

**Albion College Faculty Handbook
August 2022**

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Introduction

The governance of Albion College is a collegial undertaking that involves cooperation among the faculty, the administration, and the Board of Trustees. Although the Charter of 1857, the College's fundamental governance document, vests all authority in the Board, the primary responsibilities for assuring that the College fulfills its mission are distributed, as appropriate, among several constituencies. The College Bylaws, Article VII, Section 2, state that the faculty will make such rules of procedure and provide for such committees as may be needed to carry out its responsibilities. Article VII, Section 3, establishes faculty responsibility for admission requirements, degree programs, the educational work of the College and academic honors, and the power to recommend rules regulating extracurricular activities and other areas of student life, "subject to approval by the President of the College and the Board of Trustees." This document recognizes the faculty as the chief policy-making body for the academic program of the College and as the body charged with the implementation of academic policy. While the Trustees retain the power of final review and decision, and while the Charter makes clear their power to initiate, any potentially adverse use of such powers should occur only in rare and exceptional circumstances and only after consultation with the faculty. The Trustees also establish for the faculty the responsibility for making recommendations to the President and through the President to the Board of Trustees regarding faculty personnel policy, the means of protecting academic freedom and tenure, and the authority to write a constitution delineating faculty powers and responsibilities.

The Faculty Constitution, as constructed and approved by the faculty in 1969, subsequently amended, and approved by the Executive Committee of the Board of Trustees on February 23, 1990, is the basic instrument by which the faculty has set forth its intent concerning the means by which it will carry out its responsibilities. All prescriptions of the Faculty Constitution and the Faculty Handbook must be consistent with the provisions of the Charter and Bylaws of the College.

The Faculty Handbook is intended for the use and guidance of the Albion College faculty - those members of our community whose primary responsibilities are teaching and scholarship. It also includes broader institutional policies and practices that pertain both to faculty and to other employees, and it includes policies and practices pertinent to the work of others insofar as that work relates to the conduct of faculty business and the academic program. College employees who engage from time to time in activities related to teaching and research but whose primary responsibilities lie elsewhere are also afforded the privileges, responsibilities, and protection of academic freedom outlined in this handbook, exclusive of tenure, in the exercise of these particular activities.

Faculty members, administrators, and trustees at Albion College accept and agree to follow the policies and procedures presented in the handbook. This document represents the complete Faculty Handbook as of July 1, 2021.

Changes in the Handbook may be proposed by the President, the Chief Academic Officer, the faculty or any committee of the faculty, or by the Board of Trustees. All changes must be approved by the Executive Committee of the Board of Trustees.

All proposed changes in the Handbook are to be reviewed and considered by the faculty as a whole. In the event of disagreement between the faculty and others involved in approving such changes, every effort will be made by appropriate consultation and conference to resolve any differences, although in all matters the authority of the Trustees is final. Changes in the Handbook will show the date of their approval and will take effect on July 1 following their approval (unless of an emergency nature to take effect on an earlier specified date).

CHAPTER 1

Faculty Organization

1. GENERAL PROCEDURES

Under its powers described in the College Bylaws (Appendix B) and the Faculty Constitution (Appendix C), the "faculty will, subject to approval by the President of the College and the Board of Trustees, prescribe requirements for admission, courses of study, conditions of graduation, the nature of degrees to be conferred, rules and methods for the conduct of the educational work of the College, will recommend to the Board candidates for degrees, persons to receive the award of fellowships, scholarships, and prizes, and candidates for honorary degrees and will recommend rules for the regulation of student publications, athletics, intercollegiate games, musical, drama, and literary clubs, and other student affairs." The faculty is also authorized to make recommendations regarding the general welfare of the faculty and the College, and shall advise on personnel decisions regarding individual faculty members.

All appropriate segments of the College community will be involved and consulted in the formulation of policy, and the faculty as a whole will decide by vote all substantive issues involving academic policy, practice and requirements.

1.1 Faculty Meetings

In order to conduct faculty business that needs to be addressed by the faculty as a whole, the faculty holds both regular and special meetings. The College Bylaws allow the faculty to make rules and procedures for these meetings.

As specified in the College Bylaws, "there will be one regularly scheduled faculty meeting each month of the academic year."

The Faculty Constitution allows for special business meetings. Special meetings may be called by the President, and shall be called by the President upon written petition by 20% of the voting faculty. The Faculty Constitution provides an emergency procedure for calling special meetings when there is no President or when the President is unable to call a meeting.

The Faculty Constitution also allows for program meetings. "Program meetings may be arranged by the President, by a standing committee, by a motion of the faculty at a faculty business meeting, or by written petition of 20% of the voting faculty. No business may be transacted at any program meeting."

1.1.1 Attendance and Voting

1.1.1.1 Voting Members

- (a) All full-time Albion College staff members who hold the regular or emeritus rank of

professor, associate professor, assistant professor, or instructor, and who are currently engaged in full-time or part-time academic instruction or professional library service;

(b) All Albion College staff members who hold the rank of professor, associate professor, or assistant professor who are currently in phased retirement, and;

(c) The President and the President's chief administrative officers.

Members on sabbatical leave or leave of absence may vote if present. Staff members engaged in professional library service are understood to be full-time Albion College professional librarians. The President's chief administrative officers are understood to be the College Vice Presidents.

1.1.1.2. Nonvoting Members

According to the Faculty Constitution, "nonvoting members of the faculty, who may not vote but who shall have voice and may propose and/or second motions or amendments to motions, shall include:

(a) all Albion College staff members who hold the rank of visiting professor, visiting associate professor, visiting assistant professor, or visiting instructor;

(b) other full-time Albion College staff members who are invited by the President to attend the meetings of the faculty; and

(c) all former staff members retired from Albion College who hold emeritus rank."

1.1.1.3 Guests

The Faculty Constitution also allows for guests. "The following students may be present at faculty business meetings, unless the meeting is declared to be a closed meeting either by majority of the voting members present and voting or by the presiding officer of the meeting:

(a) The chair of a College committee may invite student members of that committee to attend a business meeting of the faculty at which a report from that committee is to be presented. These students may speak if and only if a voting or nonvoting faculty member questions them concerning the committee report. They shall have no vote. They may not propose or second motions or amendments to motions.

(b) The editor of the College newspaper may designate two representatives to attend the faculty business meetings, but these representatives shall have neither voice nor vote."

1.1.2 Officers

1.1.2.1 Presiding Officer

According to the Faculty Constitution, "the President is the presiding officer of the faculty meeting. The President may designate either the Chief Academic Officer (CAO) or the department chair who is first in point of service as a faculty member to act as presiding officer of

the faculty meeting.” In the absence of both the President and the Chief Academic Officer, the department chair who is first in point of service as a faculty member and is present at the meeting shall be the presiding officer.

1.1.2.2 Secretary

The College Bylaws require that “the faculty will appoint a Secretary who will keep a record of its meetings.” According to the Faculty Constitution, “the secretary of the faculty shall be elected by the voting faculty for a three-year term. There is no limit on the number of terms a person may serve as secretary.” It is understood that the secretary will be a voting member of the faculty.

1.1.2.3 Parliamentarians

According to the Faculty Constitution, “the President shall appoint a parliamentarian and an assistant parliamentarian. They will be tenured members of the faculty. There is no limit on the length of time they may serve.”

1.1.3 Quorum

According to the Faculty Constitution, “a majority of the voting members shall constitute a quorum. A quorum is necessary to conduct business.” A “majority of the voting members” is understood to mean a majority of the voting members who are not on sabbatical or leave of absence.

1.1.4 Order of Business

The order of business in meetings of the faculty is: (1) Call to order; (2) Review and approval of minutes of previous meetings; (3) Reports of standing committees; (4) Old Business; (5) New Business; (6) Announcements. Reports of standing committees can take the form of motions.

An agenda will be prepared through the office of the Chief Academic Officer in consultation with the chairs of major committees.

1.1.5 Amendments of Faculty Rules

Amendments to the faculty rules may be enacted at any regular business meeting, unless the change affects the Faculty Constitution, in which case the procedures to amend the Faculty Constitution will be followed.

1.1.6 Rules of Business

Much of the business of the faculty is accomplished through actions taken on motions and resolutions on the floor of the faculty business meeting. The parliamentary procedures of the

faculty meeting are defined in the Faculty Constitution and in Robert's Rules of Order (most recent edition).

1.1.6.1 Motions

Motions may come from a standing committee, in which case they require no second, or from a voting or nonvoting member of the faculty. Motions can be acted upon as business at the time of their introduction, so long as the rules of notice in Section 1.1.6.3 are satisfied.

A majority of the voting members present and voting shall suffice to approve or defeat any motion except for an amendment to the Faculty Constitution, an exception to the notice rules in Section 1.1.6.3, or a motion that requires a two-thirds majority according to Robert's Rules of Order.

1.1.6.2 Amendments to Motions

Amendments may be made to motions. These amendments must be submitted to the secretary in writing at the time the amendment is proposed. Faculty members who wish to propose substantive amendments to major items of business, however, are required to notify the faculty of their intention to amend a distributed motion at least three calendar days in advance of the faculty meeting at which the distributed motion is to be considered and to provide information regarding the substance of their amendment.

In such cases the chair will allow substantive amendments to major items of business to come to a vote.

1.1.6.3 Rules of Notice

Major items of business must be brought to the attention of the faculty by the CAO seven calendar days prior to the faculty meeting in which these items are to be considered. Minor items of business must be brought to the attention of the faculty by the CAO three calendar days prior to the faculty meeting in which they are to be considered. Major items are defined to be substantive matters, while minor items are defined to be procedural items.

Exceptions to the notice rules require the approval of a two-thirds majority of those present and voting.

Because of this notice rule, items of new business cannot come to the floor of the faculty for a vote unless the rules of that body are suspended by two thirds majority of the members present and voting.

1.2 Committee Structure, Duties and Membership

It is not possible for the full faculty to give the time and energy necessary for carefully planning and executing all policies that apply to its delegated responsibilities. Therefore, major responsibility for the formulation and execution of policy is vested by the faculty in its major and associate committees, and in special ad hoc committees.

Five of the committees are considered major committees. These are Faculty Steering Committee (FSC); Faculty Personnel Committee (FPC); Curriculum and Resource Committee (C&RC); Budget, Salaries and Benefits Committee (BS&BC); and Faculty Development Committee (FDC).

Three of the major committees – FSC, C&RC, and FPC – are also referred to as policy committees.

Associate committees, including program advisory committees, are responsible to policy committees and act in areas of responsibility delegated by the policy committees.

Major committees are also referred to as standing committees. Ad hoc committees may be created by any standing committee, with approval of the Faculty Steering Committee, to work on special, non-routine issues.

The duties of major and associate committees are discussed in Section 1.3. Issues needing policy determination which are not assigned to committees may be referred to the Faculty Steering Committee by the administration or by individual faculty initiative.

Except as noted below, committee chairs are elected by the committee from the faculty members of the committee and serve for one-year terms.

All committees are expected to elicit required information from and enlist the cooperation of members of the faculty, administration, or student body as needed in the performance of their duties.

1.2.1 Committee Elections and Appointments

The faculty elects representatives to the five major committees: Faculty Steering Committee; Curriculum and Resources Committee; Faculty Personnel Committee; Faculty Development Committee; and Budget, Salaries and Benefits Committee.

The faculty also elects representatives to Judicial Board, Hearing and Grievance Committee, Faculty Committee on Diversity, and Committee on Student Learning Outcomes. Membership on other associate committees is by appointment. Details of appointments are discussed below.

Elections to fill openings on major committees will take place no later than the April faculty meeting.

Nominations for FSC must come from the floor. FSC will nominate candidates for all other elected committees. FSC will nominate 50% more candidates for each other elected committee than the number of vacancies to be filled and will provide all electors with names of eligible faculty members to facilitate nominations from the floor.

1.2.1.1 Terms of Service

Unless otherwise specified, the terms of service will be three years.

1.2.1.2 Eligibility to Serve

Except in special circumstances where Faculty Steering Committee (FSC) approves, service on faculty committees is limited to tenured or tenure track faculty members who have been at the College for at least one full academic year (or in the case of Curriculum and Resources Committee (C&RC), faculty members who have had at least two years of experience at Albion and who hold appointments as professor, associate professor, assistant professor, or instructor. Professional librarians are eligible to serve on those faculty committees for which they meet the requirements.

Faculty members may not run for election to a committee if an already granted sabbatical or leave of absence would prevent them from serving all or part of the first year of service on a committee. No faculty member may serve on more than one of the five major committees at one time.

No two faculty members who meet the definition of family relationships or close personal relationships that may give rise to conflict of interest (see 1.2.6) may serve simultaneously on the same elected committee.

1.2.1.3 Divisional Representation

To assure representative academic distribution on committees, the faculty has established these curricular divisions: Humanities (English, Modern Languages & Cultures, Philosophy, Religious Studies); Sciences (Biology, Chemistry, Geological Sciences, Mathematics & Computer Science, Physics); Social Sciences (Anthropology and Sociology, Economics and Management, History, Political Science, Psychological Science, and Communication Studies); Fine and Applied Arts (Education, Kinesiology, Library, Music, Theatre, Art & Art History). A faculty member with an interdisciplinary appointment will choose their division subject to the approval of the FSC. (Note that, for committee service, professional librarians belong to the Fine and Applied Arts division.)

Divisional representation is required on all major committees.

1.2.1.4 Departmental Duplication

No two faculty members from the same department may serve on the same major committee.

1.2.1.5 Vacancies

Vacancies of a semester or more in the elected membership of a committee are to be filled by a special faculty election. Vacancies of less than a semester will be filled by appointments made by FSC.

1.2.1.6 Administrative and Student Members

Administrators may serve on some committees, as specified in Section 1.3.

The Chief Academic Officer (CAO) or designee, the Registrar, and the Chief Financial Officer (CFO) are ex officio members of the major and associate committees on which they serve. They are not voting members.

In addition, students serve for one-year terms on certain committees and, except as noted, are appointed by the Student Senate.

1.2.2 Committee Decisions

According to the Faculty Constitution, “the faculty retains plenary power over committees. Unless otherwise designated by specific faculty authorization, committee actions are subject to the approval of the faculty prior to their implementation.”

1.2.2.1 Changes in Policy

Changes in policy are typically formulated in committees. Any recommended change is then brought to the faculty as a motion. If the proposed change comes from a major committee, the motion is presented during that committee’s report at the faculty business meeting. If the proposed change comes from an associate or ad hoc committee, the motion is presented as part of the parent committee’s report.

1.2.2.2 Challenges to Committee Decisions, Routine Policy, and *The Deanery*

Decisions regarding routine policy coming from committees are to be recorded in a newsletter called *The Deanery*, published monthly during the academic year. Unless challenged within 15 calendar days (excluding holidays and the summer recess) by twelve or more voting faculty members, the policies will be considered approved by the faculty.

However, if by petition to the Faculty Steering Committee (FSC) twelve or more voting faculty members challenge a specific decision, the Faculty Steering Committee will decide whether the issue will be brought to the next full faculty meeting or first sent to a special ad hoc committee or to the appropriate faculty committee before being brought to the faculty. Such challenges will include a written rationale.

Substantive changes in the College catalog must not be presented as *Deanery* items, but must come before the faculty as a whole for approval.

1.2.2.3 Special Assignments

Committees are expected to form special interest subcommittees and delegate tasks to them. Usually, these subcommittees will work within a time frame determined by the parent committee, present recommendations to the parent committee, and then disband. There is one exception to this guideline: FPC will assign no task to subcommittees that involves the distribution of confidential information.

1.2.2.4 Records of Committee Decisions

Files of the committees need to be preserved for posterity. At the end of the year, each outgoing chair of a standing committee will prepare two sets of minutes, numbered by meeting, essential documents, and reports for that year's activities and submit them to the CAO's office. One set of materials, excepting confidential information regarding individual personnel considerations, will be added to a cumulative file for that committee located in the library, and one will be preserved in the office of the Chief Academic Officer. The files in the library are available for perusal by all members of the College community.

A copy of each issue of *The Deanery* will also be kept on file in the library.

1.2.3 Openness of Committee Meetings

In order that any interested faculty member may be heard in the places where policy consideration is taking place, all policy and associate committees will announce the date, time, and location of regular meetings in the first issue of *The Deanery* published in the academic year. Any change in date, time, or location of regular meetings will be announced in subsequent issues of *The Deanery*.

Unless specifically invited, faculty members who are not currently serving on Faculty Personnel Committee may not attend its meetings.

1.2.4 Special Support for Committee Members

Members of FPC will be granted one unit reassigned time during the academic year.

1.2.5 Representative Role Responsibility

Faculty members elected to serve on a standing committee are expected to maintain an institutional perspective and serve as representatives of all faculty.

1.2.6 Conflicts of Interest

Faculty and staff sit on committees which make decisions affecting themselves, their departments, and the professional standing, livelihoods, and personal relationships of their colleagues. The principles of this section concerning conflicts of interest apply to all formal and informal deliberations and proceedings and the committees which conduct them.

Obvious cases of conflict of interest include but are not limited to curriculum revision involving a representative's department, the distribution of faculty positions in a representative's department, and the evaluation of faculty members who directly affect a representative's department (or spouse's department).

A conflict of interest also arises when a person is seated on a committee and as a consequence of

a committee decision the person may receive a direct pecuniary or material benefit; or the person's professional standing or tenure may be directly affected by the decision; or someone standing in a family relationship or close personal relationship to the person may receive a pecuniary or professional advantage.

A conflict of interest arises when a person is seated on a committee and because of their personal animus toward a party, another committee member, or another person who may be materially affected by the outcome of the proceeding cannot render disinterested service to the committee.

Family relationships which shall be deemed to give rise to a conflict include marriage, parents and children, siblings, and in-laws.

Close personal relationships which shall be deemed to give rise to a conflict include spousal equivalence, past or present amorous relationships, and other relationships from which a personal motivation for conferring advantage on another may be inferred.

A prospective committee member shall inform the chair of a conflict affecting them as soon as it becomes apparent and shall recuse themselves from the proceeding.

Another member of the committee, or a party to any proceeding before a committee, may identify a possible conflict of interest on the part of a committee member to the chair of the committee. The chair shall inquire or investigate as appropriate and present the question to the committee at large, and the committee (but excluding the member alleged to have a conflict) shall determine whether to excuse the person. If the person alleged to have a conflict is the chair, the chair shall withdraw while the question of conflict is decided, and the vice chair or other designee shall conduct all proceedings unless the committee determines that there is no conflict.

The committee shall have the power to determine that a pecuniary or professional interest in a proceeding is *de minimis*. In that case, the committee shall identify the conflict and its decision in the record, but shall not require withdrawal of the person.

1.2.6.1 Recusal and Replacement

When a conflict of interest arises, faculty representatives must recuse themselves while the issue is before the committee.

If a representative must recuse themselves, the remaining committee representatives may appoint a temporary replacement from the same division. To accomplish this, each standing committee will maintain a list of former committee members who can be called into service upon the recusal of a current member.

If former committee members are unavailable, the committee may select a well-qualified replacement. If maintaining divisional representation is impossible, the committee may select a replacement who is acceptable to the chairs of the unrepresented division.

When the CAO is a tenured faculty member who must recuse themselves from a committee, the committee will ask the President to appoint a CAO designate who will advance the committee's recommendations to the President. If possible, the CAO designate will be the Associate Dean or

a faculty member who has served previously as the CAO or Associate Dean.

1.2.7 Removal of a Committee Member

Representatives who do not or cannot discharge their role responsibilities will be asked to resign their committee membership. This action can be initiated by the representative, other committee representatives, or the faculty at large.

In such cases, FSC will investigate and serve as the final court of appeal. If there is just cause, FSC will declare the position vacant and conduct an election. Examples of just cause include, but are not limited to, the following: failure to attend meetings, failure to complete committee assignments in a timely fashion, and failure to discharge role responsibilities.

1.2.8 Confidentiality

In the discharge of their responsibilities, all members of the College community are expected to maintain confidentiality about files, supporting documentation, and deliberations that culminate in personnel recommendations. Honest evaluations are at the core of the personnel decision-making process and are indispensable to the quality of an academic institution. As such, confidentiality is a safeguard for candid assessments of quality. In addition to deliberations about personnel, confidentiality may be applied to other deliberations by committees at their own discretion.

Members of the College community who breach confidentiality in the discharge of their personnel deliberations may be disciplined by their peers or by the College. Disciplinary action may include, but is not limited to, removal from the Committee (see below), written warning and reprimand, and/or public censure. Any faculty or staff member may refer alleged breaches of confidentiality in personnel deliberations to Faculty Steering, who will investigate and render a judgment. (If the allegation of confidentiality involves the Faculty Steering Committee then Hearing and Grievance will conduct the investigation and render judgment.)

1.3 Major and Associate Committees

1.3.1 Faculty Steering Committee (FSC)

The Faculty Steering Committee has broad responsibility for the effective functioning of faculty governance.

1.3.1.1 Duties

- (a) reviewing periodically and/or making recommendations concerning the structure, the functions, and the functioning of all existing faculty committees;
- (b) making recommendations concerning all proposed faculty committees;

- (c) making nominations of eligible faculty members for all elected committee positions, except those on FSC itself, and conducting the spring election of all faculty committees and special elections for major committees for vacancies of one semester or longer occurring at other times;
- (d) appointing replacements for all other vacancies in elected committee positions;
- (e) reviewing annual reports from the Chairs of all major committees (BS&BC, FDC, FSC, C&RC, FPC);
- (f) assigning to the appropriate standing committee or committees any problem or issue not already allocated as a regular function of any existing committee when consideration of such a problem or an issue has been requested by appropriate faculty action or by appropriate request of students, administration, or Board of Trustees; appointing ad hoc committees to study specific issues; and adjudicating disagreements arising between two or more committees concerning responsibility for policies or issues;
- (g) acting as liaison for the faculty to the administration;
- (h) serving as representative for the faculty to the administration;
- (i) functioning as a consultative committee representing the faculty to the Board of Trustees;
- (j) coordinating faculty representation to the Board of Trustees (see Section 1.5);
- (k) serving as the faculty representatives to the administration and the Board of Trustees in any deliberations that might lead to a declaration of financial exigency by the Board of Trustees;
- (l) participating in the selection of the President of the College (FSC serves as a parallel consultative committee to the presidential search committee of the Board of Trustees in the consideration and selection of the President. FSC also provides membership on and organizes elections for the presidential search committee if so requested (see Section 1.4.1);
- (m) participating in the selection of the Chief Academic Officer of the College (FSC provides membership to and organizes elections for a committee for the consideration and selection of the Chief Academic Officer of the College (see Section 1.4.2);
- (n) In cases which might give rise to a dismissal hearing (i.e., cases of termination of continuous tenure for cause or because of financial exigency or discontinuance of a program or department, or the dismissal for cause of a faculty member previous to the expiration of a term appointment):
 - i. rendering an opinion as to a faculty member's tenure status;

- ii. rendering an opinion to the faculty on the bona fides of a declaration of financial exigency by the Board of Trustees;
 - iii. rendering an opinion as to the date of expiration of a term appointment, if requested to do so by a faculty member, the Hearing and Grievance Committee, or the President;
 - iv. rendering an opinion as to whether proper procedures were followed in the decision to discontinue a program or department of instruction.
- (o) serving as the body of final appeal in cases of student grievance concerning academic matters or if disputes arise between a department and the CAO concerning fulfillment of academic requirements;
 - (p) conducting an evaluation of the Chief Academic Officer in the fall of the CAO's second year of service and every third year thereafter, the results of which are to be transmitted to the CAO and the President;
 - (q) advising the College Vice Presidents on matters pertaining to their offices;
 - (r) initiating, or reviewing on behalf of the faculty, proposed changes in the Faculty Handbook and bringing such changes to the faculty for review and action;
 - (s) approving members appointed by the CAO to its associate committees. CAO appointments are valid unless FSC votes to withhold its approval in a particular case.

1.3.1.2 Membership

- (a) four tenured faculty members, one from each division;
- (b) the Chief Academic Officer.

FSC is the first committee to be elected during the spring elections, usually at the next to last faculty business meeting of the academic year. Nominations are to be from the floor.

1.3.1.3 Associate Committees Responsible to Faculty Steering Committee

1.3.1.3.1 Chief Academic Officer's Advisory Committee

The Chief Academic Officer's advisory committee advises the Chief Academic Officer on matters of general concern to the faculty at large and the committee system.

1.3.1.3.1.1 Duties

- (a) providing an additional line of communication between the Chief Academic Officer's office and the committees;
- (b) holding a meeting for the chairs of standing committees in order to coordinate the

functions of these committees;

(c) establishing the agenda for faculty business meetings.

1.3.1.3.1.2 Membership

(a) the chairs of the Faculty Steering Committee, Curriculum & Resources Committee, Faculty Personnel Committee, Faculty Development Committee, and Budget, Salaries, and Benefits Committee;

(b) the Associate Dean of the Faculty;

(c) the Chief Academic Officer.

1.3.1.3.2 Student Life Advisory Committee (SLAC)

The Student Life Advisory Committee acts on matters of faculty concern related to student life.

1.3.1.3.2.1 Duties

(a) advising the Student Affairs Office concerning general student support services;

(b) advising the Student Affairs Office concerning orientation programs;

(c) reviewing issues, policies, and resources affecting student life and presenting recommendations concerning them to the faculty and the administration.

1.3.1.3.2.2 Membership

(a) four faculty members appointed by the CAO and approved by FSC to serve staggered three-year terms;

(b) the Vice-President for Student Affairs and Dean of Students;

(c) one other member of the administration appointed by the President;

(d) two students.

The committee will elect one of the faculty members to serve as chair.

1.3.1.3.3 Judicial Board

The Judicial Board acts on situations related to student discipline. The faculty contributes a pool of faculty to the Judicial Board. For an explanation of the judicial process followed by the Board, see the Student Handbook.

1.3.1.3.3.1 Duties

- (a) providing faculty representation on the Judicial Board

The Judicial Board itself determines responsibility in cases of alleged student violations of College regulations and recommends the disciplinary action to be taken by the College.

1.3.1.3.3.2 Membership

- (a) a gender-balanced slate of four faculty members to be elected by the full faculty to serve staggered three-year terms, each of whom must have completed at least one year of service at the College at the time they take office. The faculty members hearing a case will be selected from the pool of four in a way that considers gender diversity for Social Infractions Division hearings and for Academic Infractions Division hearings. One of the faculty members will be appointed Judicial Board Chair by the CAO, subject to approval by the Faculty Steering Committee.

1.3.1.3.4 Hearing and Grievance Committee (HGC)

For an explanation of HGC responsibilities and procedures, see Appendix H, Section 2.14 (Non-Renewal and Termination of Appointments), and Section 2.15 (Faculty Grievance Procedures).

1.3.1.3.4.1 Duties

- (a) conducting dismissal hearings;
- (b) hearing and acting on specific grievances from faculty members.

1.3.1.3.4.2 Membership

- (a) twelve faculty members elected by the faculty and representative of the faculty as a whole, at least six tenured and at least three tenure track. The chair must be tenured. (Note: The committee remains inactive until activated by receipt of a grievance by the chair of the grievance committee. If more than one grievance is brought before the grievance committee, each grievance will be handled individually.)

