote of the Trustees in attendance at a meeting of the Executive Committee, to borrow money, incur indebtedness or enter into a capital or

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operating leasing arrangement or a similar type of borrowing arrangement equal to or less than \$2,500,000, reporting such action to the Board at its next meeting; (v) oversee the College's risk management policies, procedures and practices including oversight of the Enterprise Risk Management ("ERM") Sub-Committee; and (vi) to recommend actions of any type to be taken by the Board. It shall meet on call of the Chair or at the request of three (3) members of such committee. The Executive Committee may hold a meeting, or a member of the Executive Committee may participate in a meeting of the committee, by means of conference telephone or other electronic means of which all persons participating in such meeting can hear each other. The Executive Committee shall have no authority: (a) to approve or authorize amendments to the Charter or Bylaws of the College; (b) to employ or discharge the President; (c) to elect officers of the College; (d) to grant degrees (including honorary degrees); or (e) to act on matters specifically assigned to other committees, officers or other persons by these Bylaws. All actions by the Executive Committee shall be reported to the Board no later than at the Board's next meeting.

Section 2. Academic Affairs Committee. The Academic Affairs Committee is responsible for reviewing, assistance in formulating, and overseeing College policies related to all academic affairs of the College, including, but not limited to, academic standards and requirements; degree programs; honorary degrees; academic-related student affairs; faculty appointments; student support services; faculty development; faculty tenure; faculty initiatives, policies and regulations; assessment and accreditation; the organization of academic units; the appropriate balance between teaching, scholarship, research, and committee service; technological concerns; instructional budgeting; student retention; and academic long-range planning. The Academic Affairs Committee shall review academic issues, policies and procedures at the College to ensure that they are consistent with the College's academic mission, strategies, and priorities. Based upon the recommendations of the Vice President for Academic Affairs and Dean of Faculty, the Academic Affairs Committee also reviews and brings forward for a vote of the full Board faculty members who have been nominated for tenure or whose appointments as tenured faculty are recommended to be canceled. The full Board shall have sole authority to grant tenure and cancel appointments of faculty members having tenure. The Academic Affairs Committee is also responsible for vetting and bringing forward for a vote of the full Board those individuals who have been nominated for an honorary degree based upon the Board approved criteria for awarding of honorary degrees. The Academic Affairs Committee shall be composed of not less than five Trustees, who shall hold office for one year commencing each July 1 and for any additional period of time after such year until their respective successors are appointed. The Academic Affairs Committee shall have such other powers and duties as the Board shall from time to time determine. A quorum of this committee shall consist of a majority of its voting members.

Section 3. Financial Affairs Committee. The Financial Affairs Committee ("FAC") is responsible for the oversight of policies and practices related to the College's financial management, operating performance, and financial affairs and well-being. Such oversight responsibility includes the review and approval of the annual external independent audits of the College's financial statements, federal financial aid and other federal programs as applicable and the College's retirement plan financial statements and other related reports as required as part of the annual external independent audit process as required by external or internal constituencies. Additionally, the FAC is responsible for the review and acceptance of the College's annual IRS Forms 990 and 990T and to make a recommendation to the Board for their review and acceptance in order to insure a timely filing with the IRS by the College. The Financial Affairs Committee reviews the President's proposed annual preliminary budget with the objective of recommending a final budget for review by the Executive Committee and approval by the Board. In cooperation with the College President and Treasurer, the

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Financial Affairs Committee shall review and advise on issues relating to best financial and internal control practices. The Financial Affairs Committee shall consist of a minimum of five Trustees, who shall hold office for one year commencing each July 1 and for any additional period of time after such year until their respective successors are appointed. The committee shall have such other powers and duties as the Board shall from time to time determine. A quorum of this committee shall consist of a majority of its voting members.

Section 4. Governance and Trusteeship Committee. The Governance and Trusteeship Committee is responsible to the Board for assessing the composition and performance of the Board and the performance of individual Trustees; identifying and evaluating proposed candidates to serve as Trustees; the orientation of new Trustees; and reviewing and making recommendations for proposed changes to the operations, policies, and procedures of the Board, including changes to the Bylaws and the charters of Board committees. The Governance and Trusteeship Committee shall also review and advise the Board's Chair on matters of compensation and other employment terms regarding the President. The Governance and Trusteeship Committee shall consist of not less than five trustees, who shall hold office for one year commencing each July 1 and for any additional period of time after such year until their respective successors are appointed. The committee shall have such other powers and duties as the Board shall from time to time determine. A quorum of this committee shall consist of a majority of its voting members.