1.3.1.3.5 Library Committee

The Library Committee functions as a forum for communication among librarians, faculty, and students. The Committee also makes recommendations on matters of policy and procedure to the Director of Libraries and, as appropriate, to the Chief Academic Officer and FSC.

1.3.1.3.5.1 Duties

- (a) reviewing and making recommendations on library budget requests;
- (b) reviewing allocations within the library budget;

- (c) advising and recommending on library services to faculty;
- (d) advising and recommending on library services to students;
- (e) serving as a liaison between the library and the faculty and student body;
- (f) advising and recommending on collection development policy;
- (g) serving on search and review committees for professional library staff;
- (h) reviewing periodically the criteria for professional development and promotion for librarians;
- (i) reviewing and making recommendations on questions of academic freedom within the library.

1.3.1.3.5.2 Membership

- (a) four faculty members representing the four academic divisions, at least one of whom must be tenured, appointed by the CAO and approved by FSC to serve four-year staggered terms;
- (b) the Director of Libraries;
- (c) two student members;
- (d) all other professional librarians are ex officio nonvoting members.

1.3.1.3.6 Faculty Committee on Diversity (FCD)

The Faculty Committee on Diversity advises and assists the faculty and administration in implementing the College's commitment to nondiscrimination on the basis of sexual orientation, race, color, ethnicity, national origin, religion, sex, gender identity, gender expression, age, disability, marital status, or veteran status. FCD also works to create a campus community that is welcoming, respectful, and supportive of all faculty, staff, and students.

1.3.1.3.6.1 Duties

- (a) making recommendations to the Diversity Officer for Academic Affairs, who is also the Chief Academic Officer, and to the President, on policy and goals relating to recruiting and retaining faculty members from historically marginalized groups. (In this policy statement, a group – characterized, for example, by sexual orientation, race, color, ethnicity, national origin, religion, sex, gender identity, gender expression, age, disability, marital status, or veteran status – will be defined as “historically marginalized” if, by increasing the number of faculty members belonging to it, Albion College would contribute to the achievement of the goals articulated in its Diversity Plan);
- (b) surveying the faculty on the campus climate and identifying conditions of

employment for faculty that undermine the College's commitment to nondiscrimination;

(c) reviewing requests for tenure-track faculty positions to assess the potential impact on diversity;

(d) advising the Chief Academic Officer whether a search represents a good faith effort to identify and recruit faculty members from historically marginalized groups;

(e) meeting with finalists for tenure-track and full-time visiting (more than one semester) faculty positions to ensure that they are aware of the College's commitment to diversity;

(f) conducting educational programs for the faculty to foster an inclusive climate for all;

(g) receiving and acting on reports relevant to retention of historically marginalized faculty members that may emerge from exit interviews performed by Human Resources and/or the CAO.

1.3.1.3.6.2 Membership

(a) three faculty members elected by the faculty, each representing a different curricular division, two of whom must be tenured;

(b) a fourth member elected by the faculty who may be either a faculty member representing the fourth division, or a program director;

(c) a representative from the office of Intercultural Affairs; and

(d) the Chief Academic Officer.

1.3.2 Curriculum and Resources Committee (C&RC)

C&RC reviews all matters of academic and curricular policy and makes recommendations to the faculty thereon. In addition, C&RC makes recommendations to the administration concerning the number and allocation of faculty and academic staff, and reports these recommendations to the faculty.

1.3.2.1 Duties

(a) establishing policy on graduation requirements;

(b) overseeing the development of new academic programs;

(c) reviewing and evaluating existing academic programs on a regular basis;

(d) interpreting academic requirements;

(e) reporting to the faculty any recommendations to the administration on changes in the

academic program that have implications for the allocation of resources;

(f) prescribing requirements for admission and advising the administration on admissions goals, financial aid, and scholarships;

(g) approving members to its associate committees and to program advisory and special purpose committees. Appointments are valid unless C&RC votes to withhold its approval in a particular case;

(h) reviewing before publication in The Deanery all policy recommendations from its associate committees;

(i) reviewing changes in total College enrollments and their long-term implications;

(j) evaluating the allocation of faculty and staff in light of changes in the relative enrollments among departments;

(k) evaluating the allocation of faculty and staff in light of changes in existing programs or the introduction of new programs;

(l) evaluating requests for replacement of faculty members who resign or retire;

(m) evaluating the continuing need for the positions held by faculty members undergoing interim review;

(n) when requested by the President or the Chief Academic Officer, evaluating the continuing need for the position held by any faculty member the semester prior to tenure review;

(o) planning for contingencies to deal with changes resulting from projected enrollment trends;

(p) evaluating requests to create and renew technical lecturer positions;

(q) evaluating positions held by full-time visiting faculty members undergoing sixth-year review for consideration as faculty lecturers to determine (1) the continuing need for the positions and (2) whether the positions should be converted to the tenure track;

(r) evaluating positions held by faculty lecturers every three years to determine (1) the continuing need for the positions and (2) whether the positions should be converted to the tenure track.

1.3.2.2 Membership

(a) eight faculty members, two members from each division, at least one tenured member from each division;

(b) two student members;

(c) the Chief Academic Officer;

(d) the Registrar.

Students will be non-voting members, and the faculty members of the committee will excuse the student members from the meetings when personnel or other sensitive matters are discussed.

1.3.2.3 Associate Committees of C&RC

1.3.2.3.1 Academic Status and Petitions Committee

The Academic Status and Petitions Committee acts on student requests for waivers of academic policies, and rules on the academic status of students.

1.3.2.3.1.1 Duties

(a) reviewing and making recommendations concerning the academic status of students whose academic performance falls below the minimum requirements set by the College;

(b) determining the grade point averages readmitted students must maintain;

(c) acting on student petitions for exemptions from regular academic policies;

(d) referring to C&RC any matter that requires either the clarification of current educational policy or the creation of new educational policy.

1.3.2.3.1.2 Membership

(a) three faculty members representing different divisions of the College, appointed by the CAO and approved by C&RC;

(b) two students;

(c) the Chief Academic Officer or designee;

(d) the Dean of Students or designee;

(e) the Registrar.

One of the faculty appointees must be a member of C&RC.

1.3.2.3.2 Course Change Committee (CCC)

The Course Change Committee acts on requests for changes in courses.

1.3.2.3.2.1 Duties

(a) reviewing requests for adding and deleting or modifying departmental or interdepartmental courses and making recommendations on these requests;

(b) referring to C&RC any matter requiring the clarification or creation of educational policy.

1.3.2.3.2.2 Membership

(a) four faculty members appointed by C&RC;

(b) two students;

(c) the CAO or designee;

(d) the Registrar.

One faculty member, who serves automatically as chair, must be a member of C&RC with at least one year of service on the parent committee. Because the Course Change Committee makes important curriculum decisions, C&RC a) expects the chair of Course Change to notify C&RC whenever a vote requires either the clarification of current educational policy or the creation of educational policy; b) reviews before their publication in The Deanery those course changes involving questions of core credit.

1.3.2.3.3 Interdisciplinary Program Committees

The Ethnic Studies, International Studies, and Women's & Gender Studies Committees are responsible for the academic oversight of these interdisciplinary programs.

1.3.2.3.3.1 Duties

The committees serve the functions of departments for the faculty members in Ethnic Studies, International Studies, and Women's & Gender Studies.

1.3.2.3.3.2 Membership

(a) the faculty member(s) hired to teach in the program;

(b) a faculty member, recommended by the committee and appointed by the CAO, who serves as chair for a three-year term;

(c) additional faculty members, nominated by the committee and approved by C&RC, who serve three-year terms; working rules governing the number and divisional distribution of these faculty members are determined and recorded by each committee;

(d) additional members as determined by the working rules of each committee.

1.3.2.3.4 Program Advisory Committees

The Program Advisory Committees are responsible to C&RC for the oversight of pre-professional and special programs. The following committees are included in this section: the Gerald R. Ford Institute for Leadership in Public Policy & Service Internal Advisory Committee, the Carl A. Gerstacker Institute for Business & Management Internal Advisory Committee, the Prentiss M. Brown Honors Program Advisory Committee, the Human Services Advisory Committee, the Advisory Committee to the Center for Sustainability and the Environment, and the Institute for Healthcare Professions Advisory Committee.

1.3.2.3.4.1 Duties of the Program Advisory Committees

- (a) reviewing and approving the curricular content of each program and recommending revisions to C&RC;
- (b) approving selection criteria and participating in the selection of students for each program;
- (c) aiding in the development of special program activities (e.g., workshops, speakers, films, debates);
- (d) advising, where appropriate, in the selection of staff for each program (e.g., Honors);
- (e) providing guidance to the Program Director on behalf of the faculty;
- (f) fulfilling other duties that are appropriate to the specific committees. These additional duties (if any) will be recorded by each committee in a set of written working rules.

Working rules will be established or revised by a majority vote of the committee, and a copy will be kept on file by the Office of the CAO.

1.3.2.3.4.2 Membership of the Program Advisory Committees

Faculty members are appointed by the CAO in consultation with the Program Director. Appointments are approved by C&RC.

- (a) Program Director;
- (b) Associate Director, if applicable;
- (c) 3-5 faculty members serving staggered three-year terms. Faculty members may be re-appointed to consecutive terms. The following principles normally should guide the selection of faculty members. (i) They should teach in departments that contribute courses to the curriculum of the program. (ii) They should be chosen with consideration of divisional and departmental diversity. (iii) They should be tenure-stream;
- (d) CAO or designee;
- (e) Student representatives, if appointed by the committee, serving one-year terms;

(f) Additional membership requirements may be instituted by individual committees. These additional requirements (if any) will be recorded by each committee in a set of written working rules. Working rules will be established or revised by a majority vote of the committee, and a copy will be kept on file by the Office of the CAO;

(g) The Chair of the Economics and Management Department (or designee) will serve as a member of the Internal Advisory Committee of the Gerstacker Institute.

1.3.2.3.4 Premedical - Predental Advisory Subcommittee

1.3.2.3.4.1 Duties

(a) preparing institutional recommendations for presentation to professional schools in healthcare fields upon the request of the student.

1.3.2.3.4.3.2 Membership

(a) a faculty member, appointed by the Director of the Institute for Healthcare Professions in consultation with the CAO, serving as chair;

(b) at least seven other faculty members appointed by the committee chair in consultation with the CAO, approved by C&RC;

(c) the CAO or designee;

(d) the Director of the Institute for Healthcare Professions, serving ex officio;

(e) the Health Professions Advisor, serving ex officio.

1.3.2.3.5 Internship

1.3.2.3.5.1 Duties

(a) reviewing the content of the Faculty Guidelines for Internships and recommending revisions where necessary;

(b) monitoring the internship applications procedures and reviewing all applications in cases where students have less than the required GPA;

(c) aiding and supporting activities that would strengthen the quality of the internship program.

1.3.2.3.5.2 Membership

(a) the Director of the Career and Internship Center;

(b) the Registrar;

(c) four others appointed by the CAO and approved by C&RC, including two directors of concentrations/programs, and two faculty members at large.

1.3.2.3.6 Off-Campus Programs

1.3.2.3.6.1 Duties

- (a) reviewing proposals for new Off-Campus Programs;
- (b) reviewing existing programs;
- (c) reviewing applications of students planning to study off-campus.

1.3.2.3.6.2 Membership

- (a) the director of the Center for International Education;
- (b) the Registrar or designee;
- (c) a representative of C&RC;
- (d) four other faculty members appointed by the CAO and approved by C&RC, representing the four curricular divisions.

1.3.2.3.7 Pre-Law Committee

1.3.2.3.7.1 Duties

- (a) informing and counseling students interested in careers in the law;
- (b) reviewing course recommendations for students interested in careers in the law;
- (c) maintaining liaison with the law schools.

1.3.2.3.7.2 Membership

- (a) the Pre-Law advisor appointed by the CAO;
- (b) two other faculty members appointed by the CAO in consultation with the advisor and approved by C&RC.

1.3.2.3.8 Committee on Student Learning Outcomes

The Committee on Student Learning Outcomes implements and oversees the College's Assessment Plan and assessment of general education and assures compliance with the requirements of the Higher Learning Commission on assessment.

1.3.2.3.8.1 Duties

- (a) reviewing the College's student learning outcomes;
- (b) assessing general education requirements;
- (c) reviewing assessment reports submitted by departments and programs;
- (d) preparing an annual summary of assessment on campus to be submitted to C&RC and the CAO;
- (e) setting campus standards for data collection, analysis, and reporting;
- (f) setting the timeline for assessment;
- (g) monitoring the assessment program;
- (h) reporting to the Higher Learning Commission on assessment.

1.3.2.3.8.2 Membership (faculty representatives and program directors serve staggered terms of three years each):

- (a) four faculty representatives elected at large by the faculty, representing at least three divisions;
- (b) two faculty members appointed by the CAO in consultation with the committee; one faculty member must be from C&RC, and elected and appointed faculty members must combine to represent all divisions;
- (c) two program directors, at least one of whom must be a staff member, to serve staggered terms of three years each;
- (d) the CAO or designee;
- (e) the Director of Institutional Research;
- (f) two students.

1.3.2.3.9 Teacher Education Program Communication Committee

The TEP Communication Committee works with the Teacher Education Program to support high quality teacher preparation grounded in the liberal arts tradition by fostering campus-wide communication, understanding and responsiveness.

1.3.2.3.9.1 Duties

- (a) meeting once a semester or as needed (if an appointed member is unable to attend a meeting, s/he is responsible for sending a designee);

- (b) sharing information and concerns;
- (c) disseminating information regarding the Teacher Education Program;
- (d) helping support positive and productive working relationships between the teacher Education Program and the rest of the College.

1.3.2.3.9.2 Membership

- (a) CAO;
- (b) Chair of Teacher Education Program;
- (c) Director of the Shurmur Center for Teacher Preparation, and Certification Officer;
- (d) representatives from every certification specialty area;
- (e) Registrar.

1.3.3 Faculty Personnel Committee (FPC)

The Faculty Personnel Committee reviews and makes recommendations concerning faculty personnel matters.

1.3.3.1 Duties

- (a) advising the President and the Chief Academic Officer on any policy matters pertaining to faculty status, such as appointments, tenure, promotions, salary adjustments, sabbaticals, leaves, or release of faculty members, and on the granting of honorary degrees;
- (b) acting as a liaison between faculty and administration on matters enumerated above, on the request of any faculty member to any member of the committee;
- (c) making recommendations concerning individual faculty members to the President on appointment, tenure, promotion, emeritus/a status, and merit increases, bonuses, and less than standard salary increases, and conducting the interim reviews of faculty members in tenure-track appointments;
- (d) making recommendations to the Chief Academic Officer who will recommend to the President concerning the granting of emeritus/a status on a case by case basis;
- (e) making recommendations to the President concerning possible disciplinary actions involving an individual faculty member when asked to do so either by the faculty member or by the Chief Academic Officer;
- (f) establishing and maintaining procedures for the summative and formative evaluation

of faculty;

(g) recommending to the President nominations by the faculty for honorary degrees;

(h) appointing members to the Interviewing Committee.

FPC may not delegate tasks that require access to confidential information to subcommittees.

1.3.3.2 Membership

(a) five tenured faculty, at least one from each division;

(b) the Chief Academic Officer.

Members of FPC will be granted one unit of reassigned time during the academic year, with the timing to be negotiated with the department chair and the CAO.

1.3.3.3 Associate Committees of FPC

1.3.3.3.1 Interviewing Committee

The Interviewing Committee represents FPC in the recruitment of prospective faculty.

1.3.3.3.1.1 Duties

(a) interviewing all candidates for tenure-track appointments and prospective administrative appointees who would have teaching responsibilities;

(b) making recommendations regarding the interviewees to the department chair, CAO, and FPC chair.

1.3.3.3.1.2 Membership

(a) for each individual search, a committee of two tenured faculty members, at least one of whom is a former FPC member.

1.3.4 Faculty Development Committee (FDC)

The Faculty Development Committee reviews and advises on all matters of faculty development.

1.3.4.1 Duties

(a) reviewing sabbatical applications and making recommendations to the CAO concerning sabbatical leaves;

(b) reviewing applications for and awarding grants from the College's faculty development funds;

(c) reviewing applications for and making recommendations concerning the distribution of fellowships and research opportunities made available to Albion College by off campus foundations and agencies;

(d) assisting in seeking funds for ongoing faculty development opportunities;

(e) working with the office of the CAO to plan and conduct faculty development programs.

1.3.4.2 Membership

(a) four faculty members, one from each division, at least two of whom are tenured;

(b) the CAO or their designee.

1.3.5 Budget, Salaries, and Benefits Committee (BS&BC)

The Budget, Salaries, and Benefits Committee advises the administration on matters pertaining to faculty salaries and benefits, to the academic budget, and to the use of physical facilities.

1.3.5.1 Duties

(a) advising on salary and on such matters of faculty welfare as pensions, insurance plans, sick leaves, group health insurance, retirement, other faculty benefits, and such other matters of financial planning as are deemed necessary;

(b) advising on matters pertaining to the academic budget, including departmental budgets;

(c) advising on matters pertaining to physical plant utilization, especially for academic use.

1.3.5.2 Membership

(a) four faculty members, one from each division, at least two of whom are tenured

(b) the CAO or their designee;

(c) the Chief Financial Officer.

1.4 Faculty Representation on Search Committees

1.4.1 Presidential Search

If the Board of Trustees requests faculty representation on a presidential search and/or selection

committee, faculty representatives will include members from Faculty Steering Committee and elected members of the faculty. FSC will hold elections in a timely manner; and, depending on the number of faculty representatives required, requirements for election should ideally include divisional and gender representation.

If the Board of Trustees does not request faculty representation in the selection of a new president, Faculty Steering Committee will serve as a parallel consultative committee to the presidential search committee of the Board of Trustees.

1.4.2 Chief Academic Officer (CAO) Search

The following guidelines will govern the selection and the operation of the CAO Search Committee:

- (a) The committee will include faculty and administrative representatives.
- (b) The President or the President's designee will chair the committee, and a faculty member will be the vice-chair.
- (c) The faculty representatives will compose at least a majority on the committee.
- (d) The President should appoint one member of FSC to the committee. Other members of FSC are also eligible for election (see (e) below).
- (e) The faculty representatives should be chosen (normally through a special election) to represent the divisions of the College.
- (f) The committee will operate on the basis of procedures and decisions made by the committee as a whole.
- (g) No candidate will be recommended to the Board of Trustees who is unacceptable to the majority of the committee, or unacceptable to the President.

1.5 Faculty Representation to the Committees of the Board of Trustees

Faculty committees send representatives to the fall and spring meetings of committees and subcommittees of the Board of Trustees as indicated:

- (a) FSC provides one representative to Academic and Student Affairs and one representative to Finance and Business Affairs;
- (b) C&RC provides one representative to Academic and Student Affairs, one representative to Infrastructure, and two representatives to Enrollment and Marketing;
- (c) FPC provides one representative to Institutional Advancement;
- (d) FDC provides one representative to Institutional Advancement;

(e) BS&BC provides one representative to Infrastructure and one representative to Finance and Business Affairs.

Normally, representatives serve for two years and attend the full Board meeting in their second year.

1.6 Albion College Faculty Athletic Representative (FAR)

The role of the FAR is to promote the academic integrity of the College's intercollegiate athletics program and compliance with the philosophy of National Collegiate Athletic Association (NCAA) Division III athletics, to enhance student athlete welfare, and to represent the College in the Michigan Intercollegiate Athletic Association (MIAA) and the NCAA.

1.6.1 Duties

- (a) certify athletic eligibility for student athletes participating in varsity and junior varsity sports, according to the academic standards of Albion College, the MIAA and the NCAA;
- (b) serve on the Athletics Advisory Committee at the request of the President;
- (c) receive student athlete eligibility appeals for review and determination of status. Annually review athletic eligibility requirements with student athletes;
- (d) act as a liaison between faculty, student athletes, and the Athletic Department;
- (e) meet periodically with Athletics Department staff and the Student Athlete Advisory Committee (SAAC);
- (f) coordinate preparation of Medical Hardship Waiver Requests and submit completed requests to MIAA for approval;
- (g) attend MIAA FAR and Board of Control meetings, and serve as FAR Committee Chair and/or Secretary in rotation;
- (h) be involved in appropriate NCAA and Faculty Athletics Representatives Association (FARA) activities, including review of proposed legislation and attendance (as appropriate) at the FARA Fall Forum and the NCAA Convention;
- (i) assist the Athletic Director in preparation of NCAA Self-Study Reports;
- (j) prepare annual Team GPA and Academic Honor Roll reports and submit to MIAA;
- (k) serve as Faculty Advisor to the College chapter of Chi Alpha Sigma National Student Athlete Honor Society.

1.6.2 Selection and Eligibility

The President of the College appoints two FARs, one male and one female, in consultation with the Provost. Appointees must be members of the faculty. The term of service is not limited, and retention of the appointment is subject to the President's approval. FARs report to the President.

CHAPTER 2

Faculty Personnel Policies

2. INTRODUCTION

Albion College seeks to recruit, retain, and support faculty members who are outstanding teachers and scholars and who have the capacity for professional and personal growth. Albion desires in its faculty such qualities as achievement within a discipline, intellectual breadth, clarity of mind and expression, favorable interaction with students, concern and enthusiasm for teaching, the ability to stimulate and challenge students, concern for the welfare of students, commitment to the College community, and familiarity with national educational issues. The personnel policies described in this chapter include the specific procedures, criteria, and expectations by which Albion College and the faculty attempt to meet these ideals.

Albion College is committed to a policy of equal opportunity and nondiscrimination on the basis of sexual orientation and of race, color, national origin, religion, sex, age, or disability as protected by law, in all educational programs and activities, admission of students, and conditions of employment. Personnel decisions are based only on factors demonstrably related to job performance. Questions or concerns about this College policy should be directed to the Chief Academic Officer.

Conflicts of interest regarding the work of faculty members serving on governance committees are discussed in 1.2.6. Potential conflicts of interest may also arise as a result of a faculty member's evaluative role in personnel decisions. Faculty members influence personnel decisions when they make recommendations as department chairs, write letters for departmental colleagues, participate in performance reviews, contribute to hiring decisions, or evaluate the professional merit of current or prospective College employees in any of the other ways described in the Faculty Handbook.

A variety of relationships between faculty members and the person they are evaluating can give rise to a conflict of interest (see 1.2.6).

Conflicts of interest also arise when faculty members (or members of their families or other individuals in close personal relationships to them) are in a position to receive a direct pecuniary, material, or professional benefit as a consequence of the faculty members' participation in these evaluative procedures.

Faculty members with a personal animus toward a person undergoing professional review (or with a personal animus toward a member of that person's family or someone else who may be materially affected by that person's professional advancement) cannot render objective judgment in evaluating that person and therefore also have a conflict of interest.

When faculty members have a conflict of interest, they must notify their department chairs and the CAO and recuse themselves from any evaluative personnel procedures concerning those colleagues or prospective employees.

A faculty member may notify the CAO of a possible conflict of interest on the part of another faculty member with respect to their participation in some evaluative procedure. The CAO shall inquire or investigate as appropriate and present the question of conflict to the Faculty Personnel Committee (FPC). FPC shall determine whether recusal is required. If the person alleged to have a conflict is a member of FPC, they shall withdraw while the question of conflict is decided.

FPC shall have the power to determine that a pecuniary or professional interest in a personnel decision is de minimis. In that case, the committee shall identify the conflict and its decision in the record, but shall not require recusal of the person.

2.1 Procedures for Recruitment of New Faculty

2.1.1 Determination of Need and Initiation of Request

2.1.1.1 When a position vacancy is likely, the chair and department members in consultation with the Chief Academic Officer will arrive at a consensus about a detailed job description and on the characteristics an ideal candidate should display. If there is some latitude in how a position is to be defined, a department will be asked to consider the probable availability of faculty members from historically marginalized groups in the various specialties.

2.1.1.2 The position request will then be reviewed by C&RC and FCD.

2.1.1.3 The chairs of C&RC, FCD, and the department will forward their recommendations to the Chief Academic Officer, who will then make a recommendation to the President. In the event that the President approves the request, the department chair will be informed in a timely fashion and a national search instituted.

2.1.1.4 New positions that increase the total number of tenured plus tenure-track faculty must also be approved by the Board of Trustees.

2.1.2 Procedures for a National Search for Prospective Faculty Members

2.1.2.1 Publicizing Searches

In addition to advertising in the standard professional publications (printed or electronic), departments are to make strenuous efforts to publicize a search for candidates from historically marginalized groups. Advertisements are to include the following statement, using the current enrollment figure at the time of the ad, as determined annually after final enrollment: “Albion College is a selective liberal arts college of [insert number] students located in a diverse community in south-central Michigan, within an hour’s drive of major universities. Albion College is an Equal Opportunity Employer committed to diversity as a core institutional value.” In cases where advertisements have a high cost per word, the Chief Academic Officer may direct a department to use only the final sentence of the preceding statement.

2.1.2.2 Registration with an Appropriate Discipline-oriented Placement Service

2.1.2.3 Monitoring Searches and Identifying Historically Marginalized Candidates

Searches are monitored by asking department chairs to include a card with the letters sent to acknowledge receipt of a vita. The cards will ask the candidate to voluntarily disclose their demographics and clearly state that returning the card is strictly voluntary. Pre-addressed cards will be returned to the Academic Affairs Office and the results shared with department chairs.

2.1.2.4 Late Searches

If a vacancy must be filled so late that the required procedures cannot be followed or if the most highly qualified candidates have already found positions, a temporary appointment will be made using as many of the national search procedures as possible.

2.1.3 Review of Dossiers

It is the chair's responsibility to gather as complete dossiers as possible for the leading candidates to include biographical summaries or resumes, certification of degrees, adequate supporting letters of reference and any other items of significance. Telephone inquiries about candidates should be noted in writing and included in the dossier.

The department should review the dossiers of applicants, select the several whose qualifications most closely match those of the "ideal candidate," rank them in order of preference, and submit them to the Chief Academic Officer. Special effort in the search should be directed toward seeking candidates from historically marginalized groups.

The Chief Academic Officer and the concerned chair will invite several candidates from the group selected by the department to visit the campus until a decision is reached.

If the applicants selected for on-campus interviews do not include any candidates from historically marginalized groups, the department chair will provide the Chief Academic Officer with a brief written explanation of the reason for the exclusion of each plausibly qualified applicant from a historically marginalized group, along with a summary of the degree to which candidates from such groups were included in the applicant pool. If this summary and the search as a whole do not reflect a good faith attempt to recruit candidates from historically marginalized groups, then the Chief Academic Officer after consultation with the Faculty Committee on Diversity may decide that the search must be extended or temporarily suspended.

2.1.4 The Interview

When arrangements for a visit have been made, the department chair will set the schedule for the candidate to be interviewed by:

the Chief Academic Officer or the Chief Academic Officer's designee, two representatives of the FPC Interviewing Committee, one representative of the FCD, and a representative from Human Resources.

The chair of the department will also work out interviews for the candidate with members of the department and its students. A department should ask the candidate to present a lecture, teach a class, or lead some other appropriate activity.

2.1.5 Suggested Items to be Considered in Interviews

Candidates will want to learn about departmental responsibilities such as the assignment of classes, teaching loads, and advising, and about competencies and personalities of other departmental staff, the climate on campus for historically marginalized employees, quality of students, reputation of the College and department, rank, salary and fringe benefits, salary ranges and future prospects, faculty governance system, the administration and administrators, the residency policy, cultural opportunities in the College and Albion area, housing, public schools, etc.

Interviewers should attempt to assess the appropriateness and quality of the candidate's educational background: quality of teaching performance and ability to communicate with students, peers, and administration; concern for the support and development of students, including historically marginalized students; interest and concern for the small liberal arts college, and evidence of scholarship. The Chief Academic Officer's office has available a pre-employment inquiry guide, with which all involved in the recruiting process should be familiar.

During the interview stage, all candidates are to be treated in as equal a manner as possible. It is recommended that predetermined questions be asked of all interviewees, that the same interviewers be present in each case, and the allotted time for presentation and other conditions be as nearly identical as possible for all interviewees. Interviewers should not ask about the candidate's family responsibilities, national origin, or other topics that could lead to a claim of discrimination.

2.1.6 Reference Check

A person or persons designated by the search committee for each faculty job opening must contact in person or by telephone at least two of a candidate's references before the College makes an offer to that candidate.

2.1.7 Confidential Background Check

It is the policy of the College to conduct a background check before making an offer to a candidate for a faculty job opening. This background check will be limited to checking criminal convictions and pending felony charges and verifying the candidate's Social Security number and addresses. For international hires without Social Security numbers, an equivalent identification check will be made. The background check information will be ordered and reviewed by only one person designated by the College. The designee will share this information with the Chief Academic Officer only when it is relevant to job performance, and the CAO will have the authority to share this information with the chair of the search committee should the

CAO deem it appropriate to do so. Candidates will be informed of their right to review the results of this background check for accuracy. If the background check uncovers any information that the CAO considers potentially disqualifying, then the CAO will contact the candidate to apprise them of the information and provide an opportunity to respond. Results of this background check will remain confidential unless essential for the College's legal defense in a lawsuit involving this candidate.

2.1.8 Recommendations and Appointment

Following the interviews, written evaluations for each candidate should be forwarded by all persons involved in the interviewing to the chair of the department, Faculty Committee on Diversity, and the Chief Academic Officer, who will in turn make a recommendation to the President. When a decision is made among the finalists, affirmative action, along with excellence in teaching and research, should be considered as a criterion that is valuable in itself. In consultation with the department, and with the approval of the President, the chair will contact the selected candidate by telephone to review the conditions of possible appointment (rank, salary, etc.). If the candidate continues to express interest, the President will send an offer of appointment to the candidate. The terms and conditions of every appointment will be stated in writing, be in the possession of both the institution and the prospective faculty member, and be accepted by both before the appointment takes effect.

2.2 Faculty Appointments

2.2.1 Criteria for Full-Time Tenure-Track Appointment

2.2.1.1 Instructor

Sufficient work toward the terminal degree or its equivalent so that completion of the degree can be expected by the time of the interim review. (Terminal degree is defined in this document as the highest degree appropriate to the discipline.)

Potential for excellent teaching

Potential for scholarly or creative development

2.2.1.2 Assistant Professor

Terminal degree or the equivalent

Potential for excellent teaching

Potential for scholarly or creative development

2.2.1.3 Associate Professor

Terminal degree or the equivalent

Normally six years of teaching experience at the college level and demonstrated excellence in teaching

Peer reviewed scholarly or creative achievement

Ongoing record of service

2.2.1.4 Professor

Terminal degree or the equivalent

Normally at least four years of teaching experience since the conferral of tenure and promotion to associate professor with a demonstrated commitment to excellence in teaching.

Active engagement in scholarship or creative activity as demonstrated by the production of peer-reviewed publications, exhibitions, or performances beyond the College campus since the conferral of tenure.

Ongoing record of service

2.2.2 Other Appointments/Part-time Appointments

2.2.2.1 Adjunct Appointments

Part-time, non-tenure-track appointments. These appointments may be at the instructor, assistant professor, associate professor or professor level.

2.2.2.2 Visiting Appointments

Full-time, non-tenure-track appointments of specified limited duration - usually one year. Individuals replacing faculty on leave, or holding positions that result from late or unsuccessful searches, or hired for other special purposes, would normally hold these appointments. Visiting appointments may be at the instructor, assistant professor, associate professor, or professor level.

2.2.2.3 Distinguished Visiting Faculty

Non-tenure track positions of a specified duration for persons of distinction in their disciplines.

2.2.2.4 Research Affiliate

Part-time, non-tenure-track appointments of specified limited duration. These appointments would be designated in a department, program and/or institute and would be granted to an individual whose primary employment is not Albion College but who conducts research in collaboration with Albion College faculty and/or students.

2.2.2.5 Technical Lecturer

Full-time, non-tenure-track appointments. In special, limited circumstances, a department or program may have an instructional need that is better served by a non-tenure-track faculty member. For example, a department or program may need to teach specialized classes involving technical or clinical practices. This need could be met by an individual with significant experience in those practices, but who lacks the appropriate credentials for a tenure-track appointment, e.g. a terminal degree in the field or ongoing scholarly or creative activity. The number of technical lecturers is capped at 4% of the total number of tenure and tenure-track positions at the College. A technical lecturer's only responsibilities to the College are to teach classes (primarily technical or clinical) and perform tasks associated with those classes, and to advise students as assigned by the department.

Appointment as a technical lecturer requires at least a master's degree and demonstrated expertise in the technical or clinical practices needed by the department.

A department or program must justify the need for such an appointment to the Curriculum and Resources Committee. Continued appointment requires a positive review of teaching by the Faculty Personnel Committee and the Provost, and the approval of the President as described in 2.5.7, based on the criteria for excellent teaching in 2.5.1.2. Technical lecturers are normally eligible for renewable-three-year contracts.

2.2.2.6 Faculty Lecturer

Full-time, non-tenure-track appointments. Although the College will seek to hire tenure-track faculty members whenever possible, under special circumstances, e.g., significant financial hardship, full-time visiting appointments are made for an extended period. When a full-time visiting faculty member serves the College for at least six years, the visiting faculty member becomes eligible for appointment as a faculty lecturer. The number of faculty lecturers is capped at 4% of the total number of tenure and tenure-track positions at the College. A faculty lecturer's only responsibilities to the College are to teach classes and to advise students as assigned by the department.

Appointment as a faculty lecturer requires six years of full-time teaching at Albion College, a positive review of teaching by the Faculty Personnel Committee and the Provost, and the approval of the President as described in 2.5.7, based on the criteria for excellent teaching in 2.5.1.2. Faculty lecturers are eligible for renewable three-year contracts.

2.2.3 Academic Appointment

2.2.3.1 Visiting and Adjunct Appointment Letters

Upon acceptance of an offer of employment, visiting and adjunct faculty members will receive an appointment letter that specifies their title, term of appointment, job responsibilities, salary, and benefits information.

2.2.3.2 Probationary Tenure-Track Contracts

Upon acceptance of an offer of employment, new tenure-track faculty members will receive a pre-interim contract indicating their title, their job responsibilities, and the length of their probationary period through the academic year following the year of interim review.

After a successful interim review has been completed, a tenure-track faculty member will be given a new contract indicating their title, their job responsibilities, and the length of their probationary period through the academic year following the year of tenure review. The College will issue these contracts as soon after June 1 as possible and no later than August 1.

If the College does not approve the continued employment of a tenure-track faculty member after the interim probationary period, the faculty member will be notified in accord with Section 2.15.1, and no further contract will be issued.

The maximum total probationary period for the granting of tenure to faculty members will be seven years of teaching service at Albion College. Up to three years of full-time teaching at another fully accredited institution of higher learning may be counted as part of the probationary period. However, prior credit need not be claimed. The actual amount of credit given for previous teaching experience will be stated in writing in the faculty member's pre-interim contract. Normally, however, such credit for prior experience will be given only for full-time teaching experience that follows successful completion of work for the Ph.D. or other terminal degree. (Individuals who have taught at Albion College but who have not been in tenure-track positions may claim full credit for full-time teaching experience at Albion College upon receiving a tenure-track appointment.)

2.2.3.3 Tenure Contracts

After successful interim and tenure reviews have been completed, a tenure-track faculty member will be given a new contract stating their title, their job responsibilities, and their continuously tenured status. The College will issue these contracts as soon after June 1 as possible and no later than August 1.

If the College does not approve the continued employment of a tenure-track faculty member after the tenure probationary period, the faculty member will be notified in accord with Section 2.15.1, and no further contract will be issued.

Subsequent changes in title or significant changes in job responsibilities will be indicated in an amendment to the tenure contract or in the appointment letter described in 2.2.3.4.

2.2.3.4 Appointment Letters

The institution will issue annual appointment letters to new and returning tenure-track faculty members to notify them of their salary and to provide information about their benefits for the coming academic year. The College will issue these letters as soon after June 1 as possible and no later than August 1.

2.2.4 Appointment of a Temporary Full-Time Faculty Member to Tenure-Track Status

In the case that a tenure-track position is available in a department with a temporary full-time member, the procedures may be modified as follows:

2.2.4.1 If a temporary, full-time faculty member who has been hired as the result of a national search has proven so satisfactory after one or more semesters at Albion College that the department wishes to offer that person the position, the person may be appointed to the tenure-track position provided the department certifies that the person has the qualifications necessary for the position, has demonstrated potential for excellent teaching, and has demonstrated scholarly potential.

2.2.4.2 If a temporary, full-time faculty member who has not been hired as the result of a national search has proven so satisfactory after one or more semesters at Albion College that the department wishes to offer that person a position, the person may be appointed to the tenure-track position if all criteria in 2.2.4.1 are met and if the FPC is convinced that a clear basis exists for comparing the person with candidates whom a national search would be likely to locate. Such a basis might include the credentials received in a national search for a comparable position by the department within the current or previous academic year, or reports of interviews held for this position at a national meeting within the current academic year or credentials received in response to an advertisement for this position in a national journal within the current academic year, or some other evidence mutually agreed upon between the department and the Chief Academic Officer.

In either case, the FPC will review the person's credentials and performance, interview the person, and make a recommendation to the department chair, CAO, and President concerning the appropriateness of the change of status.

2.3 Procedures for Faculty Evaluation: By Self and by Chair

2.3.1 Performance-based Evaluation

2.3.1.1 Chair's Responsibilities

Chairs will fill out the "Chair's Evaluation Form" available in the Chief Academic Officer's office annually for all continuing full-time non-tenure-track, tenure-track and tenured faculty. The chair should do so after a discussion with the faculty member. The chair should include an updated CV for each faculty member along with that faculty member's Evaluation Form. The faculty member must review and sign the chair's evaluation before the chair forwards one copy to the CAO and one to the faculty member. In cases where faculty members disagree with the chair's recommendation, they may submit appropriate documentation to the CAO and FPC.

2.3.1.2 Candidate's Responsibilities

Faculty members holding continuing full-time non-tenure-track or tenure-track appointments are

expected to submit a faculty self-evaluation with appropriate documentation to their chairs annually.

Faculty members being recommended for a merit increment or bonus or promotion will submit a self-evaluation as a part of their file.

Faculty members being recommended for a less than standard raise are expected to submit a self-evaluation.

Self-evaluations prepared by tenure-track and tenured faculty members should describe and assess the faculty member's progress in the three areas of responsibility (teaching, scholarship, and service) as described in 2.5.1.2, with the exception of those composed by candidates for a bonus or a merit, which should address whichever of the three is the reason the faculty member has been nominated for a bonus or merit. Self-evaluations prepared by continuing full-time non-tenure-track faculty members should describe and assess the faculty member's progress in teaching as described in 2.5.1.2.

2.3.1.3 Access to Self-Evaluation

If a self-evaluation has been written, it will accompany the chair's evaluation to the Chief Academic Officer. It will be filed in the office of the Chief Academic Officer. The faculty member may require that further access to the self-evaluation be obtained only with their written permission. Otherwise, access is limited to the Chief Academic Officer, FPC, and the President. It will be used only for consideration in matters involving salary, promotion, and tenure. Faculty members who do not wish to submit self-evaluations or who desire to restrict the perusal of their self-evaluation to their chair and the Chief Academic Officer must recognize that FPC will not have these materials in hand when it is acting on their cases.

2.3.2 Equity-based Evaluation

The Chief Academic Officer will annually provide each chair with the individual salary data for members of their department as well as appropriate baseline data for consideration of equity.

In advance of releasing individual salary data to department chairs, the Chief Academic Officer will distribute to each faculty member a memorandum giving the faculty member the option of signing a statement requesting that their individual salary information not be released to the department chair with the clear understanding that the chair will then not be able to make equity recommendations on behalf of that faculty member.

2.3.3 Subsequent Actions

If the chair's recommendations are not followed, the Chief Academic Officer will review the matter with the chair and the faculty member.

2.4 Procedures for Faculty Evaluation: By Students

2.4.1 Tenured faculty members at Albion are evaluated by their students every third semester, or more often at the faculty members' request. Faculty members applying for promotion to Professor should consider being evaluated more frequently. Detailed instructions are mailed to each faculty member by the Office of the Chief Academic Officer.

2.4.2 All non-tenured faculty members are evaluated each semester, using the same procedures.

2.4.3 Summaries of the evaluation are provided to the CAO, the department chair, and the faculty member. The candidate will provide the Faculty Personnel Committee with access to summaries in order to evaluate faculty members for personnel actions according to the *Faculty Handbook*.

In the case of visiting or adjunct faculty members, summaries and student comments will be made available to the department chair, particularly when subsequent appointments may be made.

2.5 Procedures and Criteria for Faculty Evaluation: By the Faculty Personnel Committee, the CAO, and the President

2.5.1 Introduction: General Procedures and Criteria

2.5.1.1 Procedures

Any faculty member being considered for interim tenure review, tenure, promotion, merit or bonus increase, or less than standard increase will be so informed by the chair of the FPC.

The proceedings of the FPC on these matters will be designated as discussion sessions, voting sessions, and final sessions. Discussion sessions, in which the full committee will participate, will include fact-finding, interviews, and preliminary discussion of the matter being considered. Voting sessions, in which only the five elected members will participate, will include further deliberations, and voting. In the final sessions, in which only the five elected members will participate, the committee will write its recommendation.

In addition to the definitions and procedures described in 1.2.6, no member of the committee, including the Chief Academic Officer, who has a conflict of interest during a faculty evaluation proceeding, shall participate in any discussions and interviews involving the faculty member, or have access to the final report of the committee concerning the faculty member. They may be interviewed by the committee, but only as a member of the faculty, not as a member of the committee.

The committee's final recommendations on relevant personnel decisions other than tenure will be presented in writing to the Chief Academic Officer and the President. When the final decisions have been made by the President, the President will communicate those decisions or an explanation for any delay in writing to the committee and to the candidates, by June 1. If there are instances in which the final decisions are at variance with the committee's recommendations,

the President or the Chief Academic Officer will meet with FPC to review reasons for the final decisions.

Final decisions on the above personnel matters will be conveyed to the faculty member, who may review with the committee chair and/or the CAO the decision and the reasons for it. (For tenure review procedures, see 2.5.3.)

In cases where a member of FPC has been nominated for promotion, a merit increase, a bonus, or an endowed professorship, the CAO will appoint an ad hoc committee composed of the CAO and at least three former FPC members to assume the responsibilities that FPC would otherwise have to review the FPC member's file and make the recommendation. In cases where a member of FPC has been nominated for an endowed professorship, the ad hoc committee will review the files of all the nominees for that professorship and make the recommendation.

2.5.1.2 Criteria

As a liberal arts institution, Albion College seeks to cultivate in students an appreciation for learning and for the acquisition of knowledge. Excellence in teaching and active engagement in scholarship -- the production of knowledge -- are critical to the fulfillment of that mission.

FPC considers the three following performance areas when evaluating for promotion, salary increase, for tenure, and at the time of interim tenure review: value to students, scholarship, and service. These areas are meant to be a guide for candidates, chairs, and others who must prepare a written or oral case for presentation to the committee. In addition to the specific areas of evaluation, faculty members are expected to fulfill all of the basic responsibilities as articulated in section 3.3 of the Faculty Handbook.

Value to Students

Excellent teaching is the most important responsibility of faculty members. In teaching, we equip students with the knowledge, skills, and creativity they need to navigate a complicated and uncertain world. We expand their sense of the resources available to them in solving the problems they will face in their personal, professional, and civic lives. We cultivate in them a healthy appreciation for the limitations of any one way of approaching an idea, issue, or problem and an equally healthy faith in the power of reason and the richness of the human mind.

Excellent teaching is grounded in a belief in students' ability to learn and the desire to help students engage in their own learning. As such, good teachers seek ways of developing students' interest in learning generally and the subject matter specifically. Excellent teaching presupposes a deep knowledge of one's own discipline or field. From that starting point, it requires creativity in imagining ways to engage students; recognition of students' range of skills and empathy for their struggles to become effective learners; and a commitment to student learning. Effective teachers create classroom climates that are inclusive and built on respect.

No single method of teaching is necessarily superior to another. Pedagogies may vary with the subject and the level at which one is teaching. Effective teachers adapt their approaches to the nature of the subject matter and the needs of the students.

Candidates should demonstrate:

1. Intentional course design that reflects careful consideration of student learning and course outcomes
2. Construction of assignments and exams that fairly assess student learning and foster critical thought and/or creativity
3. Thorough, timely, and constructive feedback on student work based on clear assessment guidelines
4. Creation of inclusive learning environments that intellectually challenge students and empower them to be bold in pursuit of their learning
5. Clear communication with students that conveys respect
6. Use of teaching practices that encourage not only students' curiosity but also their enthusiasm for both learning and the material being taught
7. Ability to teach effectively a range of different courses, from the introductory to advanced levels
8. Willingness to meet the curricular needs of the department and College

The above list is not exhaustive.

Value to students extends beyond the classroom often in the form of academic and informal advising. As academic advisors, faculty members help students thoughtfully navigate their educational experience. Effective advising requires an understanding of the College's curriculum and graduation requirements. Equipped with that understanding, effective advisors guide students in the creation of a course of study suitable to their career and life aspirations. Some faculty members also provide informal mentorship beyond the expected norm in ways that are valuable to students and the College, such as helping students understand the culture and expectations of college life.

In supervising student research, faculty members contribute to students' professional and personal development. This work is always a form of teaching and can be a form of scholarly activity for the faculty member when the faculty member and student are working on a shared project.

Scholarly Development

Ongoing engagement in one's own field is vital to the intellectual and professional growth of the faculty member. Albion College values the process, the products, and the dissemination of scholarship and creative activity. Through that work, faculty members create knowledge; foster curiosity, inquiry, and understanding both within and beyond institutional boundaries; model for students how knowledge is produced and why it matters; and enrich the curriculum and research opportunities for students.

As evidence of professional accomplishment, candidates for tenure must produce original research, scholarship or creative work that has undergone successful peer review.

With respect to research and scholarship, this work will normally take the form of an article or articles published (or accepted for publication) in a peer-reviewed academic or professional journal of national or international standing in appropriate discipline(s); or publication (or

acceptance for publication) of a book or books by a publisher of recognized academic status that requires peer review of submissions by appropriate experts. The assessment of scholarship will consider the quality and quantity of accomplishments.

In the visual and performing arts, peer review beyond campus may take a wider variety of forms. Such review normally includes juried exhibitions or performances. However, particular types of creative work may be peer reviewed in discipline-specific ways. In collaboration with the candidate's department chair and the CAO, the candidate may develop a list of appropriate external reviewers for work that has not otherwise received peer review.

Given variations among the academic disciplines, departments should prepare written guidelines consistent with the language in this section that outline their expectations regarding scholarship and/or creative activity for tenure. This should be done in consultation with the CAO. Faculty members will receive a copy of those guidelines upon being offered employment at Albion College, and the Faculty Personnel Committee will receive a copy prior to its review of candidates for interim and tenure.

Additionally, candidates must demonstrate ongoing activity and engagement in their disciplines. Evidence of this engagement may include papers presented at professional meetings; collaboration with students on research projects; submission of grant proposals; participation in professional meetings, seminars, and workshops; book reviews in professional journals; review of journal and book submissions or of grant proposals; creation and maintenance of scholarly web pages, production notebooks, or program notes; invited professional adjudications, clinics, or master classes; progress reports on significant projects; and publication of teaching materials and edited collections of other scholars' works. Such activities will normally represent a body of work involving one or more themes that constitute a clear professional agenda. N.B. This list is neither all-inclusive nor exclusive.

While scholarly and creative work undertaken prior to employment at Albion College may become part of a faculty member's application for tenure or promotion, it is not normally sufficient on its own to fulfill this criterion. The candidate must also normally present evidence of ongoing scholarly or creative work produced subsequent to joining the Albion faculty.

Service

Faculty members have professional obligations to the campus community that extend beyond their teaching and scholarly or creative activity. Service provides a vehicle for collaboration, building connections, sharing knowledge, and developing expertise, and it is indispensable for the effective functioning of our departments, the College, and professional organizations. It generally falls within four broad categories: faculty governance, departmental citizenship, campus and community life, and service to profession. Participation in a robust system of shared governance plays a central role in fulfilling Albion College's educational mission. The authority vested in the faculty to make determinations related to the curriculum, pedagogy, faculty status, and scholarship is a requisite condition for the protection of academic freedom. Collaboration on departmental responsibilities promotes collegiality and ensures equity in workloads. In addition, faculty members' engagement in campus and community life contributes to a vibrant living and learning environment. And our involvement in the administrative work of sustaining professional organizations connects us to the wider network of our disciplines and helps us think more

holistically about the work that we do as teachers and scholars.

Faculty members are expected to engage in ongoing service to the College. This service should expand in breadth and depth throughout an individual's career in ways that complement the unique talents of the faculty member. Thus, while the beginnings of a record of service would suffice for reappointment at the time of interim review, faculty members ought to continue developing that record in order to make a strong case for tenure and promotion to associate or full professor.

Of first importance are

- Participation in shared governance and regular attendance at faculty meetings
- Sharing departmental responsibilities for curriculum and program development, assessment, faculty searches, mentoring of junior faculty, department-sponsored events, and department organizations.

Other forms of service may include

- Contribution to College-wide committees outside the formal governance structure
- Contribution to College-wide programs that strengthen inclusivity, diversity, or access to liberal education
- Assisting other administrative divisions, such as Admissions, Institutional Advancement, Student Development, etc.
- Contribution to cross-departmental or interdisciplinary studies, campus forums, programs, exhibitions, symposia, or the faculty lecture series
- Attendance at and involvement in intellectual, cultural, or athletic activities of the College
- Serving in leadership roles in regional, national, or international professional organizations
- Creating and strengthening mutually beneficial collaborative relationships between the college and local, regional, national, and international institutions/organizations

N.B. This list is neither all-inclusive nor exclusive.

Nota Bene: These are the criteria of FPC, but they are not the only concerns that affect tenure decisions. In addition, the faculty should be aware of the following administrative concerns:

the respective area(s) of specialization of the candidate and of other members of the candidate's department;

the number of faculty members in rank and the number tenured and non-tenured;

the years of service and years in rank for the candidate and for others being considered for the personnel decision;

the economic or budgetary situation of the College.

2.5.2 Interim Review Procedures and Criteria

An interim review is required of all tenure-track faculty at Albion College. The purpose of the interim review is to provide the faculty member with an early assessment of their prospects for tenure at the end of the probationary period. The interim review may not take place 1) before the second year at Albion, 2) after the third year of tenure-track appointment at Albion, and 3) without completion of the terminal degree. If more than one year of credit for previous experience is given, the interim review should normally occur at least 12 months prior to the expected tenure review. During the review, strengths and weaknesses will be assessed and areas for improvement identified. The hope is that such improvement will occur, and tenure may be granted at the appropriate time. In some instances the results may be discouraging and the person advised that they should not plan on a position at Albion in the future. In no case is successful completion of the interim review to be regarded as an assurance of tenure.

2.5.2.1 Procedures

The interim review will be similar in thoroughness to a tenure review. The same kinds of preliminary data will be collected as for a tenure review, except alumni letters will not be sought. (See Tenure Review Procedures, 2.5.3.1.)

At or before the beginning of the semester in which the review takes place, the chair of the committee or another member of the committee designated by the chair will discuss the review process with the candidate.

The faculty member and the department chair will be interviewed by the committee. The faculty member may designate an additional member of the faculty to meet with the committee on their behalf.

At any point in the process, the committee may seek additional information.

In a preliminary voting session the five elected members of the FPC will decide which of the five following summary statements is most likely to be adopted:

In light of our evaluation, the Faculty Personnel Committee regards your overall performance to date to be:

satisfactory in all areas

satisfactory, but with qualifications in some area

mixed, with satisfactory performance in some areas but with substantial improvement required in others

unsatisfactory, with substantial improvements required in most areas

unsatisfactory, and recommends that a terminal contract be issued.

In the event that an unsatisfactory evaluation is probable, the committee chair will report the

committee's concerns and reasons for these concerns to the person and invite the faculty member for a second interview. This interview will take place within two weeks of the committee chair's written notification to the faculty member and will focus upon those concerns. Before the committee makes its final evaluation, the President and the CAO will meet with the committee for discussion.

The committee will send a draft version of its letter to the candidate, who may respond in writing to correct errors of fact. The draft version will not contain the committee's final evaluation. When the committee decides it has sufficient information for a final evaluation to be made, the five elected members in a final voting session will select one of the five summary statements listed above, record the reasons, and forward the evaluation to the CAO.

The CAO will review the FPC evaluation with the faculty member, and forward it verbatim, together with their own observations, to the faculty member and the President. The interim review letter will include known administrative concerns unrelated to the candidate's performance which might nevertheless affect an eventual tenure decision. (See Nota Bene, page 38.)

2.5.2.2 Criteria

All three of the performance areas listed in section 2.5.1.2 are considered by the committee as it formulates its evaluation.

2.5.2.3 Post-interim Release Time

Interim candidates are eligible for two units of post-interim release time, except in the case where a terminal appointment has been issued. The chief academic officer will approve the release time, which will typically be one unit per semester in the two semesters immediately following the interim evaluation. The purpose of post-interim release time is to strengthen the faculty, and therefore the College's educational program, by providing opportunity for tenure-track faculty members to improve their competence as creative and effective teachers and scholars at Albion College.

2.5.3 Tenure Review Procedures and Criteria

A tenure review is required of all tenure-track faculty at Albion College. This review will normally be conducted during the sixth year of the faculty member's probationary service. Years counted toward the satisfying of the probationary period include years of full-time teaching at Albion and years of credit for prior experience, as noted in the terms of the original appointment.

The tenure review may not take place 1) without at least the intervention of approximately 12 months between the interim review and the tenure review, *or* 2) after the sixth year at Albion in a tenure-track position. Notwithstanding the preceding language, a faculty member facing unusual and extraordinary circumstances (for example, serious health problems, demands of caring for dependents, travel restrictions that impede scholarly development, etc.) that have interfered with the ability to conduct professional responsibilities during the tenure probationary period may, upon written request to the CAO, be granted an exclusion from the countable years of service

that constitute the tenure probationary period. Normally, a faculty member must submit the request prior to the semester in which the tenure review is scheduled to take place. Any subsequent requests for exclusions must also be made in writing. If any request results in a cumulative total of more than one year of exclusion, the CAO will consult with FPC in its consideration.