Section 5. Investment Committee. The Investment Committee is responsible for the oversight of policies, practices and performance of the investment of the College's capital funds, trust funds, and endowment funds. The Investment Committee shall recommend to the Board the investment policies and practices to be adopted related to such funds and the employment of investment managers, investment advisors, trustees, agents and other persons deemed necessary or advisable to implement such investment policies. The Investment Committee shall monitor the performance of all persons and entities employed to implement such investment policies and actions and shall report its findings to the Board from time to time. The Investment Committee shall be composed of not less than five Trustees, who shall hold office for one year commencing each July 1 and for any additional period of time after such year until their respective successors are appointed. The committee shall have such other powers and duties as the Board shall from time to time determine. A quorum of this committee shall consist of a majority of its members.

Section 6. Other Committees. In addition to the committees provided for in Sections 1 through 5 of this Article III, the Chair may designate and terminate such other standing and ad hoc committees and task forces as may seem helpful or advisable. Such committees and task forces shall perform such duties as the Chair may from time to time determine, subject to the approval of the Board.

Section 7. Appointment of Committee Chairs, Vice-Chairs and Members. Except for the Executive Committee and without limiting the authority of the Chair under Article II, Section 2, the Chair of the Board shall appoint annually the committee chairs, any vice-chairs deemed necessary, and all of the remaining committee members. The chairs, vice-chairs and members of such committees shall be chosen from the Trustees. As provided elsewhere in these Bylaws, Trustees Emeriti and Honorary Trustees may be appointed to any committee.

ARTICLE IV

MEETINGS

Section 1. Regular Meetings. Three regular meetings of the Board shall be held each year, on such date and at such times and places as shall from time to time be determined by the Chair; provided, however, that at least one such regular meeting shall be held on the campus of the College, or at such other location as designated by the Board, during May of each year and shall be known as the annual meeting of the Board. The date and place of such meetings shall be scheduled and all Trustees notified no later than sixty (60) days following the annual meeting.

Section 2. Special Meetings. Special meetings of the Board may be called at any time by the Chair, or in his absence, by a person acting as Chair under Section 3, Article II, and either the Chair or such Acting Chair shall call a special meeting at the request of one-third (1/3) of the Trustees.

Section 3. Notice of Meetings. Notice of each regular meeting of the Board shall be mailed to each Trustee, addressed to him at his residence or usual place of business, or sent to each Trustee by email, facsimile, other electronic means or any other fair and reasonable manner, in all events at least two (2) weeks before the day of the meeting. Special meetings may be called by facsimile, telephone, email or otherwise on twenty-four (24) hours' notice in advance. A written proposed agenda shall accompany the notice of each regular and special meeting, but if notice of a special meeting is given by telephone, such agenda may be orally communicated.

Section 4. Attendance. The absence of a Trustee from five (5) successive regular meetings of the Board shall automatically terminate his membership, unless the Executive Committee votes to excuse such attendance for good cause.

Section 5. Ballots. Except as otherwise herein specifically provided, in the discretion of the Chair, action by the Board or the Executive Committee may be taken by ballot delivered by mail, email, facsimile, other electronic means or any other fair and reasonable manner with the same effect as if taken at a duly constituted meeting. The communication regarding the ballot shall indicate the percentage of approvals necessary to approve each matter listed thereon and shall specify the time by which the ballot must be received by the College in order to be counted. Unless a greater threshold for approval is otherwise required by these Bylaws, the act of a majority of the Trustees by ballot shall be the act of the Board. All acts taken by the Board by ballot without a meeting shall be submitted to the Board for ratification at its next meeting.

Section 6. Quorum. A majority of the Trustees shall constitute a quorum for the conduct of business of the College. Except as specifically provided by law, the Charter or these Bylaws, the act of a majority of the Trustees present at a meeting at which a quorum is present shall be the act of the Board.

ARTICLE V

DEGREES

Section 1. Degrees. Degrees shall be granted by the Board upon the recommendation of the President.

Section 2. Honorary Degrees. Honorary degrees may be conferred upon such persons as the Board, upon recommendation of the Academic Affairs Committee, shall deem worthy of such distinction. Approval of candidates for such degrees shall be by an affirmative vote of at least three-fourths (3/4) of the Trustees voting.

ARTICLE VI

INDEMNIFICATION

Section 1. Action Not By or On Behalf of College. The College shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the College) by reason of the fact that he is or was a Trustee, officer or employee of the College, or is or was serving at the request of the College as a director, officer or employee of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with such action, suit or proceeding if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the College, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he reasonably believed to be in or not opposed to the best interests of the College, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his conduct was unlawful.