2.5.3.1 Procedures

The following data will be collected in a file for FPC by the office of the Chief Academic Officer for each candidate:

a recommendation from the department chair, or, if the chair is under review, from the senior highest ranking department member other than the chair

confidential letters of review from all other members of the candidate's department who are tenured or who have been in tenure-track positions for one year or more. These letters should address the areas FPC considers in its evaluation: value to students, scholarly development, and service. These areas are described in section 2.5.1.2. Departments are encouraged to use a variety of methods to evaluate teaching.

with the candidate's permission, summaries of the student evaluation of teaching form which is currently in use for each semester for which it is available

a summary report from the Student Senate evaluation of the candidate's performance as a teacher and as an advisor

a survey of a representative sample of recent alumni who were students of the candidate

the candidate's vita

a portfolio that highlights the candidate's accomplishments in teaching and growth as a teacher*

a narrative in which the candidate evaluates their performance using the criteria in 2.5.1.2 and discusses future plans*

other pertinent information that the candidate wishes to include in support of their case.

* Suggestions on preparing these items for the file are available in the CAO's office.

At or before the beginning of the semester in which the review takes place, the chair of the committee or another member of the committee designated by the chair will discuss the review process with the candidate.

After the committee has reviewed the files and before the committee interviews the candidate's chair and the candidate, the President and CAO, having also reviewed the files, will meet with the committee for discussion. After the committee's voting sessions, but before the final sessions, the President and CAO will meet again with the committee for discussion. The

committee will then send a draft version of its evaluation to the candidate, who may respond in writing to correct errors of fact. The draft version will not contain the committee's recommendation. The final recommendations of the committee are forwarded in writing to the CAO and the President. The CAO makes a separate recommendation to the President. The President forwards their recommendations and a summary of the FPC's and CAO's recommendations to the Board of Trustees. All tenure decisions are made by the Executive Committee of the Board of Trustees. The President will convey the decision of the Board to the candidate.

If at any time during the review process the committee decides that additional data are needed, it will seek additional information from appropriate sources. It may also interview other individuals or hold an additional interview with the candidate and/or their chair.

The committee will first interview the department chair and then the candidate. The candidate may also designate an additional member of the faculty to meet with the committee on their behalf. The President will separately interview the candidate.

If the five elected members of FPC decide, in a preliminary voting session, that a negative recommendation is probable, the committee chair will report the committee's concerns and its reasons for these concerns to the candidate and invite the candidate for a discussion. This discussion will be arranged within two weeks of notification and will focus on those concerns. The candidate may, if they wish, invite another Albion College faculty member to be present at this discussion.

2.5.3.2 Criteria

The three performance areas listed in section 2.5.1.2 are the basis for the Faculty Personnel Committee's evaluation.

2.5.3.3 Tenure Review for Provost Candidates in Cases of Appointment with Tenure

Appointment of an external candidate to the position of Chief Academic Officer may be made with a simultaneous appointment as a tenured faculty member that will become the person's primary appointment if they are dismissed from or resign from the CAO post. In such a hiring case, FPC will modify its usual tenure review procedures to accommodate the need for swift action and the circumstances of reviewing a Provost candidate for tenure. FPC will nevertheless require substantial evidence of effectiveness in teaching, research, and service and of collegiality before recommending a tenured faculty appointment for a Provost candidate. The level of performance required for a favorable tenure recommendation will not be lower in this case than for cases in which internal candidates are reviewed for tenure.

2.5.4 Promotion Procedures and Criteria

2.5.4.1 Procedures

Assistant professors undergoing tenure review will be automatically promoted to associate professor with an affirmative tenure decision. The tenure review process (see Section 2.5.3)

serves as the basis for the Faculty Personnel Committee's joint recommendation regarding tenure and promotion.

Ordinarily, the department chair initiates a nomination for promotion to professor by notifying the CAO.

In addition, nominations for promotion to professor may occur in the following two ways:

1. Eligible candidates may nominate themselves. In this case they must solicit a letter of recommendation from a tenured Albion faculty member with relevant knowledge of the nominee's fulfillment of the criteria in section 2.5.1.2.
2. A tenured Albion faculty member with knowledge of another faculty member's fulfillment of the criteria in section 2.5.1.2 may nominate that person and subsequently submit a letter of recommendation.

When faculty members have been nominated for a promotion by someone other than their department chair, the CAO's office will notify their chair. In all cases, the department chair and all tenured and tenure-track members of the candidate's department must write letters of evaluation regarding the nominee.

The office of the CAO solicits letters of evaluation from tenured and tenure-track members of the nominee's department. The CAO's office also solicits the following from candidates, by which they demonstrate their fulfillment of the promotion criteria in Section 2.5.4.2:

- a narrative of self-evaluation using the criteria in 2.5.1.2 and discussing future plans
- a current CV
- a minimum of two semesters' worth of course evaluations, with the most recent set completed within the past two years
- evidence of peer-reviewed scholarship or creative activity
- a portfolio that highlights the candidate's accomplishments in teaching and growth as a teacher

There may be inconsistencies between departmental evaluations and the recommendation of another tenured faculty member who has nominated a candidate for a promotion. In this case, FPC will consider all evaluations in making its recommendation to the CAO and President.

Any person promoted to the rank of associate professor or professor will automatically receive a salary increase above the standard increase.

The committee will examine and discuss the materials, vote on its recommendations, put them into written form, and forward them to the CAO and President. The CAO also forwards a recommendation to the President. All promotion decisions are made by the President.

2.5.4.2 Criteria

Promotion from Instructor to Assistant Professor

Instructors will be promoted to the rank of assistant professor automatically upon attainment of an earned doctoral or terminal degree.

Promotion from Assistant Professor to Associate Professor

Promotion to the rank of associate professor signifies that a faculty member has effectively met the criteria for teaching, scholarly development, and service outlined in Section 2.5.1.2. Assistant professors will be promoted to the rank of associate professor automatically upon attainment of tenure.

Promotion from Associate Professor to Professor

Professor is the highest rank available to faculty members. Promotion to professor signifies the institution's confidence in the individual's record of achievement and potential as a role model for other faculty members. A professor should exemplify the institutional culture valued by Albion College, which includes excellent teaching, sustained production of high-quality peer-reviewed scholarly or creative work, and commitment to service. Promotion to professor therefore requires that a faculty member has contributed substantially to all three of the areas outlined in Section 2.5.1.2.

An associate professor will serve for at least four years in rank before becoming eligible for promotion to the rank of professor. The promotion review can occur during the fourth year with promotion to take effect at the beginning of the fifth.

2.5.5 Procedures and Criteria for Salary Determination

2.5.5.1 Procedures

The department chairs, in consultation with the people affected, make an annual salary recommendation for each of the members of their departments. Possible recommendations include merit, bonus, equity, and standard and substandard increases. At the end of the fall semester, department chairs send bonus and merit nominations to the CAO. Early in the spring semester, chairs present all of their formal salary recommendations and accompanying justifications to the CAO on the chair's evaluation form. Some of these recommendations are also presented to FPC, as indicated below. A faculty member may require the chair to consult with other members of the department before submitting this form, should the faculty member disagree with the chair's recommendation. If other department members disagree with the chair's recommendation, then provision is to be made for them to make a separate recommendation if they wish. The Chief Academic Officer may also make salary recommendations.

Independently of the chair's or CAO's recommendation, faculty members may initiate a proposal for a salary increase in the following additional ways:

- (1) If eligible, they may nominate themselves for a merit, bonus, or equity increase. In this case they must solicit a letter of recommendation from a tenured Albion faculty member with relevant knowledge of the reasons for the proposal.
- (2) A tenured Albion faculty member with knowledge of another faculty member's outstanding achievement (in the case of a merit or bonus proposal) or of relevant salary data (in the case of

an equity proposal) may write a letter nominating another eligible faculty member for a merit, bonus, or equity increase.

Candidates who have been nominated for a merit or bonus increase will provide a self-evaluation and supporting evidence to the Faculty Personnel Committee. The faculty members nominating the candidates will also provide their letters of recommendation to FPC.

Chairs recommending a faculty member for a substandard salary increase will provide supporting materials documenting the rationale for the recommendation to the CAO and the Faculty Personnel Committee. Those being considered will be advised by the committee chair that they may request an interview with the committee.

The committee will examine and discuss the materials, vote on its recommendations, put them into written form, and forward them to the CAO and President. The CAO also provides independent recommendations to the President, who makes the final salary decision.

Individual equity adjustments are normally worked out between the CAO and the faculty member concerned.

Faculty members who have been nominated for a salary increase by someone other than their department chair should notify their chair. There may be an inconsistency between the chair's recommendation and the recommendation of another tenured faculty member who has nominated a candidate for a salary increase. If the inconsistency concerns an equity proposal, the CAO will consider both recommendations in making a final decision. If the inconsistency concerns a merit or bonus proposal, FPC will consider both recommendations in making its recommendation to the CAO and President.

2.5.5.2 Definitions and Criteria

Merit increases are salary increases above the standard percentage increase, which are permanent.

A merit increase is recommended for continued outstanding achievement in the areas of scholarship, teaching, or campus leadership above the accepted norms expected of all faculty members. To be considered for a merit increase, the faculty member normally must be tenured. A faculty member normally cannot receive a merit increase unless an interval of at least four years has elapsed since the last merit increase took effect.

Bonus increases are one-time salary increases that do not extend beyond the current year. A bonus increase is recommended for a short-term outstanding achievement in scholarship, teaching, or campus leadership above the accepted norms expected of all faculty members.

A recommendation for a less than standard increase will be forwarded to the CAO and President by the committee only if the following criteria apply:

demonstrated ongoing deficiencies in teaching, or departmental contribution, or competence in their discipline

all positive efforts to improve the instructor's performance have failed.

2.5.6 Endowed Professorships

Endowed Professorships were established at Albion to provide enhanced teaching and scholarship support for outstanding faculty members. Endowed Professorships have special value within Albion College. They are a way of recognizing and fostering faculty excellence by allowing faculty members to demonstrate commitment to quality instruction and scholarly accomplishment. Resources provided allow faculty members to engage in significant professional development which further enhances their productivity and also enhances the reputation of Albion College.

The Office of Institutional Advancement develops professorships by matching needs in departments or divisions with the interests of donors. Covenants developed by the Office of Institutional Advancement and the donor, as approved by the College and the Board of Trustees, govern the general award criteria.

2.5.6.1 Procedures

When an Endowed Professorship is vacant or will become available in the coming academic year, the Chief Academic Officer is responsible for soliciting nominations for the designated Endowed Professorship from among current faculty members. In the call for nominations, the CAO will spell out the criteria for the professorship. Nominations must be made in writing. The CAO shall inform nominees and invite applications for Endowed Professorships from nominees.

A nominated faculty member who wishes to apply for an Endowed Professorship will have a reasonable amount of time to prepare a portfolio that includes a current vita, samples of teaching and scholarship materials that include course syllabi and publications or creative works, student course evaluations, an essay describing how the funds would be used, a proposed budget, and any other relevant material the candidate may wish to submit.

If an Endowed Professorship is used to recruit a prospective faculty member, the Academic Affairs Office is responsible for assembling the applicant's portfolio, with the permission and participation of the candidate. In such a case, where an Endowed Professorship is used to attract an outstanding teacher-scholar from another institution, FPC will have been informed of and concurred with the use of the Endowed Professorship.

In all instances, FPC will review the portfolios of applicants and make written recommendations to the Chief Academic Officer and President. The CAO will forward their recommendations to the President. The President then will make their recommendations to the Board of Trustees, which appoints all holders of Endowed Professorships.

2.5.6.2 Criteria

The Faculty Personnel Committee will base its evaluation of nominated faculty members on two significant performance areas *Value to Students* and *Scholarly Development* as described in section 2.5.1.2 of the *Faculty Handbook*. Since these Professorships were established to support

outstanding faculty members and, in part, recognize individuals for quality instruction and scholarly accomplishment, a record of sustained and continuing excellence in both teaching and scholarship must be demonstrated. Material submitted by nominees should therefore address both areas. In addition, the Committee will base its evaluation on the quality and feasibility of the project or projects proposed.

With the exception noted above in 2.5.6.1, the nominee will be tenured and will have attained no less than the rank of Associate Professor at Albion College. Preference will be given to those faculty members who have attained the rank of Full Professor and have served the institution for a period of 10 years prior to the time of appointment to the Endowed Professorship.

If no applicants for a given Professorship meet the criteria and demonstrate this level of achievement, FPC will recommend to the CAO and President that the Professorship not be awarded, and that a new call for nominations go out the following year.

2.5.6.3 Use of Funds

Funds from Endowed Professorships are intended to be used to support supplies and travel or other expenses associated with teaching or scholarship. With the exception of their use to supplement half-salary during a full-year sabbatical, the funds may not be used as a stipend for the holder of the Professorship without approval of the Chief Academic Officer.

2.5.6.4 Length of Term

An Endowed Professorship is normally awarded for a single term of four years (unless specified otherwise in the original endowment agreement or amended by the donor through the Office of Institutional Advancement). The holder of an endowed chair may compete for a second four-year term against other applicants, but, if a second term is granted, a four-year hiatus is normally required before an individual may apply for a third term. A faculty member may be awarded a different Endowed Professorship without hiatus when the term of a currently held Endowed Professorship is completed, but an individual may not resign an Endowed Professorship to seek a different Endowed Professorship.

2.5.6.5 Effective Date

The policies in section 2.5.6 became effective on February 20, 2009, and are to be applied when the term of a specific Endowed Professorship expires after this date.

2.5.7 Procedures and Criteria for Evaluation of Full-Time Non-Tenure-Track Faculty Members

2.5.7.1 Procedures

Faculty members serving as technical lecturers are normally granted three-year employment contracts. FPC will review their performance every third year and make recommendations concerning the renewal of their contracts. Technical lecturers approved for reappointment after their sixth year will automatically receive a salary increase above the standard increase.

During the sixth year of full-time teaching, FPC will review the performance of full-time visiting assistant professors and make a recommendation to the CAO and the President concerning their continuing employment at Albion. Full-time visiting faculty members approved for reappointment after their sixth year will automatically be promoted to the rank of faculty lecturer and receive a salary increase above the standard increase at the beginning of the next academic year. Faculty lecturers are normally granted three-year employment contracts. FPC will subsequently review the performance of faculty lecturers every third year and make a recommendation concerning the renewal of their contracts.

Candidates will submit the following data to FPC every three years for each full-time non-tenure-track candidate undergoing review by FPC, the CAO, and the President:

- a recommendation from the department chair that reflects the input of the department as a whole
- all available course evaluation summaries from the three years preceding the review
- the candidate's vita
- a portfolio of sample assignments and syllabi that illustrates the candidate's pedagogical approach
- a narrative articulating the candidate's fulfillment of the criteria for excellent teaching presented in 2.5.1.2
- other pertinent information that the candidate wishes to include

The candidate may request a meeting with the chair of FPC or the chair's designate to discuss the review process in the semester prior to the review.

FPC will review the candidacy, hold a voting session, and send its recommendation in writing to the CAO and the President. The CAO will make an independent recommendation to the President. The President will make all final decisions.

If at any time during the review process FPC decides that additional information is needed, the committee will seek it from appropriate sources.

2.5.7.2 Criteria

Continuing full-time non-tenure-track faculty members are evaluated on how well they have fulfilled the criteria of excellent teaching described in section 2.5.1.2. A positive evaluation requires continued effectiveness as a teacher.

2.6 Sabbatical Leave Program

The sabbatical leave program recognizes the need and desirability for each faculty member to have an opportunity at regular intervals for professional growth and renewal. Leaves may be for one semester or two. The purpose of sabbatical leaves is to strengthen the faculty, and therefore the College's educational program, by providing opportunity for full-time tenured faculty members to improve their competence as creative and effective teachers and scholars at Albion

College.

The sabbatical leave program rests on the conviction that good teaching is inseparable from scholarly and creative effort and on the expectation that faculty will ground their teaching in research, scholarship, and creative activity. Each leave should be designed to engage the faculty member in such endeavor, or - in special situations - in other professional activity clearly of benefit both to the individual and to the College.

Sabbatical leaves are approved by the President. Sabbatical leave recommendations are made to the President by the Faculty Development Committee and by the Chief Academic Officer, who reviews independently the recommendations made by FDC. While there is no arbitrary limit to the number of sabbaticals granted in any one year, the administration reserves the right in responding to sabbatical proposals to consider such factors as, but not necessarily limited to, department difficulty in accommodating the loss of the individual for the leave period or in arranging adequate substitution, overall College teaching resources and their distribution, financial constraints, and quality of project.

2.6.1 Eligibility

A faculty member is eligible to apply during the first year of their tenure contract for a sabbatical leave the following academic year. Subsequently, a tenured faculty member must engage in full-time service to the College for six full academic years between the end of the academic year in which a sabbatical is taken and the beginning of the academic year in which the next one could be taken. This six-year period shall exclude leaves of absence not in service to the College.

2.6.2 Application and Review Procedure

Faculty members should file sabbatical leave applications with the FDC chair, with a copy to the Chief Academic Officer, no later than September 15 of the academic year preceding the academic year in which the sabbatical leave is to be taken. To assist department chairs and the Chief Academic Officer in academic planning and so that FDC can review and comment on sabbatical plans prior to submission of the formal sabbatical requests, FDC encourages applicants to file preliminary draft proposals by the beginning of April of the spring semester preceding the application deadline. FDC will review the applications and make recommendations to the Chief Academic Officer and President. Possible recommendations include acceptance, acceptance contingent upon minor revision, resubmission with substantial revision for a leave in a year later than the one originally intended, rejection. The Chief Academic Officer, after consulting with FDC, will send their own recommendations to the President. The President will then request trustee authorization for sabbaticals that they approve.

The application should include a description of the proposed project and anticipated benefits to the individual and the College; a letter of support from the department chair or, when the chair is the applicant, from the most senior other department faculty member; a staffing plan showing (1) minimum coverage, to the limits described below, that the department finds educationally acceptable and (2) if different from this minimum coverage, the staff and schedule pattern the department would utilize if no substitute coverage were provided.

2.6.3 Criteria

Applications will be evaluated by considering quality of research, scholarship, creative activity, or other professional activity to be undertaken, as shown by:

the importance of the project in its own right (for instance, in the context of the present state of scholarship in the particular area), the relationship of the project to improving the applicant's ability as a teacher, the relationship of the project to the applicant's longer term professional development plans, the relationship of the project to the goals and objectives of the College, other benefits to the individual and the College, the anticipated outcomes; and, for those who have had previous development support (such as sabbaticals or large grants), the benefits to the individual and College from that support.

(Note that all evaluation criteria are important, but that these various criteria can have different weight in different proposals.)

2.6.4 Other Considerations

Coverage. The department of a faculty member granted a sabbatical leave will make every effort to cover internally for the faculty member's absence without additional staff. Actual coverage will be worked out between the Chief Academic Officer and the department chair and ordinarily would include up to full coverage for year-long sabbaticals and up to two-thirds coverage for one-semester sabbaticals. Sabbatical leave approvals are contingent upon the development of staff and schedule plans approved by the Chief Academic Officer. (It should also be noted that approved leaves can be postponed by the Chief Academic Officer, acting in consultation with the department chair and the individual concerned, if for some reason these approved staff and schedule plans cannot be implemented, or if other unforeseen emergency circumstances develop.)

Salary and Benefits. Full faculty fringe benefits will be provided by the College during the period of the leave in addition to the equivalent of a full semester's salary. Faculty members taking full-year leaves are advised to consult with the CAO regarding implications of the proposed leave for retirement benefits.

Return to the College. A recipient of a sabbatical leave agrees to return to the College for at least one full academic year following completion of the leave.

Report. Within one month of the beginning of the semester immediately following the leave, a recipient of a sabbatical leave will submit a report on their project to the President, Chief Academic Officer, and FDC.

Miscellaneous. Sabbatical leave undertakings will not be for outside remuneration unless approved by the Chief Academic Officer. Other undertakings for supplementary remuneration during the leave must also be approved by the Chief Academic Officer.

Faculty members requesting sabbatical leaves are expected to consult with the Chief Academic Officer about the possibilities of supplementary outside grant support and to pursue any such relevant opportunities.

Time spent on sabbatical leaves counts toward satisfying the time period requirements for such personnel matters as promotion and merit salary decisions.

2.7 Academic Procession

Faculty members are expected to be present at all academic processions. Academic processions regularly held are Honors Convocation and Commencement. Other special processions may be designated by the President. Position in the procession is determined by rank and seniority. Faculty members are expected to provide their own academic regalia. Rental arrangements may be made with the bookstore.

2.8 Faculty and Administrative Fringe Benefits

Benefits stated in the annual appointment letter that each faculty member receives are provided for the year to which the letter applies.

The following benefits are provided to faculty members. Full details are available from the Human Resources Office.

2.8.1 Moving Expenses

Albion College assists with the arrangements and expenses connected with the moving of new tenure-track faculty to the Albion community, according to this schedule:

Table of Weight Limits

Number of Persons in Appointee's family	Maximum Weight Allowance to be paid by the College
1	3,000 pounds
2	4,000 pounds
3	5,000 pounds
4	6,000 pounds
5	7,000 pounds
6	8,000 pounds
7 or more	9,000 pounds

Albion College will pay up to \$500 moving expenses for full-time temporary faculty members with one-year appointments.

2.8.1.1 Albion College will pay the major portion, if not all, of the tenure-track appointee's moving expenses, within the limits of this formula:

Albion College will not pay packing or appliance servicing expenses. These charges, if any, will be billed to the faculty member.

Albion College will pay the costs of insurance on the moving, above the minimum paid by the carrier, at a rate not to exceed \$1.50 per pound maximum valuation up to the maximum weight limits. (Insurance charges in excess of these limits are to be paid by the appointee.)

Albion College will pay actual moving (transporting of personal property) expenses within the continental United States, regardless of distance, up to the maximum weight limits specified by the letter of appointment. Expenses for weights in excess of these limits will be paid by the appointee. Charges for any extra stops by the mover, requested by the appointee, shall be charged back to the appointee.

Albion will not pay costs incurred for the temporary storage of personal property nor extra moving expenses relating to the delivery of personal property from temporary storage.

2.8.1.2 Procedure

Having completed arrangements for housing and set a tentative date for moving to Albion, the new faculty or staff member should secure two written estimates of the cost of moving from reputable moving firms and forward these to the College business office.

When presented to the College by the mover, all moving and related expenses will be paid. The new faculty member will then be billed by the College business office for any charges not covered by the above formula.

Faculty members who do not plan to use a professional moving firm should discuss arrangements with the CAO well before the date of the move and before arrangements have been made final.

2.8.2 Health and Dental Insurance

Full-time visiting faculty with appointments of at least two semesters and full-time tenure-track faculty are eligible for health and dental insurance coverage under the College insurance plan. The College will pay the single subscriber premium for those faculty who elect to be covered under the College plan.

Eligible dependents may be covered if the faculty member contributes part or all of the dependent premium, provided that the faculty member has not waived employee-only coverage. The percentage of the dependent insurance premium contributed by the College will vary inversely with the ratio of (1) each faculty member's annual salary to (b) the Social Security

wage base as of the January 1 immediately preceding each academic year.

Faculty members who provide satisfactory evidence to the College Human Resources office that they have health insurance coverage under the health insurance plan of a spouse or domestic partner may receive a monthly payment from the College in exchange for waiving coverage under the College health and dental plan.

2.8.3 Group Life Insurance

Albion College provides each full-time faculty member with a life insurance benefit equal to two times their annual salary.

2.8.4 Income Disability Insurance and Waiver of Premium Provision

Income disability insurance for every individual goes into effect after the faculty member has been employed for one academic year. The waiver of premium becomes effective when the individual faculty member goes on the TIAA/CREF program or after one year, whichever comes last. This provides for retirement premiums to insure the continuance of the retirement program in the event of disability. Further information can be furnished through the Human Resources Office.

2.8.5 Social Security, Worker's Compensation, Unemployment Insurance

Albion College provides the normal benefits of social security, workmen's compensation, and coverage under the revised Unemployment Act.

2.8.6 Tuition Remission

Tuition remission at Albion is available under certain guidelines for qualified dependents of full-time faculty and staff. Tuition remission only at Albion College shall also be available to spouses or natural or adopted children of faculty who (a) have retired; (b) are receiving long-term disability benefits under the College's employee benefits plan; or (c) died while employed by the college (after two years of full-time employment), while receiving pension benefits under the College's employee benefits plan, or while receiving long-term disability benefits under the College's employee benefits plan. Tuition remission for dependents of former faculty and staff in one of the preceding categories shall be available only to dependents the faculty or staff member had while still employed at Albion College and who would have been eligible had the faculty or staff member continued their employment at Albion.

Special programs on the campus and Summer College are not included in the tuition remission plans, nor are any off-campus programs. Tuition remission applies specifically to tuition and to the basic fee, and does not apply to other course fees, or to room or board. Inquiries about tuition remission should be sent to the Vice President for Finance and Management. Requests for tuition remission should also be sent in writing to the Vice President for Finance and Management.

2.8.7 Tuition Exchange

Albion College cooperates with Olivet, Adrian, and Alma Colleges in a tuition exchange program for children of full-time faculty and administrative staff. Availability of this exchange opportunity depends on the balance of participants between institutions. Requests for this privilege are initiated through the office of the Vice President for Finance and Management.

A tuition exchange program for the children of Great Lakes Colleges Association faculty and administrative staff is administered by the GLCA office. Children of Albion faculty and administrative staff apply for the exchange through the office of the Chief Academic Officer, which also furnishes all information on the program for this campus. Each year details about the GLCA exchange are published, usually around November 1st.

2.8.8 Retirement Program - TIAA/CREF

A faculty member will be enrolled in TIAA/CREF after two years on campus unless they have participated in the program in their previous position, in which case they are eligible immediately.

This program provides for the payment of 6% of the basic salary to TIAA/CREF by the individual and approximately 6.3% by the College for that portion of a salary up to \$15,700. For salary beyond \$15,700 the College payment will be 12%. In this program the individual has the choice of placing premiums in any desired proportion in TIAA (fixed annuity), CREF (variable annuity), or other options that become available. Participation in various SRA programs is also available to full-time Albion College faculty members. Further information can be furnished by the College Personnel Officer, who administers fringe benefits.

2.8.9 Privileges to Retired Faculty Members and Professional Librarians

Certain privileges are extended to retired faculty members and professional librarians. Any full-time faculty member or professional librarian who retires from Albion College in good standing will be granted Emeritus/a status with all the rights and privileges pertaining thereto. Retired faculty and librarians may participate in formal academic activities such as commencement and convocations. Emeriti faculty and librarians may attend faculty meetings, although without voting rights (for the exception to this voting restriction, see 1.2.1 1.1.1.1). As emeriti they are eligible for an Albion Faculty I.D. card, which provides all rights equivalent to those of the present faculty and librarians, including admission to athletic events, lecture/concert series, convocations, College Library services, and College Bookstore privileges. They may attend classes without charge. Whenever possible, office and laboratory facilities will be provided, and every effort will be made to encourage scholarship for those emeriti faculty wishing to continue their research.

In the event that, at the time of their retirement, such faculty or librarians have natural or adoptive children who, had the faculty member continued teaching, would have been eligible for tuition remission if the faculty member or librarian had not retired, such children will receive the

benefit of tuition remission, as if the faculty member or librarian had continued their pre-retirement service to the College.

The counsel of the College Business Office is available to retired faculty members and professional librarians on general business matters. For example: a representative of the Social Security Administration is in town once each week and arrangements can be made for persons having questions about Social Security to meet with this a representative. Questions on TIAA/CREF should be referred to the Human Resources Office.

2.9 Residence Requirement

Faculty members employed after September 1, 1981, who hold full-time, tenure-track appointments with Albion College are expected to live in the Albion community or its immediate vicinity unless, because of extenuating circumstances, an exception is made by the President on direct recommendation of the Chief Academic Officer. This in no way affects those current members of the faculty who are already located. The purpose of this policy is to enhance the residential character of Albion College and to underscore the importance the College attaches to its relationship with the Albion community.

2.10 Other Employment

Employment at Albion College is considered full-time, unless otherwise explicitly provided in salary arrangements. Any offer of concurrent employment by any employer may be accepted by a faculty or staff member only after approval in writing from the Chief Academic Officer. Substantial self-employment commitments must also be approved by the CAO. This regulation is not intended to discourage such activities as research, consulting, or public address. It seeks rather to safeguard the primary obligation of Albion College to its students.

2.11 Faculty Travel

Faculty members are encouraged to attend national and regional meetings of their learned societies when arrangements can be made with the department chair to avoid serious interruption of their class work.

Total or partial reimbursement from the faculty travel fund may be received by a faculty member for attending one national or regional meeting in their areas of competence each academic year. The amount for reimbursement will depend upon funds available. Guidelines for reimbursement will be announced by the CAO through the department chairs at the beginning of each academic year.

Additional support - and as often as possible total reimbursement (also from the faculty travel fund) - may be received by a faculty member who participates in such a meeting in some significant, scholarly way. Presenting a paper is one example of such scholarly activity. Eligibility for such additional travel assistance is determined by the Chief Academic Officer with the advice of the appropriate chair. The degree of participation and the distance of the

destination are factors used in arriving at the amount of reimbursement. A travel expense report must be submitted within ten days after completion of the trip.

Funds for routine attendance at meetings are administered by department chairs. Additional support funds are administered by the office of the Chief Academic Officer for all faculty members. Travel specifically for the purpose of recruiting new faculty members is normally totally reimbursed as a recruiting expense and is not counted as an individual's faculty travel money.

Travel by a faculty member at the request of the administration for special institutional purposes is not counted as an individual's faculty travel money.

2.12 Academic Freedom

Albion College subscribes to the definition of academic freedom as articulated in the American Association of University Professors' 1940 Statement of Principles on this issue:

Faculty members and teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Faculty members and teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.

Albion College faculty and teachers are citizens, members of a learned profession, and represent an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and institutional representatives, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should try at all times to be accurate, should exercise appropriate restraint, should show respect for others, and should make every effort to indicate that they are not speaking for the institution. (Adapted from AAUP, 1995, pp. 3-4)

All faculty members and teachers, regardless of their contract status, will have the same academic freedom.

Faculty members and teachers who believe that their academic freedom or legal rights have been violated have recourse to a review in accordance with the Grievance Procedure provided (see section 2.15)

2.13 Leaves of Absence

2.13.1 Professional Leaves of Absence

A leave of absence without pay, or with the support of a fellowship or grant, may be granted to anyone on the faculty, subject to approval by the President, on recommendations of the department chair and CAO. The College may contribute to the support of faculty members on leaves under the terms of a grant or fellowship.

For direct service to the College, the President may stipulate that the leave time be counted as service to the College and therefore can be credited toward considerations of tenure and sabbatical leave and toward eligibility for promotion and merit salary increases. Under these circumstances, the faculty member requesting a leave of absence will have their full fringe benefits continued by the College during the period of the leave.

For a leave considered not to be direct service, insurance and annuity provisions will be discontinued by the College for the period of the leave, unless the faculty member chooses to pay the full cost of maintaining any such benefits; but no waiting period will be required before coverage is resumed upon return of the faculty member who has discontinued their benefits during a leave. Furthermore, leave time will not be counted toward considerations of tenure and sabbatical leave or toward eligibility for promotion and merit salary increases, unless the President, on recommendation of the department chair and CAO, agrees that the leave should be counted for such purposes.

A leave of absence is normally for no longer than one academic year. It is expected that the faculty member will return to Albion College following the leave.

2.13.2 Medical Leave of Absence

A leave for faculty temporarily disabled because of accident or illness may be granted. Faculty members are eligible for medical leave and disability pay benefits in accord with the policies for Albion College employees available from the Human Resources office. In addition, tenured or tenure-track faculty members become eligible upon employment at the College for continuation of full salary during incapacity for up to four weeks; such faculty members do not have to wait until they have been employed at Albion College for at least two years to be eligible for four weeks of disability pay.

The combined total of disability pay and pay for job duties actually performed will not exceed a faculty member's regular monthly salary. A faculty member therefore would not normally receive any short-term disability pay for disabilities that occur during periods such as professional leaves of absence under Section 2.13.1 or school breaks when they have no regular teaching duties.

The College may require a faculty member on medical leave to provide medical verification of the need for such leave. The College may also require such a faculty member periodically to report their status and obtain new verification of their eligibility for medical leave. Before returning to work, the faculty member may be required to provide medical verification of their ability to perform the job.

When a faculty member loses time from regular work because of disability caused or contributed to by pregnancy, miscarriage, abortion, or childbirth, they are eligible to use the College's short-term disability plan during the period of disability. The CAO will presume that a normal childbirth causes a four-week period of disability for a pregnant faculty member, partly before childbirth and partly after; but in unusual cases, the CAO will consider medical evidence presented by a faculty member that their period of disability exceeds four weeks. A faculty member who gives birth is, in addition, eligible for two weeks of fully paid parental leave to begin after the period of disability ends, as described in section 2.13.4.

When on medical leave, faculty members may not engage in conduct that is inconsistent with the need for such leave. A faculty member will not perform any paid work for another employer or any paid self-employment work during a medical leave without the prior approval of the CAO.

2.13.3 Modified Job Duties for New Parents

Fixed-term faculty whose appointments extend beyond two years and who have completed at least 12 months of service to Albion College, tenured faculty, and tenure-track faculty are eligible for modified job duties for new parents. An eligible faculty member is entitled to modified job duties as outlined below without a reduction in salary, provided that the faculty member:

- (a) Notifies the CAO and the faculty member's department chair of the faculty member's intent to begin modified job duties,
- (b) Gives birth to a child, or becomes a parent of a newly born child or adopted child under the age of six,
- (c) Takes significant and sustained care-giving responsibility for the child during the period of modified duties, and
- (d) Begins the period of modified duties in the semester in which the child is born or adopted or in the following semester.

Modified job duties for eligible faculty members normally entail paid release time from teaching. The amount of paid release time is as follows:

- If the eligible faculty member is a single parent or, where there are two parents, takes care-giving responsibility for the child that is at least as time consuming as the care-giving responsibility of the faculty member's spouse or partner—two courses of paid release time, spread over one or two semesters.
- If the eligible faculty member spends less time than the faculty member's spouse or partner on care-giving responsibilities for the child—one course of paid release time.
- If both parents are employed as eligible faculty members at Albion College—a combined total of three courses of paid release time, no more than two of which they can allocate to one parent.

2.13.4 Parental and Family Leave

Faculty members are entitled to the family leave benefits required by the Family and Medical Leave Act of 1993, including continuation of health insurance benefits for up to 12 weeks of family leave, and for any additional family leave benefits described in the Albion College policy available from the Human Resources office. Faculty members taking family leave to care for a domestic partner with a serious health condition will be eligible for continuation of health insurance benefits to the same extent as a faculty member taking family leave to care for a spouse with a serious health condition would be. Fixed-term faculty whose appointments extend beyond two years and who have completed at least 12 months of service to Albion College, tenured faculty, and tenure-track faculty are also eligible for additional parental or family leave benefits as outlined below.

An eligible person may request a leave of absence of up to 12 months to care for the faculty member's newly born child or newly adopted child under age six. Such leave will not begin until the period of paid short-term disability leave for pregnancy ends. Full salary will continue for the first two weeks of parental leave; the remainder of the parental leave for this birth or adoption will be without salary.

An eligible person is entitled to up to 2 weeks of paid leave per academic year to care for an immediate family member with a serious health condition. An eligible person may also request up to an additional 4 weeks per academic year of paid leave, a leave of absence without salary of up to 12 months, up to two courses paid release time, or any combination thereof to care for an immediate family member with a serious health condition. In reviewing such requests, the CAO will give reasonable consideration to the seriousness of the health condition and the extent to which providing care for the immediate family member affects the time and energy that the faculty member has to devote to professional responsibilities.

The combined total of paid parental or family leave and pay for job duties actually performed will not exceed a faculty member's regular monthly salary. A faculty member therefore would not normally receive any pay for parental or family leave that occurs during periods such as professional leaves of absence under Section 2.13.1 or school breaks when they have no regular teaching duties.

When on parental or family leave, faculty members may not engage in conduct that is inconsistent with the need for such leave. A faculty member will not perform any paid work for another employer or any paid self-employment work during a parental or family leave without the prior approval of the CAO.

2.13.5 Continuation of Benefits during Medical, Parental, or Family Leaves

- (a) Tuition remission benefits described in Section 2.8.6 and tuition exchange benefits described in Section 2.8.7 will continue during medical, parental, or family leaves.

- (b) During periods of short-term disability pay or during the paid portion of parental or family leaves, College contributions for health, dental, life, and long-term disability insurance and for TIAA-CREF will continue.
- (c) During the 12-week period of medical, parental, or family leave for which the Family and Medical Leave Act of 1993 or Section 2.13.4 requires continuation of health insurance, regardless of whether the leave is paid or unpaid, College contributions for dental, life, and long-term disability insurance will continue.
- (d) During the portion of unpaid medical, parental, or family leaves that exceed the 12-week period specified in Section 2.13.5(c), the faculty member may continue coverage under the College's health, dental, life, and long-term disability insurance plans at the faculty member's expense.

2.14 Phased Retirement Policy

Phased retirement is a voluntary path in which a faculty member may participate to aid the department, the College, and the individual in transition to retirement.

2.14.1 Phased retirement is available to tenured faculty members whose combined age and years of service to Albion College equal at least 75 years by August 15 of the requested year phased retirement would begin. (Note: By law, retirement funds cannot be withdrawn without penalty until an individual is 59.5 years old).

Requests to participate in the phased retirement plan must be submitted to the Provost at least one year before the anticipated beginning of phased retirement. Providing more than one year's advance notice will be helpful to departments in preparing position requests for replacements and in planning course offerings. Requests must include a draft work plan specifying the courses that the retiring faculty member will teach each semester, and the plan must be approved by the department chair.

Ordinarily, no more than one faculty member in a department or program will be allowed to choose phased retirement at the same time. If more than one faculty member from the same department or program apply at the same time, and an exception is not made, the individual with the most years of service to the College will be given priority.

The Provost should consider the impact on the department and the College before deciding when phased retirement will be scheduled. Phased retirement may be delayed if the Provost determines that the negative impact on the department curriculum and needs of students is too great.

The Curriculum and Resources Committee will not prejudice replacement applications from departments with a faculty member in phased retirement.

2.14.2 Faculty members may choose to have a one-year or two-year phased retirement.

At the commencement of phased retirement, a faculty member must make an irrevocable commitment to a one-year or two-year phased retirement period, at the end of which the faculty member relinquishes tenure. The faculty member will not be eligible for a sabbatical leave during the phased retirement but will be eligible for emeriti status at the end of the phased retirement period.

2.14.3 Ordinarily, faculty members electing phased retirement will teach a 50% load and receive 50% of their equivalent full-time salary. Any applicable raises will be added to the equivalent full-time salary before calculating the prorated salary. Other teaching and/or service loads greater than 50% may be allowed, with equivalent prorated salary, if approved by the department chair and the Provost.

During phased retirement, full benefits available to tenured faculty members will continue except for sabbatical leaves. Benefits that are linked to salary, including retirement, disability insurance, and College contributions for dependent health insurance, will continue at a level based on the individual's reduced salary (except for life insurance which will continue at the same level).

Service to the department and the College will not be required during phased retirement. However, advising students completing a major in the faculty member's department in the department should be continued. During phased retirement, faculty members may serve as department chair as part of their teaching load, if necessary.

2.14.4 Departments must request a replacement position, if desired, as described in the Faculty Handbook. Ordinarily, replacement of the faculty member will allow one-year of overlap with the retiring faculty member to allow for mentoring. However, there may be occasions when the courses not taught by an individual in phased retirement need to be covered by adjunct faculty members.

If the hiring of a replacement faculty member results in a temporary increase in staffing, the department is expected to increase their contributions to FYS and/or Honors. Where possible, individuals in phased retirement will be considered a sabbatical replacement if another individual in the department or program has an overlapping sabbatical leave. In this case, staffing levels (FTE) will remain constant.

If a faculty member in phased retirement and the successor are employed at the same time, the new faculty member will receive the office of the retiring faculty member at the beginning of the academic year. Alternative office space will be provided for the retiring faculty member.

2.15 Non-Renewal and Termination of Appointments

2.15.1 Written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of the appointment according to the following minimum periods of notice:

Not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

Not later than December 15 of the second academic year of service; or, if a one-year appointment terminates during an academic year, at least six months in advance of its termination.

At least twelve months before the expiration of an appointment after two or more years of service at the institution, but in no case later than April 15 of the year preceding the terminal year.

2.15.2 Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term - general considerations:

2.15.2.1 Such terminations may be effected by the College only for adequate reasons related, directly and substantially, to the fitness of the faculty member in their professional capacity or to financial exigency or to the discontinuance of a department or program. Termination will not be used to restrain faculty members in the exercise of academic freedom or rights as American citizens.

All terminations of appointments because of remedial action resulting from a case processed under the Albion College Policy and Procedures for Addressing Complaints of Sexual Harassment shall be governed exclusively by Section 2.15.2 and Section 2.15.7, and all of Section 2.14 shall have no application other than in this sentence, Section 2.15.2.3, and Section 2.15.5 if applicable.

2.15.2.2 The faculty member concerned will be informed in writing of the reasons for the proposed termination, and they have the right to a hearing before the HGC. The procedures for these hearings are the same as for type 1 grievances except as noted below.

2.15.2.3 The burden of proof that adequate cause for dismissal exists rests with the institution and will be satisfied only by clear and convincing evidence in the record considered as a whole, except in cases where there is a charge of sexual harassment, in which case the standard of proof as to whether the faculty member engaged in sexual harassment is the preponderance of the evidence. Preponderance of the evidence is the standard of proof used when considering sexual harassment cases by Federal and State courts and civil rights enforcement agencies.

2.15.2.4 The faculty member, HGC, FPC or President may request that the Faculty Steering Committee act as a fact-finding body to render an opinion as to the faculty member's tenure status, the existence of financial exigency, that proper procedures were followed in the decision to discontinue a department or program, or the date of expiration of a term appointment. FSC will forward its findings to the faculty member, requesting committee, and President along with the relevant evidence and the reasons for their conclusions.

2.15.2.5 Tenured faculty members dismissed for reasons not involving cause will receive their salaries for at least a year from the date of notification of dismissal whether or not they are

continued in their duties at Albion College.

2.15.3 Termination for reasons of financial exigency

2.15.3.1 In cases of dismissal of a tenured faculty member for financial exigency as declared by the Board of Trustees, the financial exigency will be demonstrably bona fide.

2.15.3.2 If the College terminates appointments because of financial exigency, it will not at the same time make new appointments except in extraordinary circumstances where a serious distortion in the academic program would otherwise result. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result.

2.15.3.3 Before terminating an appointment because of financial exigency, the College, with faculty participation, will make every reasonable effort to place the faculty member concerned in another suitable position within the College.

2.15.3.4 In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it.

2.15.4 Discontinuance of a Program or Department not Mandated by Financial Exigency

2.15.4.1 The decision to discontinue formally a program or department of instruction will be based essentially upon educational considerations, as recommended by the faculty as a whole upon the recommendation of C&RC.

2.15.4.2 Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance of a program or department of instruction, the College will make every reasonable effort to place the faculty member concerned in another suitable position. If placement in another position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered.

2.15.5 Dismissal for Cause

2.15.5.1 Dismissal for cause is defined as dismissal for moral turpitude, incompetence, or negligence or in some instances, sexual harassment.

2.15.5.2 The dismissal will be preceded by: (1) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; (2) informal inquiry by the Faculty Personnel Committee which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President; (3) a statement of charges, framed with reasonable particularity by the

President or the President's designee.

2.15.5.3 If the President decides to continue with the dismissal proceedings, the HGC will be convened to make a recommendation concerning whether or not the proposed dismissal should take place. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing but denies the charges or asserts that the charges do not support a finding of adequate cause, the HGC will evaluate all available evidence and rest its recommendation upon the evidence in the record.

2.15.5.4 Pending a final recommendation by the HGC, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the hearing procedures, the administration will consult with the FPC concerning the propriety, the length, and the other conditions of the suspension. A suspension for any reason which is intended to be final is a dismissal and will be treated as such. Salary will continue during the period of the suspension.

2.15.5.5 In the hearing of charges of incompetence, the testimony will include that of qualified faculty members from this or other comparable institutions of higher education.

2.15.5.6 If the President decides on dismissal, upon the request of the faculty member the President will transmit to the Board of Trustees the full record of the case for final review and decision.

2.16 Faculty Grievance Procedures

Faculty grievance outcomes are an important source of information about community standards of professional conduct. But this information is of little use if it never reaches the community. We cannot formulate agreed-upon standards of professional conduct, clarify and improve those standards, refer to them as precedent, or challenge them intelligently unless they are known to us. For these reasons, in all cases, public or private, a record of the nature of the grievance and the outcome of the grievance procedure will be a matter of record open to any Albion College faculty member. This record will be maintained and preserved by the Albion College Library. The record shall include, minimally, the following: name of grievant, name of respondent, type of grievance, date grievance was filed with the Hearings and Grievance Committee, date(s) grievance was heard, grievance claimed, how the grievance was discharged, to whom the grievance determination was communicated, and the names of the members on the Hearing Panel.

2.16.1 Definition of Grievance

A grievance is an action that is judged by a faculty member (or group of faculty members) to affect directly and adversely their academic freedom, professional standing, economic position or other conditions of employment. Examples are:

suspension of a faculty member's appointment for an indefinite or definite period, during

that term of appointment if not covered under section 2.13;

alleged abridgements of academic freedom;

allegation of a negative decision for tenure based on illegal or unconstitutional discrimination;

disputes arising from the interpretation of contracts or appointment letters setting forth the terms and conditions of employment of a faculty member;

disputes arising from enforcement by the College of regulations or statutes governing the conduct of faculty members;

disputes arising from other conduct in the course of the academic relationship between a faculty member and the College or their department. Examples include, but are not limited to, salary action, assignment of academic duties, assignment of office or laboratory space, and departmental faculty decisions.

2.16.2 Types of Grievances

Three types of grievances are defined.

Type 1 grievances are grievances that arise when the faculty member is denied tenure and alleges that illegal or unconstitutional discrimination is the cause of the negative tenure decision or that abridgement of academic freedom will be the result of the negative tenure decision.

Type 2 grievances include all other grievances, except those specified under Type 3 grievances below. These are handled by an informal procedure as outlined below.

Type 3 grievances are an appeal of a finding and/or remedial action of sexual harassment. These grievances arise only after the following have occurred: a complaint has been filed against a faculty member under the Albion College Policy and Procedures for Addressing Complaints of Sexual Harassment; following the policy, an investigation has been conducted, a report has been filed finding that the allegations are substantiated and constitute sexual harassment; and the Provost or President has made a determination of the remedial action and communicated the finding(s) and the remedial action(s) in writing to the Respondent. The exclusive process and means for a faculty member to challenge such finding and/or remedial action shall be in accordance with 2.16.7.

2.16.3 Committee Structure

The Hearing and Grievance Committee will consist of twelve faculty members. Four members are to be elected by the faculty each year for a term of three years. Of the four, two will be tenured, one untenured and one either tenured or untenured. The committee should be representative of the faculty as a whole.

The committee will elect its chair and secretary at the beginning of each new academic year. The

chair will be tenured. The committee remains inactive until activated by its chair to hear a specific grievance. If more than one grievance is brought before the Hearing and Grievance Committee, each grievance will be handled individually, as described below (starting with Section 2.16.4, Step 2). The chair and the secretary will serve in these capacities until a new election is held at the beginning of the next academic year.

2.16.4 Preliminary Procedure

The person(s) who file(s) a request for review will be designated the Grievant and the answering party or parties will be designated the Respondent.

A Grievant will be anyone engaged in teaching, also including those on sabbatical leave, but excluding the President and the Chief Academic Officer.

Step 1

A Grievant must initiate action within thirty (30) working days after knowledge of the occurrence of the event or last occurrence of a related series of events out of which the grievance arises. Grievances in Summer School must be presented within 30 working days after the start of the fall term. The Grievant will present a grievance to the department chair, who will attempt to resolve it informally. If an adversary relationship exists between Grievant and chair, or if the Grievant is not satisfied by the chair's response, they may take the matter to the Chief Academic Officer, who will render a decision within 15 working days unless an extension has been mutually agreed upon. If the response from the Chief Academic Officer is not satisfactory and the Grievant wishes to pursue it further, they may take it to the President or may proceed directly to Step 2.

Step 2

If satisfactory solution cannot be reached, the Grievant can bring the matter to the chair of the Hearing and Grievance Committee by filling out the Grievance Form provided by the chair of the Hearing and Grievance Committee. On the form the Grievant will provide a written statement of particulars of their grievance.

Step 3

After receiving a Grievance Form initiating a grievance, the Chair of the Hearing and Grievance Committee will send a copy of the grievance to the Respondent. As soon as possible, the chair will make a preliminary decision as to whether the grievance is a Type 1, Type 2 or Type 3 grievance. The next steps to be followed vary according to the type of grievance.

Type 1 Grievance:

The chair will take a Type 1 grievance directly to the full Hearing and Grievance Committee. The committee will first confirm that the grievance is indeed a Type 1 grievance, and if it is, the committee will impanel a Formal Hearing Panel to act on the grievance.

Type 2 Grievance:

The chair of the Hearing and Grievance Committee has the option to seek informal resolution of a Type 2 grievance before taking the grievance to the full Hearing and Grievance Committee. If informal resolution fails, the chair will take the grievance to the full Hearing and Grievance Committee. The committee will first confirm that the grievance is indeed a Type 2 grievance, and if it is, the committee will impanel an Informal Hearing Panel to act on the grievance.

2.16.5 Procedure for Type 2 Grievances

The chair of the Hearing and Grievance Committee will impanel an Informal Hearing Panel of three members from the Hearing and Grievance Committee to consider the grievance. No one directly involved in the case or prejudiced with respect to any participant will be selected. The chair of the committee or their designee serves ex officio as a fourth member.

Each Informal Hearing Panel will elect its own chair. If during the consideration, any member of the committee is unable to continue, the chair of the Hearing and Grievance Committee will appoint a replacement.

The panel will have the right to decide whether the facts merit a detailed investigation and if warranted the panel will conduct the investigation. Submission of a petition of complaint will not automatically call for an investigation or detailed consideration.

The Informal Hearing Panel will seek to bring about a settlement of the issue satisfactory to the parties. Whenever the committee succeeds in bringing about a settlement of a dispute, it will report the terms of the settlement to the chair of the Hearing and Grievance Committee for prompt, appropriate distribution - normally to the Grievant, the Respondent, the appropriate administrative officer(s), and the President and place a record in the Albion College Library.

If in the opinion of the panel such a settlement is not possible, it will present in writing its recommendations on the case to the chair of the Hearing and Grievance Committee, who will in turn report these recommendations to the appropriate persons outlined above and place a record in the Albion College Library. The President will accept or reject the recommendations of the Informal Hearing Panel, submitting their written decision with reasons to the persons concerned with the case and place a record in the Albion College Library. The President will normally give their decision within two weeks. When the President is listed as a Respondent to a grievance, the chair of the Hearing and Grievance Committee will send copies of the recommendations of the panel and of the President's written decision to each member of the Executive Committee of the Board of Trustees.

Except where there is mutual consent to the contrary, no more than twenty-one days, exclusive of legal holidays and school vacations, may pass between the time that the Grievant presents their written case to the chair of the Hearing and Grievance Committee and the time that the chair receives a concluding report from an Informal Hearing Panel.

The Informal Hearing Panel will follow whatever procedures seem appropriate to the particular case before it.

2.16.6 Procedure for Type 1 Grievances

The chair of the Hearing and Grievance Committee will select five members of the entire committee to serve as the Formal Hearing Panel. The chair of the Hearing and Grievance Committee will serve as an ex officio, non-voting member on this panel. Members of the six-member panel may be untenured. In the event that it becomes difficult to find six disinterested members of the committee to form a Formal Hearing Panel, the Faculty Steering Committee shall identify panel constituents outside the committee of twelve. It is understood that the Chair of Steering will be sufficiently informed of the grievance case to acquire appropriate panel member replacements and will use appropriate discretion in describing the case to potential appointees. The Grievant and the Respondent are each allowed one preemptory challenge to the make-up of the panel. After such challenges, a minimum of four faculty members will make up the Formal Hearing Panel. Following these challenges, the panel will elect its chair.

During the proceedings the faculty member will be permitted to have present an Albion College faculty colleague of their own choice. At the request of either party or the Hearing Panel, a representative of a responsible educational association will be permitted to attend the proceedings as an observer.

Unless agreed to by the contending parties that it be public, the hearing will be private, and except for such simple announcements as may be required covering the time of the hearing and similar matters, public statements and publicity about the case will be avoided. A recording or full stenographic record of the hearing or hearings will be taken and preserved by the College. Copies of the recording or transcript will be given to the President, Grievant, and Respondent. Following the determination of the Formal Hearing Panel, the Panel will prepare a public record of the grievance as outlined in section 2.15. "Preface To Faculty Grievance Procedures."

The Formal Hearing Panel will serve notice of a hearing to the Respondent and Grievant. The notice with specific charges of the Grievant in writing will be made at least 14 days prior to the hearing. The Grievant has the right to waive this hearing, realizing that the Panel will have to base its decision on the information that it has at that time or that it develops through its own investigation.

The Grievant and the Respondent will have the right to confront and cross-examine all witnesses. Where the witness cannot appear, the Panel will identify the witness, disclose their statement, and if possible provide for interrogatories. The Panel will not be bound by strict rules of legal evidence and may admit any evidence that is of probative value in determining the issues involved. The Panel will make every possible effort to obtain the most reliable evidence available. This may require the Panel to clarify or corroborate the evidence presented or to gather additional information.

The findings of fact and the decision must be based solely on the hearing record unless the hearing has been waived. The Formal Hearing Panel will report its decision and rationale in writing to the President, the Grievant, and the Respondent, any of whom is entitled to a certified copy of the verbatim record of the hearing(s). If the President rejects the report, the President will submit a written statement of rationale, normally within two weeks, to the Formal Hearing Panel, the Grievant, and the Respondent, and provide an opportunity for response.