Section 2. Action By or On Behalf of College. The College shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the College to procure a judgment in its favor by reason of the fact that he is or was a Trustee or officer of the College, or is or was serving at the request of the College as a director or officer of another corporation, partnership, joint venture, trust or other enterprise, against expenses (including attorneys' fees) actually and reasonably incurred by him in connection with the defense or settlement of such action or suit if he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interests of the College and except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for gross negligence or misconduct in the performance of his duty to the College unless, and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which the court shall deem proper.

Section 3. Successful Defense. To the extent that a Trustee, officer, employee or agent of the College has been successful on the merits or otherwise in defense of any action, suit or proceeding referred to in Sections 1 or 2 of this Article VI, or in defense of any claim, issue or matter therein, he shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred by him in connection therewith.

Section 4. Determination of Right to Indemnification in Certain Instances. Any indemnification under Sections 1 or 2 of this Article VI (unless ordered by a court) shall be made by the College only as authorized in the specific case upon a determination that indemnification of the Trustee, officer, employee

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or agent is proper in the circumstances because he has met the applicable standard of conduct set forth in this Section 4. Such determination shall be made (1) by the Board by a majority vote of a quorum consisting of Trustees who were not parties to such action, suit or proceeding, or (2) if such a quorum is not obtainable, or, even if obtainable, a quorum of disinterested Trustees so directs, by independent legal counsel in a written opinion, such legal counsel to be employed by a majority of disinterested Trustees.

Section 5. Advance Payment of Expenses. Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the College in advance of the final disposition of such action, suit or proceeding as authorized by the Board in the specific case upon receipt of an undertaking by or on behalf of a Trustee, officer, employee or agent to repay such amount unless it shall ultimately be determined that he is entitled to be indemnified by the College as authorized in this Article VI.

Section 6. Not Exclusive Right. The indemnification provided by this Article VI shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under any law, agreement, vote of disinterested Trustees or otherwise, both as to action in an official capacity and as to action in another capacity while holding such office. Any indemnification, whether provided pursuant to this Article VI or permitted by law or otherwise, shall continue as to a person who has ceased to be a Trustee, officer or employee, and shall inure to the benefit of the heirs, executors and administrators of such a person.

Section 7. Insurance. The College shall have power to purchase and maintain insurance on behalf of any person who is or was a Trustee, officer, employee or agent of the College, or is or was serving at the request of the College as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against any liability asserted against him and incurred by him in any such capacity, or arising out of his status as such, whether or not the College would have the power to indemnify him against such liability under the provisions of this Section.

ARTICLE VII

PROTECTION OF FUNDS

Section 1. Depositories. All receipts of the College shall be deposited in banks designated and approved by the Board, and disbursements shall be made by check or otherwise in accordance with regulations prescribed by the Board.

Section 2. Negotiable Securities. All negotiable securities of the College, with the exception of students' notes, shall be placed in the custody of a financial institution or in a safe deposit box with a bank or trust company designated and approved by the Board.

Section 3. Fidelity Bonds. All officers and employees of the College whose duties involve the handling of securities, negotiable instruments and currency, and the signing of checks of the College, shall be placed under a fidelity bond in such sums as the Board may from time to time determine.

Section 4. Audits. The accounts and financial records and other related financial and/or benefit programs of the College shall be audited each year by certified public accountants to be selected by the Executive Committee of the Board upon recommendation of the Financial Affairs Committee. The report of the auditors shall be submitted by them and the Treasurer to the Board. The President or the Treasurer shall affirmatively acknowledge to the Board each year when the report of the auditors is presented that the College is in compliance with Sections 1, 2, and 3 of this Article.

ARTICLE VIII

AMENDMENTS

These Bylaws may be amended at any meeting of the Board by the affirmative vote of two-thirds (2/3) of those present at the meeting, provided the substance of the proposed amendments shall have been transmitted to all Trustees by mail, email, facsimile, other electronic means or any other fair and reasonable manner at least one (1) week prior to the date of the meeting.

Amendments approved on:

October 11, 1997

May 7, 1999

March 2003 (by e-mail ballot)

May 12, 2007

May 15, 2010 (amended and restated bylaws)

May 14, 2011

May 18, 2013 (amended and restated bylaws)

February 6, 2016

May 14, 2016

February 10, 2018

May 5, 2018

May 4, 2019

October 18, 2019

March 14, 2020

Notes



Photo by JNDenton