If reconciliation is not possible, the Formal Hearing Panel will bring the matter before the entire Hearing and Grievance Committee. The Hearing and Grievance Committee will determine the nature and the extent of the evidence to be reviewed. The entire Committee may then decide that the hearing or grievance is ended and so report to the Grievant, the Respondent and the President or it may request a meeting with the President to attempt again a reconciliation of differences. If the decision is to pursue reconciliation, the hearing or grievance is ended upon receipt by the Committee, the Grievant, and the Respondent of the President's final decision and the Hearing and Grievance Committee becomes inactive until a new grievance is filed, or a dismissal hearing is required. When the President is listed as a Respondent to a grievance, the chair of the Hearing and Grievance Committee will send copies of the recommendations of the panel and of the President's written decision to each member of the Executive Committee of the Board of Trustees.

2.16.7 Procedure for Type 3 Grievances

For all remedial action except dismissal for cause, the Grievant must initiate action within ten (10) working days after receipt of the final written statement of finding(s) and remedial action from the Provost or President. To initiate action, the Grievant must fill out the Grievance Form provided by the chair of the Hearing and Grievance Committee. The Grievant will provide a written statement of particulars of their grievance on the form.

The Grievant must select one or more of the following bases for appeal to the Hearing and Grievance Committee and state such basis or bases in their written appeal:

- There were Policy process procedural errors that substantially affected the rights of the Grievant;
- New evidence has been discovered that is of a character directly affecting the decision;
- The decision is incompatible with the evidence; and/or
- The penalty is excessive.

After the written appeal has been received, the chair of the Hearing and Grievance Committee will select five members of the entire committee to serve as the Formal Hearing Panel. The chair of the Hearing and Grievance Committee will serve as an ex officio, non-voting member on this panel. Not all members of the six-member panel may be untenured. In the event that it becomes difficult to form a Formal Hearing Panel, the Faculty Steering Committee shall identify panel constituents outside the committee of twelve. It is understood that the Chair of Steering will be sufficiently informed of the grievance case to acquire appropriate panel member replacements and will use appropriate discretion in describing the case to potential appointees. The Grievant and Respondent (e.g., Provost and/or Investigative Team) are each allowed one preemptory challenge to the make-up of the panel. After such challenges, a minimum of four faculty members will make up the Formal Hearing Panel. Following these challenges, the panel will elect its chair.

During the proceedings the faculty member will be permitted to have present an Albion College faculty colleague of their own choice.

The Formal Hearing Panel will ask the Grievant to provide all documents that support the appeal and if the Formal Hearing Panel deems necessary, ask to meet with the Grievant to better understand the basis for the appeal. The Formal Hearing Panel will also request and receive from the Respondent all relevant materials from the investigation that substantiate why the College took the action it did. This may include the Formal Hearing Panel meeting with the Investigators or other individuals to understand the basis for the Respondent's decision. After the Formal Hearing Panel reviews this material, it will make the determination as to whether it is necessary to move forward with a formal hearing. The Formal Hearing Panel will only move forward to a formal hearing if it determines through its review that evidence is presented that supports one of the four bases for the appeal, as set forth above.

If the Formal Hearing Panel determines that a formal hearing is necessary, it will notify the Grievant and the College that a hearing will be conducted. The hearing will be conducted in private, but a recording or full stenographic record of the hearing will be taken and preserved by the College. Following the final determination of the Formal Hearing Panel, the Panel will prepare a public record of the grievance as outlined in Section 2.15. "Faculty Grievance Procedures."

The Formal Hearing Panel will serve notice of a hearing to the Grievant and other persons who may be interviewed at least fourteen (14) business days prior to the hearing. In the written notice, the Formal Hearing Panel may request further documentation concerning the basis or bases of the appeal. The Formal Hearing Panel may also require the testimony of persons who conducted the investigation regarding questions of procedure and new evidence. The Grievant has the right not to participate in this hearing, realizing that the Panel will have to base its recommendation on the information that it has at the time or that it develops through its own investigation. The Panel will be bound by preponderance of the evidence as the standard of proof.

Whether the Formal Hearing Panel determines that a hearing is necessary or decides the matter without a hearing, it will in all cases issue a report with its recommendation and rationale in writing to the President, Provost, Grievant, and Respondent. In the event there is a hearing, each of these parties is entitled to a copy of the record of the hearing.

Within thirty (30) days of receipt of the report of the Formal Hearing Panel, the President will issue a decision which shall be final and binding on all parties. The written decision will be transmitted to the Provost, Chair of the Faculty Hearing and Grievance Committee, the Grievant, the Respondent, and the original Complainant. When the President is listed as a Respondent to a grievance, the Chair of the Faculty Hearing and Grievance Committee will send copies of the recommendations of the panel and of the President's written decision to each member of the Executive Committee of the Board of Trustees.

CHAPTER 3

General Academic Policies

3. INTRODUCTION

This chapter includes information about the academic responsibilities of faculty members and students, about student-faculty relations, and about general College procedures.

3.1 Academic Catalog

The primary source of information about academic policy is the annual College Academic Catalog. The new version of the Academic Catalog can be found on the Registrar's website.

Graduation requirements of the College may change while the student is enrolled. If a major is deleted, a student cannot transfer in to that major. The "catalog of entry" provision applies for five years following the first enrollment.

3.2 Student Handbook

Each year the Student Affairs Office publishes a Student Handbook. Each student is held responsible for the information in the "Regulations" section of the Handbook. Each faculty member is furnished with a copy of each new edition. Faculty members will observe these regulations in their relations with students.

3.3 General Guidelines for Academic Integrity and Responsibility of Faculty with respect to Students

Ideally, the educational process is a joint faculty-student enterprise based on mutual respect and a sense of shared responsibility in which the discovery and dissemination of knowledge proceeds in a manner that is free, fair and open-minded, and in which relationships are honest and without prejudice. Albion College is dedicated to the preservation of this enterprise, its freedoms, and obligations.

The purpose of this section is to enumerate the traditional freedoms and duties associated with academic endeavors. The discovery and dissemination of knowledge requires an atmosphere in which the highest standards of integrity, responsibility, and open-mindedness are maintained and in which there is tolerance for reasoned dissent.

3.3.1 Integrity

Excellence in education cannot be achieved in situations which are contaminated by dishonest practices. All members of the academic community are obligated to adhere strictly to the highest

standards of integrity in study, research, instruction, and evaluation.

It is presumed that those who instruct and administer will observe and encourage such standards of integrity. Newcomers to the academic community, including administrators, faculty, and students, are presumed to accept the concept of academic integrity and to seek to live by it, but they may need continuing clarification of the concept and guidance in its observance. Those who cannot or will not be honest do not belong within the College.

3.3.2 Open-mindedness and Tolerance to Reasoned Dissent

In academic and non-academic relationships, members of the academic community should maintain a respect for human dignity with genuine sensitivity towards those of other races, religions, nationalities, gender, creeds, etc. Furthermore, students should be assured that reasoned views expressed during the course of study will be responsibly received and will not expose the student to prejudice.

3.3.3 Faculty Responsibilities, Expectations, and Classroom Integrity

The faculty members of Albion College accept an obligation to discharge all duties associated with their professional roles as teachers, scholars, and collegiate citizens in a fair and conscientious manner in accordance with the ethical standards generally recognized within the academic community. As teachers at a residential college, the faculty members recognize that their presence on campus is expected and contributes to the overall mission of the institution. As such, they accept the responsibility to be available on campus in a timely and convenient fashion during any semester in which they are teaching and to conform to the teaching, grading, advising, and final-exam schedules published by the College; they will be flexible in making themselves available for departmental and committee activities; and they will play some role in the extracurricular life of the College.

Faculty shall teach courses as assigned by the College, and shall perform such other duties and services related to the College's academic, extracurricular, and governance activities as the College assigns, including, but not limited to, student recruitment and advising.

Tenured and tenure-track faculty members are expected to be present at all academic processions. Academic processions regularly held are Honors Convocation, Matriculation, and Commencement. Other special processions may be designated by the President. Non-tenure-track faculty members and teachers are also invited to participate.

Without limiting the application of the above principles, members of the faculty also have several professional obligations specific to their work with students, including the following:

To be available at reasonable times for appointments with students, and to keep such appointments. To post and keep regular office hours, ideally across several days of the week.

To make appropriate preparation for classes and other meetings.

To grade and return written work in a reasonable amount of time with careful evaluation in order that it will aid students in their academic work.

To base all academic evaluations upon good faith professional judgment.

Not to consider, in academic evaluation, such factors as race, color, religion, sex, sexual orientation, gender identity and expression, age, national origin, and political or cultural affiliation, nor to consider lifestyle, activities, or behavior outside the classroom unrelated to academic achievement.

To respect the dignity of students individually and collectively in the classroom and other academic contexts.

To recognize that students are free to discuss pertinent subject matter in the classroom and to participate in public affairs.

To respect the confidentiality of information contained in College records about each student, and to refrain from releasing such information, except in connection with intra College business, or with student consent, or as may be required by law.

Not to exploit the professional relationship with students for private advantage, and to refrain from soliciting the assistance of students for private purposes in a manner which infringes upon such students' freedom of choice.

To give appropriate recognition to contributions made by students to research publication, service, or other activities conducted by the faculty.

To refrain from any activity which involves undue risk to the health and safety of a student, except with the student's informed and unpressured consent, and, where applicable, in accordance with the College policy relating to the use of human subjects in experimentation. (See 3.6 below.)

3.3.4. Sexual Relationships

In their relationships with students, members of the faculty are expected to be aware of their professional responsibilities. A sexual relationship between a faculty member and a student is fraught with the potential for exploitation.

Accordingly, no faculty member shall engage in a sexual relationship with any student at Albion College. A verified violation of this policy will be considered moral turpitude and constitute grounds for dismissal.

This policy does not apply to spouses or to others whose sexual relationship existed before their status as faculty member or student.

3.3.5. Grading

No student is permitted to assist in the actual grading of any examinations or similar exercises that in any way influence another student's grade in any course. The faculty member is responsible for all grades given regardless of any assistance provided by other staff members or assistants.

3.4 Student Advising and Mentoring

Academic advising of students at Albion College is the responsibility of the faculty. Formal advising responsibilities begin after one academic year of service at the College. Program directors, by virtue of their connection to the academic enterprise and their credentials and expertise, may be authorized by the Chief Academic Officer, in consultation with C&RC, to serve as academic advisors and internship supervisors. Librarians may also serve as academic advisors after their first year if they wish. It is the faculty's responsibility to be well-informed about advising. The academic advising program is coordinated by the Registrar.

3.5 Copyright and Intellectual Policy Rights

Albion College condemns the violation of copyright laws and will not knowingly permit its facilities to be used for this purpose. This policy forbids the unauthorized reproduction of copyrighted print and non-print material, including computer programs and documentation of computer programs. Faculty are expected to abide by copyright laws and the Albion College Intellectual Property Rights policy.

3.6 Human Research Participants

Albion College is committed to the ethical treatment of all human research participants who take part in research conducted by its faculty, staff and students. The College's policies and procedures pertaining to the treatment of human research participants are designed to conform to the Department of Health and Human Services Title 45, Code of Federal Regulations, Part 46 (as amended).

Albion College's Institutional Review Board (IRB) is responsible for assuring that research activities conducted under the College's auspices do not violate the rights and welfare of human research participants. All research using human research participants that falls under the federal definition of research must be approved by the IRB. Research activities that are subject to IRB review include: faculty research, administrative/staff research, and student research (e.g., independent studies, thesis research, student-designed research for courses). Classroom research projects whose results will be disseminated outside of the classroom are also subject to monitoring by the IRB.

Group projects, assignments, and classroom demonstrations that involve data gathering from human participants for pedagogical purposes only and not for publication or presentation do not require IRB review. However, faculty are strongly encouraged to consult with the IRB if data are

collected from anyone using invasive procedures or in a way that involves increased risk. If a faculty member gains IRB approval for a pedagogical activity that involves human participants, there shall be documentation that the activity has been approved by the Albion College's Institutional Review Board.

If there are questions about whether something is subject to monitoring by the IRB, the researcher or instructor should contact the chair of the IRB. Collection of data from students for the purposes of educational assessment (e.g., use of standardized tests) is exempt from IRB review, as are public discussions or publications of pedagogical practices and their results. Except to the extent necessary to protect the rights and welfare of human research participants, the IRB will not infringe on academic freedom. The IRB will maintain confidentiality of activities that the IRB reviews.

If an investigator does not comply with the IRB policies, the IRB may require appropriate remedies up to and including the suspension or revocation of the privilege to conduct or supervise research at Albion College. The IRB may amend its operating policies as mandated by the federal government; all other changes to IRB policies must be approved by the Faculty Steering Committee. IRB procedures may be amended by the IRB.

Members of the IRB will be Albion College faculty members and at least one member of the Albion community who are appointed by the chief academic officer of the college. The IRB will consist of at least five (5) members. At least four fifths of the IRB members must be Albion College faculty members of varying backgrounds, including at least one member whose primary concerns are in scientific areas and at least one member whose primary concerns are in non-scientific areas. The IRB must also include a member of the Albion community unaffiliated with the College and who is not part of the immediate family of a person who is affiliated with the College. The chair of the IRB must be a tenured faculty member. Other faculty members of the IRB will ordinarily either be tenured or hold tenure-track appointments. No IRB will consist entirely of one gender, or entirely of members of a single profession.

3.7 The Use of Non-Human Animals in Research and Teaching

Albion College is committed to the humane and proper care of all animals used in teaching and research by its faculty, staff, and students. The College's policies and procedures are designed to conform to the guidelines of the Animal Welfare Act and of the Office for Laboratory Animal Welfare as specified in the PHS Policy on Humane Care and Use of Laboratory Animals. Albion College's Institutional Animal Care and Use Committee (IACUC) is responsible for assuring that research and teaching activities conducted under the College's auspices will not cause unnecessary harm to the welfare of vertebrate animals or other regulated animals. Except to the extent necessary to protect the welfare of these animals, the IACUC will not infringe on academic freedom. The IACUC will maintain confidentiality of activities that the IACUC reviews.

If an investigator does not comply with IACUC policies, the IACUC may require appropriate remedies up to and including the suspension or revocation of the privilege to conduct or supervise research at Albion College. The IACUC may amend its operating policies as mandated by the federal government without further approval. All other changes to IACUC policies must be consistent with federal policy and must be approved by the Faculty Steering Committee.

IACUC procedures may be amended by the IACUC.

Members of the IACUC will be appointed by the President. The IACUC will consist of at least six (6) members. The chair of the IACUC must be a tenured faculty member. Other required members are a veterinarian, a faculty scientist experienced in research involving animals, a faculty member from outside the natural sciences, a laboratory technician, and a member who does not work with laboratory animals and who is not affiliated with Albion College or a member of the immediate family of someone who is affiliated with the college.

To aid with the monitoring of animal use in research and teaching, the Provost's Office will maintain a registry of all captive animals used on campus, including non-regulated species.

3.8 Honorary Degree Policy

Criteria and Guidelines for the Awarding of Honorary Degrees

Criteria: With the awarding of an honorary degree, the College recognizes distinguished achievement. It may be personal achievement in contributing to social progress or the advancement of knowledge or culture; or public achievement in the service of government, business, an institution, or the community. In general, the candidate's contributions should reflect the principles and objectives for which the College stands. And in general the candidate should bring honor to the College, and the College should bring honor to the candidate. Those selected over time should reflect a wide range of qualities and achievements.

Guidelines: It is the aim and intent of the College in selecting honorary degree recipients to be certain that insofar as possible, the diversity within American society is appropriately represented. Persons to be selected for honorary degrees generally include those in the following categories:

1. Educators and Academics. This category includes those who have contributed to the advancement of education or of knowledge, especially distinguished scholars.
2. Members of the Cultural Community. This category includes those who have contributed to cultural advancement, such as creative artists, musicians, and other performing artists, and those who have earned distinction in fields of cultural preservation and dissemination.
3. Public Figures. This category includes those who have contributed to the commonweal as public servants, elected or appointed, or to the advancement of public knowledge, such as journalists and commentators.
4. Members of the Business and Professional Communities. This category includes those who have made their mark in the private sectors of business, finance, or commerce, or in law, medicine, or other professions. Especially worthy of consideration are those in this category who are also noted for their community service.
5. Alumni and Alumnae. There is special justification for honoring alumni and alumnae of Albion, who have served their Alma Mater well and brought honor to it by their achievements

and by the conduct of their lives. Alumni and alumnae being considered for honorary degrees must have demonstrated services, not simply to the College, but to the wider society of a noteworthy and exemplary nature.

Persons who would not normally be selected for honorary degrees include those in the following categories to avoid the appearance of conflict of interest:

1. Active members of the Faculty. In the case of emeritus faculty members, only those of unusual distinction as scholars or as contributors to the service of the College should be considered. Normally, no member of the faculty emeritus would be considered for an honorary degree until at least five years after achievement of emeritus status.

2. Active members of the Board of Trustees. Normally no member of the Board of Trustees would be considered for an honorary degree until at least five years after leaving active membership on the Board.

3. Active members of the Administration. Normally no member of the Administration would be considered for an honorary degree until at least five years after retiring from the institution.

Forums in which honorary degrees may ordinarily be granted include the following. In no way does this provision preclude granting honorary degrees in other forums, as appropriate:

1. The Elkin-Isaac Symposium. The speaker must be a scholar who is widely known for their research, scholarship, and/or creative activity. The Elkin-Isaac Symposium speaker might, although would not necessarily, be an honorary degree candidate.

2. The Opening Convocation. The speaker must be someone known to be skilled in public address and able to convey the value of a liberal education. The Opening Convocation speaker might, although would not necessarily, be an honorary degree candidate.

3. Commencement. The speaker must be someone known to be skilled in public address and to have something of interest to say to the graduating class. The Commencement speaker might, although would not necessarily, be an honorary degree candidate.

Procedures:

The President's Office shall solicit and accept recommendations of candidates for honorary degrees from the Albion College community, as well as alumni and friends of the College, asking that recommendations be accompanied by justification of rationale in accordance with the Guidelines. Biographical information on those recommended shall be collected by the President's Office and made available to the Committee on Honorary Degrees in advance of each of its meetings. It shall be accompanied by a list of proposed candidates. While other candidates may be proposed and discussed by members of the Committee, no candidate shall be voted upon until appropriate background information has been made available and the name has appeared on the prepared list. Those recommended by the Committee and approved by the Board of Trustees shall be formally offered the honorary degree by the President of the College on behalf of the Board. The specific degree shall be determined by the President in consultation with others.

Confidentiality:

Confidentiality is of the utmost importance through the entire process. Nominators, or members of the Committee, may not indicate to candidates that their names have been proposed. The president shall inform the candidate after selection by the committee.

Honorary Degree Committee Membership:

Chaired by BOT member; staffed by: President, four BOT members (appointed through annual committee nomination process), four faculty members (selected from FPC, providing divisional representation), three student members (one appointed by Senate, as well as one junior and one sophomore selected by the Provost). The Assistant to the President will manage the working list of nominees and gather biographical data to be reviewed by the committee.

Adapted from Hamilton College Resolution (June 1999)

APPENDIX A

Corporation Act Charter of Albion College

Act 72, 1857, p. 183; eff. May 19

An ACT amendatory to the several acts in relation to the Wesleyan Seminary at Albion, and the Albion Female Collegiate Institute.

The People of the State of Michigan enact:

15.1844) Same; powers; course of study; conferring of degrees.

Sec. 3. The said trustees shall have power to make bylaws for their own government and for the government of the institution; to elect or appoint the faculty or board of instruction of said College; to prescribe the course of study; to attend the examinations of the classes; to regulate the government and instruction of students and manage the affairs of said corporation in such manner as they think best calculated to promote and carry out the objects contemplated in this act. They shall have power to confer the bachelor's degree upon such persons as shall have completed satisfactorily to the faculty and said trustees the course of study prescribed. They shall have power, also, to confer such honorary degrees as are usually conferred by colleges and universities and shall have all other powers and privileges belonging to Colleges according to the laws of this state: Provided always, That the course of study for graduation shall be equal to that which is required in the University of Michigan.

APPENDIX B

Bylaws of Albion College

Article VII

THE FACULTY

Section 1. *Voting Faculty*. The voting faculty will consist of the following:

- (a) All full-time Albion College staff members who hold the regular or emeritus rank of professor, associate professor, assistant professor, or instructor, and who are currently engaged in full-time or part-time academic instruction or professional library service.
- (b) The President and the President's chief administrative officers.

Section 2. *Faculty Meetings*. There will be one regularly scheduled faculty meeting each month of the regular academic year. The faculty will appoint a Secretary who will keep a record of its meetings. The faculty will make such rules of procedure and provide for such committees as may be expedient for the fulfillment of its responsibilities.

Section 3. *Faculty Responsibility*. The faculty will, subject to approval by the President of the College and the Board of Trustees, prescribe requirements for admission, courses of study, conditions of graduation, the nature of degrees to be conferred, rules and methods for the conduct of the educational work of the College, will recommend to the Board candidates for degrees, persons to receive the award of fellowships, scholarships, and prizes, and candidates for honorary degrees; and will recommend rules for the regulation of student publications, athletics, intercollegiate games, music, drama and literary clubs, and other student affairs.

Section 4. *Student Participation*. The faculty will have the power, subject to the approval of the President and the Board, to allow the participation of students in the faculty meeting and their membership on appropriate faculty committees.

Copied May 9, 1983
from the 1-22-71 Revised
Edition by the Board of Trustees.

APPENDIX C

CONSTITUTION OF THE FACULTY OF ALBION COLLEGE

PREAMBLE

We, the faculty of Albion College, express our belief in the cooperative governance of the College community. This Constitution is a definition of our powers and responsibilities in that endeavor. In the adoption of this Constitution, we recognize the legal authority of the Board of Trustees and, as its administrative agent, the President of the College.

ARTICLE I

MEMBERSHIP

1. *Voting members.* Members of the College staff eligible to vote at faculty meetings include:

- a. All full-time Albion College faculty members who hold the regular or emeritus rank of professor, associate professor, assistant professor, or instructor, and who are currently engaged in full-time or part-time academic instruction;
- b. All full-time Albion College professional librarians who are currently engaged in full-time or part-time professional library service;
- c. The President and the President's chief administrative officers.

2. *Nonvoting members.* The nonvoting members of the faculty, who may not vote but who shall have voice and may propose and/or second motions or amendments to motions, shall include:

- a. All Albion College members who hold the rank of visiting professor, visiting associate professor, visiting assistant professor, or visiting instructor;
- b. Other full-time Albion College staff members who are invited by the President to attend the meetings of the faculty;
- c. All former staff members retired from Albion College who hold emeritus rank.

3. *Guests.* The following students may be present at faculty business meetings, unless the meeting is declared to be a closed meeting either by majority of the voting members present and voting or by the presiding officer of the meeting:

- a. The chair of a College committee may invite student members of that committee to attend a business meeting of the faculty at which a report from that committee is to be presented. These students may speak if and only if a voting or nonvoting faculty member

questions them concerning the committee report. They shall have no vote. They may not propose or second motions or amendments to motions.

b. The editor of the College newspaper may designate two representatives to attend the faculty business meetings, but these representatives shall have neither voice nor vote.

ARTICLE II

OFFICERS

1. *Presiding officer.* The President is the presiding officer of the faculty meeting. The President may designate either the Chief Academic Officer or the department chair who is first in point of service as a faculty member to act as presiding officer of the faculty meeting.

2. *Secretary.* The secretary of the faculty shall be elected by the voting faculty for a three-year term. There is no limit on the number of terms a person may serve as secretary.

3. *Parliamentarians.* The President shall appoint a parliamentarian and an assistant parliamentarian. They will be tenured members of the faculty. There is no limit on the length of time they may serve.

ARTICLE III

MEETINGS

1. *Regular business meetings.* There shall be one regularly scheduled faculty meeting each month from September through April.

2. *Special business meetings.*

a. The President may call special business meetings of the faculty as needed during the regular academic year.

b. The President shall call a special business meeting when so requested by a written petition of 20% of the voting faculty.

c. At least five days' written notice of special business meetings shall be given by the faculty secretary to all voting and nonvoting faculty members, together with a copy of the agenda for the special business meeting.

3. *Emergency procedure.* If there is no President, or if the President is incapacitated or otherwise unable to call or preside at business meetings, the Chief Academic Officer may at his or her discretion call and preside at business meetings for the transaction of necessary business. If there is neither a President nor a Chief Academic Officer, or if both the President and the Chief Academic Officer are incapacitated or otherwise unable to call or preside at business meetings,

the department chair who is first in point of service as a faculty member may at his or her discretion call and preside at business meetings for the transaction of necessary business.

4. *Conduct of regular, special, and emergency business meetings.* The presiding officer shall conduct regular, special, and emergency business meetings of the faculty in accord with the principles of *Robert's Rules of Order*, except as specifically modified by this document.

5. *Program meetings.* Program meetings may be arranged by the President, by a standing committee, by a motion of the faculty at a faculty business meeting, or by written petition of 20% of the voting faculty. No business may be transacted at any program meeting.

ARTICLE IV

QUORUM AND VOTING

1. *Quorum.* A majority of the voting members shall constitute a quorum. A quorum is necessary to conduct business.

2. *Voting.* A majority of the voting members present and voting shall suffice to approve or defeat any motion other than an amendment to this Constitution, unless otherwise specified by a two-thirds majority of the voting members present and voting.

ARTICLE V

EXERCISE OF RESPONSIBILITIES

1. *Responsibilities.* As the professionals responsible for designing and implementing the educational program of the College, the faculty will, subject to approval by the President of the College and the Board of Trustees, prescribe requirements for admission, courses of study, conditions of graduation, the nature of degrees to be conferred, rules and methods for the educational work of the College; shall recommend to the Board of Trustees candidates for degrees, persons to receive the award of fellowships, scholarships, and prizes, and candidates for honorary degrees; and shall recommend rules for the regulation of student publications, athletics, intercollegiate games, musical, drama, and literary clubs, and other student activities.

2. *Structure.* The faculty shall establish a committee structure through which to carry out these responsibilities.

a. *Committee actions.* The faculty retains plenary power over committees. Unless otherwise designated by specific faculty authorization, committee actions are subject to the approval of the faculty prior to their implementation.

b. *Election to standing committees.* The voting faculty shall elect the faculty members of standing committees for rotating three-year terms. Voting members, and those nonvoting

members who will be voting members at the time the terms of committee members will begin, shall be eligible for election as faculty members to standing committees.

c. Recall. The faculty shall establish a procedure by which it may consider and vote upon the recall and replacement of an elected faculty member of a standing committee who has demonstrably failed to fulfill the responsibilities of a committee member.

3. *Liaison*. The faculty shall assign the following responsibilities to one of the committees established by the faculty:

a. To provide liaison for the faculty to the administration;

b. To provide representation for the faculty to the Cabinet;

c. To function as a consultative committee representing the faculty to the Board of Trustees;

d. To function as a parallel consultative committee to the presidential search committee of the Board of Trustees in the consideration and final selection of the President of the College.

e. To provide membership to a committee for the consideration and final selection of the Chief Academic Officer of the College. This committee will be composed of both faculty and administration representatives with faculty composing the majority.

4. *Limitations on exercise of responsibilities*.

a. The faculty as a collective organization shall not be called upon to take action or recommend policy regarding the alteration, interpretation, or implementation of local, state, or federal laws except in regard to the interpretation and/or implementation of such laws within the Albion College community, or in regard to the survival of the College and its integrity as an academic institution.

b. In matters relating to students, the faculty recognizes the Joint Statement of Rights and Freedoms of Students, drafted in 1967 by representatives of the American Association of University Professors, the Association of American Colleges, the National Association of Student Personnel Administrators, the National Association of Women Deans and Counselors, and the United States National Student Association, as a guideline for evaluating procedures and practices to which that statement applies.

c. The faculty recognizes the legal authority of the Board of Trustees and, as its administrative agent, the President of the College. The faculty possesses the right to exercise its professional responsibilities, the duty to seek the total welfare of the College, and the traditional privilege of participation in the cooperative governance of the academic community, as described in V.1 above.

ARTICLE VI

RIGHTS AND OBLIGATIONS

1. *Academic freedom.*

- a. Research and publication. The faculty member is entitled to full freedom in research and in the publication of the results, congruent with the adequate performance of his or her other academic duties.
- b. Classroom teaching. The faculty member is entitled to freedom in the classroom in discussing his or her subject and materials pertinent to it.
- c. Civic participation. The Albion College faculty member is a citizen, a member of a learned profession, and a representative of an educational institution. When he or she speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but he or she should also make every effort to indicate that he or she is not an institutional representative.

2. *Academic tenure.*

- a. Probation and tenure. After the successful completion of a probationary period, members of the instructional staff of Albion College have permanent or continuous tenure, and their services are terminated only for adequate cause, except in the case of retirement age, or under extraordinary circumstances because of financial exigencies.
- b. Procedure. Termination of continuous tenure either for cause or because of financial exigencies, or the dismissal for cause of a faculty member previous to the expiration of a term appointment, should, if desired by the faculty member, be reviewed by a standing committee designated by the faculty, part of whose responsibilities will be determination of the adequacy of cause, as a recommendation to the President.

In all cases of termination for cause, the accused faculty member should be informed before the hearing in writing of the charges against him or her and should have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon the case. He or she should have the right to have a faculty colleague of his or her own choosing to act as counsel. There should be a full stenographic record or tape recording of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony should include that of faculty members and other scholars, either from his or her own or from other institutions.

ARTICLE VII

RATIFICATION AND AMENDMENT

1. *Ratification.* This Constitution shall be ratified by the faculty according to the following procedure. The draft of the Constitution shall be circulated in writing to the entire current voting faculty ten days before a special business meeting of the faculty. It shall then be discussed at that special business meeting, at which time alterations may be made in the draft by a simple majority of the current voting faculty who are present and voting. The entire current voting faculty shall then be notified in writing ten days in advance of the next regular business meeting that the proposed constitution is to be voted upon by mailed secret ballot before the next regular business meeting; then approval by a two-thirds majority of the current voting faculty who cast ballots is required for acceptance; that the faculty secretary will receive mailed secret ballots before the next regular business meeting from those who are currently qualified to vote; and that the ballots will be certified during the course of that regular business meeting by the members of the faculty ad hoc constitution committee. A written copy of the Constitution to be voted upon, and a secret ballot to be returned to the faculty secretary, shall be included with this notice. This Constitution shall be ratified by the faculty if it is accepted by a two-thirds majority of the entire current voting faculty who cast ballots. It will go into effect at the next faculty business meeting after it has been approved by the Board of Trustees.

2. *Amendment.* If a committee or a voting or nonvoting faculty member wishes to propose an amendment to this Constitution, written copies of the proposed amendment shall be circulated to the entire voting and nonvoting faculty ten days in advance of the regular faculty business meeting at which the amendment is to be proposed. The proposed amendment may be amended at that meeting by a majority of the voting faculty present and voting. If the proposed amendment is accepted (with or without amendment) by a majority of the voting members present and voting, the entire voting and nonvoting faculty shall be notified in writing ten days in advance of the next regular business meeting that the proposed amendment is to be voted upon at the next regular business meeting. The proposed amendment shall then be adopted if it is again accepted (without any further amendment) by a two-thirds majority of the voting members present and voting at that business meeting. Amendments will go into effect at the next faculty business meeting after they have been approved by the Board of Trustees.

Adopted May 26, 1969

re-typed July 1983

clh

APPENDIX D

ALBION COLLEGE POLICY AND PROCEDURES FOR ADDRESSING COMPLAINTS OF SEXUAL HARASSMENT

I. SCOPE

The Policy and Procedures for Addressing Complaints of Sexual Harassment (Policy) applies to complaints of sexual harassment based on the alleged conduct of any Albion College faculty member, staff member, or student. Any Albion College student, any employee of the College or the College itself may file a complaint of sexual harassment against a faculty member, staff member, or student under this Policy. In those instances based on the alleged conduct of a student who is also an employee of the College, the Vice President for Student Affairs will determine whether the complaint will be addressed through the procedure for filing a complaint against a staff member or through the College Judicial Process.

II. POLICY

Albion College is committed to maintaining a living, learning, and working environment for students, faculty, and staff that is free of sexual harassment. Sexual harassment is contrary to the standards of the College community, and it is a barrier to fulfilling the College's academic mission. Sexual harassment is also illegal. It is prohibited in the employment context by Title VII of the 1964 Civil Rights Act, in the education context by Title IX of the Educational Amendments of 1972 and, in both employment and education contexts, by Michigan's Elliott-Larsen Civil Rights Act, adopted in 1976. It will not be tolerated at Albion College. All members of the College community have an obligation to participate in any investigation of a sexual harassment complaint.

Sexual harassment can be a very serious matter having far-reaching effects on the lives and careers of individuals. Intentionally false accusations can have similar impact. Both a person who sexually harasses another, and a person who knowingly and intentionally files a false complaint under this Policy, are subject to appropriate remedial action. An individual may engage in conduct of a sexual nature that may not be sufficiently severe, persistent, or pervasive to constitute sexual harassment as described below, but is nonetheless inappropriate. Such conduct may violate other College policies, and the College will take appropriate action.

III. DEFINITION OF SEXUAL HARASSMENT

For the purpose of determining whether a particular course of conduct constitutes sexual harassment under this Policy, the definition listed below will be used.

Unwelcome sexual advances, requests for sexual favors, and other oral or physical conduct of a sexual nature constitute sexual harassment when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, education, living environment, or participation in a College activity; or
2. Submission to or rejection of such conduct by an individual is used as the basis for or a

factor in decisions affecting that individual's employment, education, living environment, or participation in a College activity; or

3. Such conduct has the purpose or effect of unreasonably interfering with an individual's employment or educational performance or creating an intimidating, hostile, offensive, or abusive environment for that individual's employment, education, living environment, or participation in a College activity.

Sexual assault that includes any incidents of "criminal sexual conduct" as defined by Michigan law will not be tolerated by Albion College. In addition to potentially constituting an offense under the Albion College Sexual Assault Policy, an incident of alleged sexual assault may also constitute sexual harassment.

Some examples of conduct that may constitute sexual harassment include, but are not limited to: *Unwanted sexual statements* – sexual or "dirty" jokes, comments on physical attributes, spreading rumors about or rating others as to sexual activity or performance, talking about one's sexual activity in front of others, and displaying or distributing sexually explicit drawings, pictures, and/or written material. Unwanted sexual statements can be made in person, in writing, electronically (email, instant messaging, blogs, web pages, etc.), and otherwise.

Unwanted personal attention – letters, telephone calls, visits, pressure for sexual favors, pressure for unnecessary personal interaction, pressure for dates where a sexual/romantic intent appears evident but remains unwanted, and stalking.

Unwanted physical contact of a sexual nature or physical sexual advances – touching, hugging, kissing, fondling, touching oneself sexually for others to view, sexual assault, intercourse, or other sexual activity.

Conduct alleged to be sexual harassment will be evaluated by considering the totality of the particular circumstances, including the nature, frequency, intensity, location, context, and duration of the questioned behavior. Although repeated incidents generally create a stronger claim of sexual harassment, one severe incident, even if isolated, can be sufficient.

This Policy addresses intentional and unintentional conduct. Sexually-related conduct forms the basis of a sexual harassment claim if a reasonable person, in view of all the surrounding circumstances, would consider it sufficiently severe, persistent or pervasive as to interfere unreasonably with academic, other educational, or employment performance or participation in a College activity or living environment.

Sexual harassment often occurs when one person has actual or apparent power or authority over another; however, it may also occur between individuals of equal status or rank within the College. It is also possible for a person who is not in a position of power or authority over another to sexually harass that person, such as a professor being sexually harassed by a student or a supervisor being sexually harassed by a supervisee. Sexual harassment can occur between persons of the same sex and persons of the opposite sex.

In the event of a complaint of sexual harassment, the College will in general, be unsympathetic to a defense based upon consent when the facts establish that a professional faculty-student, staff-student, or supervisor-employee power differential existed within the relationship.

Although sexual harassment as described and prohibited by this Policy includes a wide range of behaviors, it does not include certain discriminatory conduct even though that conduct may be otherwise unlawful, offensive, or prohibited by College policy. A finding of sexual harassment constitutes a violation of College policy.

IV. PROCEDURES

The College may deviate from these Procedures (e.g., processing a complaint during a break period) as necessary to achieve the goals of prompt, thorough, and effective complaint resolution in a procedurally fair manner with no unnecessary delays. The College recognizes that these types of matters can be difficult for all parties involved. As such, the College strives to complete the investigative phase within 60 calendar days. However, depending upon the nature and complexity of the investigation, investigations may be completed before or after this time frame.

A. **Time Frame for Filing a Complaint**

The College can take corrective action only when it becomes aware of problems. Therefore, the College encourages persons who believe that they have experienced or witnessed sexual harassment to come forward promptly and to seek assistance within the College. The College will work to achieve a fair and equitable resolution of all complaints of sexual harassment regardless of when the complaints are filed. Individuals also have the right to pursue a legal remedy for sexual harassment in addition to proceeding under this policy.

B. **Lodging and Processing a Complaint Against a Student**

An individual may file a complaint about alleged sexually harassing behavior by a student by contacting the Office of Campus Safety, Office of Residential Life, or Office of the Vice President of Student Affairs.

All complaints of alleged sexual harassment against a student will be referred to and managed according to the Albion College Judicial Process (including appeals). However, in those instances based on the alleged conduct of a student who is also an employee of the College, the Vice President for Student Affairs will determine whether the complaint will be addressed through the procedure for filing a complaint against a staff member or through the College Judicial Process. A complete description of the Judicial Process, including appellate procedures, is contained in the *Albion College Student Handbook*.

C. **Lodging and Processing a Complaint Against a Faculty Member or Staff Member**

Complaints about alleged sexually harassing behavior of a College faculty member or staff member should be made by contacting the faculty member's or staff member's immediate supervisor, Office of Human Resources, or Vice President/Provost of the division in which the staff member works. All complaints will be forwarded to the Director for Human Resources at which time a Complaint Intake Form (CIF) will be completed.

A complaint against a faculty member or staff member must be processed under this Policy. Therefore, a faculty member Complainant may not initiate or process a complaint utilizing the Faculty Grievance Procedures. The person(s) who brings forward a complaint of sexual

harassment shall be designated as the Complainant(s) and the answering party shall be designated as the Respondent.

1. Investigation

The College shall investigate all complaints of alleged sexual harassment against a faculty member or staff member. The Director for Human Resources, Associate Provost, and Director for Campus Safety or their designees (the “Investigators”) shall perform the investigation. The Director of Human Resources shall ensure that there is gender diversity in the representation among the Investigators. Designees shall be appointed by the Investigator in consultation with the Senior Officer of the College who supervises an Investigator to be replaced.

The purpose of an investigation, that will include interviewing the parties and witnesses as appropriate, is to gather and assess evidence. The standard of proof used to determine the facts of the case will be a “preponderance of the evidence” standard (i.e., that which is believed is more likely than not to have occurred based on the information presented).

2. Outcome

At the conclusion of the investigation, the Investigators will prepare a written report of the investigation that will include a determination regarding the merit of the allegations. This will be the end of the Investigators’ involvement in the matter. Possible outcomes of an investigation are (1) a finding that the allegations are not warranted or could not be substantiated, (2) a finding that the allegations are substantiated and constitute sexual harassment or other inappropriate behavior, and, if so, referral to the appropriate administrator for appropriate remedial action. This report will be provided to the appropriate administrator who is the person who (a) serves on the President’s Administrative Council (PAC), and (b) is a Senior Officer of the College (e.g., Provost or Vice President). A copy of the report will also be provided to other College officials as necessary to ensure proper resolution and follow-up regarding the matter.

If sexual harassment or other inappropriate behavior is substantiated, the appropriate administrator makes the final determination of what, if any, remedial action will be taken. Remedial Action may include, but is not limited to, education, training, negotiated settlement of the complaint, a warning, a reprimand, a suspension, or termination of employment. The severity of the remedial action will depend on the frequency, duration, and/or severity of the offense, and any history of similar conduct. Prior to determining remedial action, the appropriate administrator will consult with the Director for Human Resources. In the case where the Respondent is a faculty member and dismissal for cause is being considered, the Dismissal for Cause section 2.14.5 of the *Albion College Faculty Handbook* will be followed.

In all cases including those that fall under dismissal for cause, the appropriate administrator will communicate the finding and remedial action (if applicable) in a letter to the Respondent. This administrator will communicate the finding in a letter to the Complainant as well as a description of the remedial action that the administrator has deemed appropriate when there has been a finding of sexual harassment pursuant to this Policy. These letters and the Investigators’ report are kept on file by the appropriate administrator. In cases where the Respondent is found responsible, a copy of the letter to the Respondent will also be filed in the Respondent’s Human Resources Office personnel file. The Investigators’ report will be kept on file in the Human Resources office.

3. Appealing the Outcome

Appeals by bargaining unit employees shall be processed in accordance with the grievance procedure outlined in the applicable Labor Agreement.

A Respondent faculty member has the right to one appeal in accordance with the “Faculty Grievance Procedures: Procedure for Type 3 Grievances” in the *Albion College Faculty Handbook 2.15.7*.

All other staff members have the right to one appeal of the Finding(s) and/or Sanction(s) to the appellate administrator. The appellate administrator is the direct supervisor of the appropriate administrator or designee who serves on PAC. Appeals will only be considered when based on at least one of the four criteria listed below.

- There were Policy process procedural errors that substantially affected the rights of the Respondent;
- New evidence has been discovered that is of a character directly affecting the decision;
- The decision is incompatible with the evidence; and/or
- The penalty is excessive.

The appellate administrator communicates the appeal decision in writing to the Respondent, Complainant, PAC appropriate administrator, and Director for Human Resources.

Appeals will be submitted in writing to the appellate administrator within ten (10) business days of receiving the written final determination.

D. Advocacy

Investigators do not function as advocates for Complainants or Respondents. Investigators can, however, identify support resources for Complainants and Respondents.

E. Support Persons

During the investigative process, the person filing the complaint or the person against whom the complaint is filed may have a support person present. This person must be a full-time student, full-time faculty member, or full-time staff member who is not an attorney and is not a witness to the behavior in question. A support person may be present during interviews or other meetings related to this procedure but may not participate or interfere through their presence in the investigative process.

F. College Action

The College may assume the role of a Complainant and pursue a report or complaint of sexual harassment. The College may respond to complaints or reports by persons external to the College community about alleged sexually harassing conduct by College faculty members, staff members, or students.

G. Anonymous Complaints

The College may not be able to resolve a complaint filed anonymously unless sufficient information is furnished to enable the College to conduct a meaningful and fair investigation.

H. Retaliation

Retaliation against a person who reports, complains about, or participates in an investigation or other procedures for addressing complaints of a sexual harassment allegation will not be tolerated. Persons should notify the Director for Human Resources or Director for Campus Safety in a prompt manner if they believe they have been retaliated against so that the behavior can be investigated. If the College determines retaliation has occurred, then an individual who retaliated against someone who participated in any part of the procedures will be subject to appropriate remedial action.

I. Confidentiality

Sexual harassment complaints will be handled in a confidential manner to the extent possible and consistent with principles of due process.

J. Conflict of Interest

A conflict of interest is a significant professional or personal involvement with the facts or the parties to a dispute. Any participant or administrator who has a conflict of interest in a dispute covered by these procedures, or a concern about a conflict on the part of another, will report it to the Director for Human Resources. The Director for Human Resources will decide how to address the situation. If there is a conflict of interest involving the Director for Human Resources, the Director's supervisor will decide how to address the situation. If there is a conflict of interest involving the PAC appropriate administrator, the President will decide how to address the situation. If there is a conflict of interest involving the President, the Chair of the Board of Trustees will decide how to address the situation.

(Approved by Board of Trustees, May 12, 2011)

APPENDIX E

HANDBOOK FOR DEPARTMENT CHAIRS

Introduction

The successful accomplishment of College goals depends heavily upon the leadership, administration, and management of the academic department by the chair. The department chair is of critical importance to the mission and the program of the department and institution. The department chair should be familiar with the College nondiscrimination statement as it relates to the performance of chair duties: Albion College is committed to a policy of equal opportunity and nondiscrimination on the basis of sexual orientation, race, color, ethnicity, national origin, religion, sex, gender identity, gender expression, age, disability, marital status, or veteran status as protected by law, in all educational programs and activities, admission of students, and conditions of employment.

The chair has three major responsibilities: (1) effective curriculum development and administration; (2) effective leadership in professional and personnel relations, with and among the faculty and staff; and (3) effective recruiting of new faculty.

As a matter of function, the chair has two unique and pivotal roles. The chair is obliged on the one hand to carry out College policy efficiently, and on the other hand to relate closely with the concerns of the department faculty to gain a full understanding of those concerns.

I. Responsibilities of Chairs

A. Program maintenance, development, and evaluation. The chair will:

1. In conjunction with the department faculty, with the approval of the Curriculum & Resources Committee, and within the limits set by the missions of the College and the departmental program, develop curricula for majors, non-majors, and others who have interests in the department offerings.
2. Provide leadership in curricular planning.
3. Foster the development of interdisciplinary and experimental curricular offerings and programs.
4. Arrange for procurement, inventory, and maintenance of instructional equipment.
5. Coordinate the procurement of library materials, textbooks for instruction, audiovisual aids and other learning resources.
6. Maintain statistics on enrollments and enrollment trends to be used in specific planning.
7. Construct and apply criteria for program evaluation and use the results of such evaluations in further planning and in faculty development.

8. Arrange with the Department of Campus Safety to have property associated with the department reasonably protected against vandalism and theft.

9. Foster the involvement of the department faculty in community service.

B. Recruitment of faculty by chair.

The recruitment of new full-time and part-time faculty is the responsibility of the chair, in consultation and cooperation with the Chief Academic Officer, and is carried out in accordance with the Faculty Personnel Committee guidelines as stated in the Albion College Faculty Handbook (Section 2.1, ff.). The chair will:

1. involve all current full-time tenured and tenure-track faculty in the recruitment process. A current file of potential candidates should be maintained. All solicited inquiries should be answered by the chair.
2. encourage the interest and participation of all full-time tenured and tenure-track department faculty in the interviewing process and will develop interviewing procedures that insure this participation.
3. make available to the Chief Academic Officer a record of resumes received, interviews (whether formal or informal) conducted, and inquiries made by the chair of graduate schools.
4. After approval for a position has been obtained from the Curriculum & Resources Committee, the CAO and President, have any vacancy notices to be distributed or published approved by the Chief Academic Officer.

C. Personnel Management. The chair will:

1. Accept responsibility for and make recommendations for tenure, promotion, and termination to the Chief Academic Officer and the Faculty Personnel Committee, following the regulations and policies in the Faculty Handbook.
2. Provide leadership in the development of personal and professional goals of the faculty as well as of the department program and College goals.
3. Conduct annual performance review and professional development interviews for all department faculty.
4. Evaluate faculty performance by measures developed with the faculty. Encourage the development of methods for improving instruction. Make opportunities available for the improvement of teaching techniques; encourage experimentation in instruction.
5. Foster development of the team concept of program responsibility and commitment to the missions of the department and the College by providing opportunities for faculty to participate in the administration of the program.
6. Provide leadership in the department for the fair and equitable implementation of all policies.

7. Assign faculty loads in accordance with College policy; prepare schedules, teaching assignments, and other department work schedules in consultation with the faculty.
8. Maintain accurate personnel files of all faculty.
9. Convene regular department meetings.
10. Recommend sabbatical and other leaves and faculty research grants to the Chief Academic Officer.
11. Hear and assess faculty concerns on College matters. Present faculty concerns and problems to the College administration.
12. Recommend salary for faculty in accordance with stated administrative guidelines.
13. Accurately communicate College policy and reasons for policy to department faculty.
14. Encourage and assist in preparation of grant proposals.
15. Encourage community-service activities that are appropriate for College faculty participation.
16. Orient new faculty to the services and policies of the College and to the area.
17. Evaluate needs for non-faculty staff and make recommendations for the acquisition of such personnel to the Chief Academic Officer.
18. Evaluate needs for additional faculty and report the results of such evaluation to the Chief Academic Officer, along with an appropriate justification to the Curriculum & Resources Committee for the request for new faculty.

D. Fiscal Management. The chair will:

1. Prepare the budget request in consultation with faculty members and administration.
2. Administer or modify the budget according to changing priorities.
3. Follow budgetary procedures set by the College, especially with regard to requisitions, purchase orders, and daily accounting.

E. Responsibilities to Students. The chair will:

1. Evaluate applications and implement special arrangements for students, such as curricular variances, individualized instruction, overloads, and independent study.
2. Counsel students on special problems or aid them in locating suitable counseling.
3. Work with department-related student clubs and organizations.

4. Set up procedures for gathering student opinion on scheduling and other student-related questions.
5. Disseminate information (e.g., employment, graduate programs, special opportunities) to students.
6. Hear student complaints about department faculty and, when necessary, advise students on the grievance procedure.
7. Assume the responsibility for the hiring and supervision of students who are employed by the department as undergraduate teaching assistants, laboratory assistants, work-study students, secretarial assistants, or in any other departmental functions.

F. Other Responsibilities of Chairs. The chair will:

1. Maintain efficient and professional office and secretarial operations.
2. Encourage and set an example of professional conduct for members of the faculty and staff.
3. Assign office and laboratory spaces upon authorization and approval of the Chief Academic Officer.
4. Attend or send a representative to all meetings pertinent to the department.
5. Assign faculty members to appropriate departmental functions, e.g., library orders, club advisership, etc.
6. Prepare a year-end succinct department report. The report, due in the Chief Academic Officer's office by May 30, will include a brief description of department activities not readily obtainable from any other campus source, such as guest speakers, curricular changes under consideration, particular accomplishments of faculty and students, and so on.
7. Maintain regular communication with the administration on the progress of various activities in the department, including communication with the Offices of Communications and Corporate and Foundation Relations with respect to grant proposals and special faculty accomplishments.
8. Assist where appropriate in the recruitment of students, in conjunction with the Admissions Office.
9. Provide creative leadership for summer activities, including Summer College, workshops, seminars, and other traditional and non-traditional curricular offerings.

II. Selection of Chairs

When a vacancy occurs, it will be the responsibility of the Chief Academic Officer in consultation with department faculty to recommend a replacement to the President, according to the following procedures:

A. Once the determination is made that a vacancy will occur, the Chief Academic Officer will secure from the President authorization to identify a new chair.

B. The Chief Academic Officer, in consultation with the department faculty, will recommend to the President a member of the department to serve as acting chair until such time as a continuing appointment can be agreed upon. It is expected that an acting chair will be appointed only in those instances when an outside search over an extended period is being conducted, when a resignation occurs during the academic year, during the summer, or when a chair is on sabbatical or leave of absence.

C. If an internal appointment of a chair is thought to be in the best interests of the department by the department members and the Chief Academic Officer, the selection process will be by consultation between the department faculty members and the Chief Academic Officer. A single recommendation will then be made to the President.

D. If the appointment of a chair is to be made from external candidates, the Chief Academic Officer will request the department to elect a search committee composed of three or more tenure-track members of the department. The Chief Academic Officer will serve as chair of the search committee. The department faculty, in consultation with the Chief Academic Officer, may select additional search committee members from outside the department from among appropriate faculty from related disciplines.

E. For an external search, the search committee will formulate a description of the position, write a vacancy notice, and send it to the President for approval. All such vacancy notices must list the rank, areas of competence, and qualifications for the position. An equal opportunity statement must be included in the notice. No salary range will be listed. The notice will normally contain a deadline for acceptance of applications, the deadline to be strictly observed. The vacancy notice should be circulated in appropriate, nationwide publications.

F. The search committee will rank its final three candidates in order of preference, and, whenever possible, the finalists should include women and minorities. It must be borne in mind that the candidates must be judged as to their suitability as faculty members as well as to their suitability as chairs, and therefore criteria used for the selection of teacher-scholars must be applied. Once the three final candidates are decided upon, the first candidate will be brought to campus for an interview. The candidate will be interviewed by all tenure-track members of the department, the Chief Academic Officer, representatives of the Faculty Personnel Committee, the President, and any other faculty or administrators designated by the Chief Academic Officer or the President. All three finalists will be interviewed. If none of the three candidates is acceptable to the department, the Chief Academic Officer, or the President, a determination to continue the external search, or to consider an internal candidate, will be made. Under normal circumstances no candidate will be appointed as chair without agreement between the Chief Academic Officer and at least a majority of the department faculty.

III. Terms of Appointment of Chair

A. A chair will normally serve for three years with annual review by the Chief Academic Officer and annual appointment by the President. While a chair may be reappointed for additional three-year terms, no chair will be expected to serve more than four terms. The Chief Academic Officer will conduct an annual performance review and professional development interview upon which recommendations for continued appointment, promotion in rank (where applicable), and salary increases will be based.

Tenure decisions involving chairs will always be carried out by the customary Faculty Personnel Committee review process, as described in the Albion College Faculty Handbook. (Note that tenure does not apply to the position of department chair.)

A review of the chair by the department faculty will be conducted early in the sixth semester of the chair's term of appointment. A majority of the department faculty can request an extraordinary review of the chair at any time by submitting a written request to the Chief Academic Officer.

When the Chief Academic Officer believes it to be justified, a faculty review of the chair by the department faculty can be requested, prior to the chair's sixth semester of service. A chair can request a review by the Chief Academic Officer at any time prior to the sixth semester of service. Performance reviews of chairs will be based on the duties and responsibilities outlined in this manual, and program progress in relation to goals and mission. As a part of the process, evaluation concerning effectiveness will be obtained from department faculty, always with the chair's knowledge.

B. The teaching load for chairs will be as follows: For chairs of departments having six or fewer full-time faculty members (including the chair and part-time equivalents), the teaching load of the chair will be reduced by 1/6 for the academic year. For chairs of departments having more than six full-time faculty members (including the chair and part-time equivalents), the teaching load of the chair will be reduced by 1/3 for the academic year. Adjustments to the amount of released time because of extraordinary administrative demands on the chair may result after consultation between the chair and the Chief Academic Officer.

APPENDIX F

CAMPUS POST OFFICE POLICIES

The Campus Post Office window, through which all transactions take place, is open from 8:30 a.m. to 5:00 p.m. Monday through Friday and 9:00 a.m. to 1:00 p.m. on Saturday. Slots for deposit of intra-campus and outgoing mail are available at all times.

Normally, mail should be ready for pick-up by 10:30 a.m. and 2:00 p.m. Due to a heavy volume of incoming mail on Mondays, mail should be ready for pick-up by 11:30 a.m. and 2:00 p.m.

Outgoing mail will leave for the U.S. Post Office at 4:30 p.m. each day. Due to processing time, any mail which reaches the Campus Post Office after 4:00 p.m. may not go out until the next business day.

Preparation of Out-Going Mail

Before sending mail to the Campus Post Office, please separate it into the following groups:

- Stamped** -- Albion
- Stamped** -- Out of town
- Unstamped** -- Albion
- Unstamped** -- Out of town
- Airmail** -- Place paper clip in upper right-hand corner to identify special piece
- Mail needing special handling** (insured, special delivery, certified, registered, foreign)

Please include your departmental mail code on all of your out-going mail in the lower, left-hand corner of the envelope. If you do not know your mail code, please call the campus post office at extension 0201.

Rubber band letters together and indicate either "same" or "different weight."

When mailing in quantity, please have the flaps of the envelopes overlap each other so the mail machine can seal them. After stuffing boxes or mailing trays, please do not stack them on top of each other.

When mailing in quantity (1,000 pieces or more OR total postage over \$200) please inform the Campus Post Office in writing by the Monday prior to the week of mailing to ensure sufficient funds for mailing. Failure to do so may DELAY the mailing until funds are available.

The United States Post Office has changed some mail classifications:

<u>WAS</u>	<u>NOW</u>
Second Class Mail	Periodicals
Third Class Mail	Standard
Fourth Class Mail	Special Standard

*First Class and Library Rate remain the same.

Large envelopes should be sealed prior to reaching the Campus Post Office. Quantities of 30 or more should be labeled "FIRST CLASS" or "STANDARD MAIL" on each.

Any parcels or large envelopes received in the Campus Post Office will automatically be mailed "First Class" unless otherwise labeled.

Films

All films can be insured through the Campus Post Office. To assist the processing of your films, please have them to the Campus Post Office as early as possible and indicate insured amount requested. **Remember the 4 p.m. deadline for outgoing mail.**

Intra-Campus Mail

Please address administrative and faculty mail by **individual name and department**. Any large group of intra-campus mail should be sorted **by department**, and in numerical order according to KC box number.

When sending campus mail to **students**, please sort by KC number. Campus mail which is not sorted/ separated will be returned to the sender.

Please be specific when addressing general memorandums to the campus community. For purposes of printing/duplicating, please note delivery to:

Departments only requires 80 memos,
Faculty requires 210 memos,
Faculty and Administrative Staff requires 280 memos,
Faculty and Staff (Administration, Physical Plant, Dining & Hospitality Services, and Clerical) requires 435 memos.

Bulk Mailings

Mailings in excess of 200 pieces may meet the requirements to be sent under a special bulk mailing permit at a reduced rate. If you are preparing an in-house bulk mailing, you may contact the Campus Post Office at extension 0201 to obtain the necessary forms and information on sorting requirements. Please have bulk mailings sorted by zip code prior to delivery to Campus Post Office.

Bulk mailings (**with non-profit imprint on envelope**) must be reported to the Campus Post Office at least two (2) weeks prior to the mailing to ensure adequate funds are available for the mailing.

CONFIDENTIAL NATURE OF STUDENT RECORDS

Faculty Summary of the Family Educational Rights and Privacy Act of 1974 (FERPA)

Academic institutions are required under federal law to treat student education records as confidential. This protection applies to recorded records only. Under the provisions of the Family Educational Rights and Privacy Act of 1974 (FERPA), students have certain rights to privacy concerning the release of their education records.

A copy of Albion College's Policy is attached. This summary of the policy attempts to answer questions with regard to how this Act affects faculty.

Central to Albion College's Policy is the declaration that all students are independents. This means information will not be released to parents/guardians, excepted as noted within the Policy. **Any action that would reveal a student's academic information to an individual other than the student without the student's written consent, violates the confidentiality of the record.**

The most obvious implication of FERPA for faculty members is that the law prohibits the posting of grades or distributing test results by using identifiable sources. Faculty may not post grades using student names, social security numbers, or student numbers.

Faculty members have access to and maintain student education records. Faculty have this access so that they may provide useful, accurate, and timely information to students. This access provides the potential for inadvertent or deliberate violations of students' privacy rights. It is the responsibility of faculty to be aware of limitations on how this information may be used.

Education Records in Faculty Possession: (Information covered by FERPA)	All information contained in advising folders On-line computer information (when it becomes available) Information collected and maintained by departments on their majors/concentrators Information collected and maintained by faculty committees Student produced documents for Assessment; assessment results; if these results identify students in any way
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Faculty's ability to view records held by other offices: (transcripts, lists, honor consideration, scholarship recommendations)

The Act states that only those members, individually or collectively, acting in a student's educational interest are allowed access to the student education records.

Legitimate educational interest means: the information or record requested is relevant and necessary to accomplishment of some task or determination. Examples: honors, recommendation, general concern for student's academic progress/performance.

- Since education records are available to the student, caution and common sense should be used when creating documents for these files.
- If you are discussing information from education records with the student over the phone, be sure you are talking with the student.
- You may not release information from education records to the parent/guardian of a student without the written consent of the student.
- Information from education records may not be released to government officials (including law enforcement agencies) without a written waiver or a court order. Any subpoenas or court orders for student records should be referred immediately to the Registrar or Dean of Students.

APPENDIX G

The Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act of 1974 (the Act) is a federal law which states (a) that a written institutional policy must be established and (b) that a statement of adopted procedures covering the privacy rights of students be made available. The Act provides that the institution will maintain the confidentiality of student educational records and access to them by students.

FERPA DEFINITION OF RECORDS

The Act defines education records as records, files, documents, and other recorded materials which contain information directly related to a student and which are maintained by Albion College or a person acting for the College. The term education record does not include records of instructional, supervisory and administrative personnel and educational personnel ancillary thereto that are in the sole possession of the maker thereof and which are not accessible or revealed to any other person except a substitute; records on a student who is 18 years of age or older that are created or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional acting in a professional or paraprofessional capacity, or assisting in that capacity and in connection with the provision of treatment to the student, and are not available to anyone other than persons providing such treatment, provided, however, that such records can be personally reviewed by a physician or other appropriate professional of the student's choice; records of students as employees unless the employment results from the employee's status as a student; and alumni records.

ACCESS TO RECORDS

FERPA accords all the rights under the act to all students at the college. No one outside the institution shall have access to nor will the institution disclose any information from students' educational records without the written consent of students except to personnel within the institution with legitimate educational interest, to persons or organizations providing students financial aid, to accrediting agencies carrying out their accrediting function, and to persons in an emergency in order to protect the health or safety of students or other persons. Albion College will also release information to be in compliance with a judicial order; this release will occur only after an attempt has been made to contact the student at the last known permanent address.

Under certain circumstances information will be released to parent(s)/guardian(s). Midterm and final grades for first year students will be sent to parent(s)/guardian(s). This process will also be followed for students on academic probation. A student may request that grades not be released to the parent(s)/guardian(s) by submitting written notification to the Registrar's Office. A representative of the College may communicate with parent(s)/guardian(s) relative to the following circumstances: discontinuance of enrollment, medical (including psychiatric) examinations required for the maintenance of enrollment as determined by the Dean of Students, alleged violation of a College regulation that will likely result in suspension or expulsion from the College if the student is found responsible; absence from the campus when there is reason to be concerned for the student's well-being because the student's whereabouts are unknown; academic or disciplinary probation; needed medical attention, the nature of which might jeopardize a student's ability to maintain the status enrolled. Parent(s) or Guardian(s) in these

cases will be defined as the individual the student has recorded as the Parent(s) or Guardian(s) on the admissions application. A student may change this designation at any time at the Registrar's Office.

Within the Albion College community, only those members, individually or collectively, acting in a student's educational interest are allowed access to the student education records. Legitimate educational interest means (1) the information or records requested is relevant and necessary to accomplishment of some task or determination; and (2) the task or determination is an employment responsibility for the inquirer or is a properly assigned subject matter for the inquirer's employment responsibility. These members include faculty, personnel in the Registrar's Office, Student Affairs Division, Chief Academic Officer's Office, President's Office, Enrollment Office, Personnel Office, Financial Aid Office, Accounting Office, Counseling Center, Career Development Office, Public Relations Office, Institutional Advancement, Campus Safety Office, program committees, scholarship committees and academic personnel. A listing of the types, locations and custodians of education records is attached.

The rights of this policy are extended to all students enrolling in Albion College after January 1, 1975.

DIRECTORY INFORMATION

At its discretion, the College may provide Directory Information in accordance with the provisions of the Act to include: name, local address, permanent address, name of parent(s)/guardian(s), local phone number, dates of attendance, degrees earned, dates of degrees, awards/honors/scholarships, major, sports and activities, height and weight of members of athletic teams, advisor, concentrations, computer username. It should be known that it is the College's choice to release this information, and careful consideration is given to all requests to ensure that the information is not released indiscriminately. A student may withhold Directory Information by notifying the Registrar's Office in writing within two weeks after the first day of class for the fall term.

Requests for non-disclosure will be honored by the institution for only one academic year; therefore, authorization to withhold Directory Information must be filed annually in the Registrar's Office.

A record of all disclosures will be maintained in the student record, except when the request is made by (1) the eligible student, (2) a school official who has been determined to have a legitimate educational interest, (3) a party with written consent from the eligible student, or (4) a party seeking directory information. The record of each disclosure will contain the name of the parties who have requested or received information and the legitimate interest the parties had in requesting or obtaining the information.

REVIEW PROCESS

The Act provides students with the right to inspect and review information contained in their educational records, to challenge the contents of their educational records, to have a hearing if the outcome of the challenge is unsatisfactory, and to submit explanatory statements for inclusion in their files if they feel the decisions of the hearing panel to be unacceptable. The Registrar's office and the Dean of Students' Office have been designated by the institution to coordinate the inspection and review procedures for student educational records, which include admissions, personnel, academic and financial files, and placement records. Students wishing to review their education records must make written requests to the Registrar or the Dean of Students listing the item or items of interest. Records covered by the Act will be made available within forty-five days of the request. All documents will be reviewed in the presence of a designated official. Any document a student may see they have copies of, unless a financial hold exists, the document involves another person, or the student has waived their right to access. These copies would be made at the student's expense at 10 cents a page.

RESTRICTED INFORMATION

As outlined by the Act, a student may not inspect and review the following: financial information submitted by the parent(s)/guardian(s); letters of recommendation to which the student has waived the rights of inspection and review; or education records containing information about more than one student, in which case the institution will permit access only to that part of the record which pertains to the inquiring student. The institution is not required to permit a student to inspect and review confidential letters and recommendations placed in the files prior to January 1, 1975, provided the letters were collected under established policies of confidentiality and were used only for the purposes for which they were collected.

CHALLENGE PROCEDURES

A student who believes that the education records contain information that is inaccurate or misleading or otherwise in violation of their privacy or other rights may discuss the problem informally with the Registrar or Dean of Students. If the decisions are in agreement with the student's requests, the appropriate records will be amended. If not, the student will be notified within a reasonable period of time that the records will not be amended, and the student will be informed by the Registrar or Dean of Students of the right to a formal hearing. A request for a formal hearing must be made after receiving such request, will inform the student of the date, place, and time of the hearing. The student may present evidence relevant to the issues raised and may be assisted or represented at the hearings by a person of the student's choice. The hearing panel that will adjudicate such challenges will be the Chief Academic Officer, the Registrar if the challenge concerns a document maintained by the Dean of Students, the Dean of Students if the challenge concerns a document maintained by the Registrar, two faculty members selected by the Faculty Steering Committee, and two student members selected by Student Senate. No member of the hearing panel may have a direct interest in the outcome of the hearing.

Decisions of the hearing panel will be final, will be based solely on the evidence presented at the hearing, and will consist of written statements summarizing the evidence and stating the reasons for the decisions, and will be delivered to all parties concerned. The education records will be corrected or amended in accordance with the decisions of the hearing panel if the decisions are in favor of the student. If the decision is unsatisfactory to the student, the student may place with the education record statements commenting on the information in the records or statements

setting forth any reasons for disagreeing with the decisions of the hearing panels. The statements will be placed in the education record, maintained as part of the student record, and released whenever the record in question is disclosed.

A student has the right to submit a written complaint to the Family Policy Compliance Office, U.S. Department of Education, Washington, D.C. 20202-4605, if the student believes the College has violated the student's right under the Family Education Rights and Privacy Act.

Revisions, clarifications and changes may be made in this policy at any time and without prior notice.

ANNUAL NOTIFICATION

Students will be notified of their FERPA rights annually by publication in the Student Handbook.

TYPES, LOCATIONS, AND CUSTODIANS OF EDUCATION RECORDS

The following is a list of the types of records that the College maintains, their locations, and their custodians.

<u>Types</u>	<u>Location</u>	<u>Custodian</u>
Admissions Records	Student Affairs Office	Vice President
Cumulative Academic Records	Registrar's Office	Registrar
Health Records	Health Services	Director
Financial Aid Records	Financial Aid Office	Director
Financial Records	Accounting Office	Accounting Manager
Placement Records	Career Development Office	Director
Progress Records	Registrar's Office	Registrar
	Faculty Office	Instructor/Advisor
Disciplinary Records	Student Affairs Office	Vice President
Occasional Records (Student education records not included in the types above, such as minutes of faculty committee meetings, copies of correspondence in offices not listed, etc.)	Appropriate official will collect such records, direct the student to their location, or otherwise make them available for inspection and review	College staff person who maintains such occasional records

APPENDIX H

FACULTY GRIEVANCE COMMUNICATIONS AND PROCEDURAL PROTOCOL

Faculty grievance proceedings are not commonplace and are, by their very nature, stressful. The following communications and procedural protocol are offered as guidelines in an effort to provide consistency of treatment for all parties. The Panel, in its absolute discretion, may, but need not, alter these communications and protocol.

A. Under Preliminary Procedure, 2.15.4 Faculty Handbook, Step 2. The Grievant shall initiate a grievance with the “chair of the Hearing and Grievance Committee by filling out the Grievance Form provided by the chair of the Hearing and Grievance Committee.”

A Grievance Form shall contain the following information: date the Grievance Form is submitted to the chair of the Hearing and Grievance Committee; name of the Grievant; name of the Respondent; a statement of the particulars of the grievance.

B. After receipt of the Grievance Form, the chair of the Hearing and Grievance Committee will follow the steps outlined in 2.15.4 Faculty Handbook, Step 3, and 2.15.6 in the case of a Type 1 Grievance, 2.15.5 in the case of a Type 2 Grievance, and 2.15.7 in the case of a Type 3 Grievance.

Having met as a full Hearing and Grievance Committee because the grievance is a Type 1, Type 3, or because the Type 2 grievance fails “informal resolution,” the chair of the Hearing and Grievance Committee will notify all parties of the formation of a Formal/Informal Hearing Panel.

For Type 1 and Type 3 Grievances, parties will be reminded in writing that each party may challenge the make-up of the Formal Hearing Panel (2.15.6 or 2.15.7), that they have certain rights respecting witnesses, and that they will be required to submit a list of all witnesses they plan on calling with a brief (one or two sentence) description of the relevance of each to the case by (within 7 days of the receipt of the written announcement of the formation of a Formal Hearing Panel). Challenges to the make-up of the Formal Hearing Panel must also be submitted by the same date.

C. After receiving witness lists and panel challenges, the duly constituted Formal Hearing Panel will meet and prepare the following correspondence and protocol. The Grievant and Respondent each will receive these communications.

“The Formal Hearing Panel for the ‘Grievance of against ’ has met and discussed the issues raised in the grievance claiming ... (the Panel should restate the Grievant’s claims and the Panel shall state whatever concerns they have identified to be relevant to this particular case. The major issues will be outlined).

The Grievant and the Respondent each have identified the following witnesses and plan on calling them: (list witnesses, and relevant title).

For Type 1 Grievances:

The Formal Hearing Panel will meet to hear the above described Type 1 Grievance on _____

(at least 14 days from this communication), with additional hearing dates and times tentatively scheduled for , at (hearing room location). The Grievant and the Respondent are responsible for informing their witnesses of the hearing date(s), times and locations. The faculty colleague, the observer, the Respondent and the Formal Hearing Panel will be present. The Grievant will be present unless he/she waives his/her right to this hearing, realizing that the Panel will have to base its decision on the information that it has at that time or that it develops through its own investigation time period. Witnesses will be called from an adjoining room as necessary.

The ‘Procedure for Type 1 Grievances’ is outlined in the Faculty Handbook, 2.15.6. In accordance with those procedures, (the Grievant) has chosen as faculty colleague, and has asked the (for example, Michigan Conference Office of the AAUP) to send a representative who will attend the proceeding as an observer.

(Optional paragraph.) In the event that the grievance is in more than one part: For procedural reasons, the Panel has separated the issues in the grievance into Parts, but the Panel will not render a decision until all parts are completed. The Panel reserves the right to use information presented in any part to arrive at its determinations regardless of the part.”

Only voting members of the Formal Hearing Panel will vote on the final determination.

The proceedings will be chaired by , chair of the Formal Hearing Panel, and each part will follow the following pattern:

1. Opening statements by Grievant and Respondent.

(If the Grievant and/or Respondent are more than one person, the Grievant and the faculty colleague, and/or the Respondent will agree on a primary spokesperson who will serve as spokesperson for their group at any one juncture. The spokesperson may remain the same throughout the proceedings or may change at appropriate junctures, but only one person may be a spokesperson at a time.)

The opening statement shall provide the Panel with a succinct statement of your position on the issues involved in the grievance. No new issues shall be introduced, and only statements related to the grievance shall be included.

2. Presentation of the case by the Grievant, including witnesses.

(In Steps 1, 2 and 3, here outlined, if the Grievant makes the opening statement, then the ‘faculty colleague’ may not contribute to the ‘opening statement,’ and if the ‘faculty colleague’ questions a witness, then the Grievant may not question that same witness, and vice versa.)

The Respondent will be allowed to ask questions of each witness. The Panel may then ask questions of anyone. The Grievant will be allowed follow up.

3. Presentation of the case by the Respondent, including witnesses.

The Grievant will be allowed to ask questions of each witness. The Panel may then ask questions of anyone. The Respondent will be allowed follow up.

(Participants need to consider carefully the questions they wish to have answered by the witnesses since the witness will not be recalled, except at the discretion of the Panel.)

4. The Grievant and Respondent have the right to question each other during the presentation of the case, subject to rules and limitations established by the Panel.
5. Rebuttal by the Grievant and the Respondent is optional, subject to rules and limitations established by the Panel.
6. Following the respective follow-up questions and Rebuttals, the Panel may ask additional questions.
7. The Grievant and Respondent each will offer closing statements.

If any party to the grievance has objections to the above procedures, please submit your written objections and explanations to the chair of the Formal Hearing Panel by (within 7 days of this communication).²²

For Type 3 Grievances:

The Formal Hearing Panel will meet to hear the above described Type 3 Grievance on ____ (at least 14 days from this communication), with additional hearing dates and times tentatively scheduled for , at (hearing room location). The Grievant and the Respondent are responsible for informing their witnesses of the hearing date(s), times and locations. The Grievant, the faculty colleague, the Respondent and the Formal Hearing Panel will be present. The Grievant will be present unless he/she waives his/her right to this hearing, realizing that the Panel will have to base its decision on the information that it has at that time or that it develops through its own investigation time period. Witnesses will be called from an adjoining room as necessary.

The 'Procedure for Type 3 Grievances' is outlined in the Faculty Handbook, 2.15.7. In accordance with those procedures, (the Grievant) has chosen as faculty colleague.

(Optional paragraph.) In the event that the grievance is in more than one part: "For procedural reasons, the Panel has separated the issues in the grievance into Parts, but the Panel will not render a decision until all parts are completed. The Panel reserves the right to use information presented in any part to arrive at its determinations regardless of the part."

Only voting members of the Formal Hearing Panel will vote on the final determination.

The proceedings will be chaired by , chair of the Formal Hearing Panel, and each part will follow the following pattern:

1. Opening statements by Grievant and Respondent.

(If the Grievant and/or Respondent are more than one person, the Grievant and the faculty colleague, and/or the Respondent will agree on a primary spokesperson who will serve as spokesperson for their group at any one juncture. The spokesperson may remain the same throughout the proceedings or may change at appropriate junctures, but only one person may be a spokesperson at a time.)

The opening statement shall provide the Panel with a succinct statement of your position on the issues involved in the grievance. No new issues shall be introduced, and only statements related to the grievance shall be included.

2. Presentation of the case by the Grievant, including witnesses.

(In Steps 2 and 3, here outlined, if the Grievant makes the opening statement, then the ‘faculty colleague’ may not contribute to the ‘opening statement,’ and if the ‘faculty colleague’ questions a witness, then the Grievant may not question that same witness, and vice versa.)

The Respondent will be allowed to ask questions of each witness. The Panel may then ask questions of anyone. The Grievant will be allowed follow up.

3. Presentation of the case by the Respondent, including witnesses.

The Grievant will be allowed to ask questions of each witness. The Panel may then ask questions of anyone. The Respondent will be allowed follow up.

(Participants need to consider carefully the questions they wish to have answered by the witnesses since the witness will not be recalled, except at the discretion of the Panel.)

4. The Grievant and Respondent have the right to question each other during the presentation of the case, subject to rules and limitations established by the Panel.
5. Rebuttal by the Grievant and the Respondent is optional, subject to rules and limitations established by the Panel.
6. Following the respective follow-up questions and Rebuttals, the Panel may ask additional questions.
7. The Grievant and Respondent each will offer closing statements.

If any party to the grievance has objections to the above procedures, please submit your written objections and explanations to the chair of the Formal Hearing Panel by (within 7 days of this communication).

D. The process of empaneling a Formal Hearing Panel, the development of correspondence related to the Hearing, the Hearing, and the determination of findings is time consuming. Out of consideration for the schedules and the convenience of the faculty members, a modest expense budget, managed by the Executive Secretary to the President, will be maintained to cover such items as snacks, meals, and clerical/stenographic needs.

**Albion College
Faculty Grievance Form – Step 2**

Instructions: If you have completed Step 1 of the grievance procedure specified in the Faculty Handbook and have been unable to reach a satisfactory solution, then you can bring the matter to the chair of the Hearing and Grievance Committee by completing this form and providing it to the chair.

Name(s) of Grievant(s): _____

Name(s) of Respondent(s): _____

Date Grievance Submitted to Chair
of Hearing and Grievance Committee: _____

The date on which you became aware
of the occurrence of the event or last
occurrence of a related series of events
out of which the grievance arises: _____

The date on which you presented the
Step 1 grievance to your department
chair or to the Chief Academic Officer
(whichever occurred first): _____

In an attachment, please state the particulars of your grievance, including:

A description of the action that allegedly affected directly and adversely your academic freedom, professional standing, economic position, or other conditions of employment.

A description of the respondent's role in that action.

Specific provisions of the Faculty Handbook, your employment contract, or the law violated by this action (not required for a valid grievance, but list if applicable).

A brief statement explaining why you are not satisfied by the response to your grievance from the Chief Academic Officer.

The remedy that you request to resolve your grievance.

Albion College
Faculty Grievance Form – Type 3

Instructions: The Grievant must fill out this form and return it to the chair of the Hearing and Grievance Committee within ten (10) working days after receipt of the final written statement of finding(s) and remedial action from the Provost or President.

Name(s) of Grievant:

Name(s) of Respondent(s):

Date Grievance Submitted to Chair of Hearing and Grievance Committee:

Select one or more of the following bases for appeal to the Hearing and Grievance Committee

There were Policy process procedural errors that substantially affected the rights of the Grievant;

New evidence has been discovered that is of a character directly affecting the decision;

The decision is incompatible with the evidence; and/or

The penalty is excessive.

In an attachment, please state the particulars of your grievance, including the basis or bases for your above selection(s), a description of the Respondent's role in that action, and the remedy that you request to resolve your grievance.

Grievant Signature

Date

For use by the chair of the Hearing and Grievance Committee

Date Received:

Chair Signature

Formal Hearing: No

Yes, Date: _____

APPENDIX I

GENERAL ACADEMIC PROCEDURES

Appendix I outlines the general academic procedures that are the responsibility of the Albion College faculty as a whole. The procedures outlined herein represent practices agreed upon by the faculty as a whole. Changes to this Appendix may be proposed by faculty or administration but must be voted on and approved by the faculty. Faculty members of Albion College accept and agree to follow the procedures presented below. Changes will take place immediately and do not fall under the responsibility of the Board of Trustees.

1. Student Violations of Academic Integrity

If a faculty member encounters a student violation of responsibility or integrity, they should follow the procedures already established for dealing with such cases. With respect to instances of academic dishonesty, the specific procedures and penalties are outlined below.

1.1. Procedures governing the treatment of cases of academic dishonesty are as follows:

A faculty member who suspects a student of academic dishonesty will, in a timely manner, discuss the matter with the student. If the faculty member continues to believe that an infraction has taken place, one of the following will occur:

A. If the faculty member and student agree that a violation has taken place, the faculty member will determine any penalties in the course itself, up to and including failure of the course. The faculty member will, in a timely manner, confirm the conversation, including a complete description of the violation and the assigned penalty, in a letter to the student and send a copy of the letter and all original evidence to the Dean for Student Affairs. The Dean and the Chair of the Academic Infractions Division of the Judicial Board will meet to determine if the case should also be referred to the Academic Infractions Division of the Judicial Board for review and further action. Second offenses will automatically be referred to the Academic Infractions Division. The Academic Infractions Division may impose additional sanctions as described below.

B. If the faculty member and student do not agree that a violation has taken place, the faculty member will provide the Dean for Student Affairs with a complete written description of the alleged violation and all original evidence. The Dean will automatically refer the matter to the Academic Infractions Division of the Judicial Board for its consideration. In cases where the student is found responsible for the violation by the Academic Infractions Division, the faculty member may determine any penalties in the course itself, up to and including failure of the course. The faculty member will, in a timely manner, send a letter specifying the course penalty to the student, with a copy of the letter to the Dean for Student Affairs. The Academic Infractions Division may impose additional sanctions as described below.

A student accused of academic dishonesty may not alter their enrollment in the course (e.g., withdraw from the course) until the case is resolved. If the faculty member's penalty for the incident of academic dishonesty is failure in the course, the student may not alter their enrollment in the course.

1.2 Penalties for academic dishonesty are as follows:

In addition to any penalties applied in the course by the faculty member, the record of the violation and all evidence pertaining to it will be filed in the Dean for Student Affairs' office. In cases which go before the Academic Infractions Division of the Judicial Board, the Dean (or the Dean's designee) will make pertinent information pertaining to past offenses available to the Division at the time it is considering sanctions in a given case.

In **all** cases, the Academic Infractions Division of the Judicial Board will have available to it the full range of sanctions as specified in the College's Judicial Process, up to and including suspension or expulsion from the College. The Academic Infractions Division shall also determine if a permanent record of the offense will appear on the student's official academic record maintained by the Registrar's Office. **For a second offense, the normal penalty will be suspension or expulsion from the College.**

1.3. Right of appeal in academic dishonesty cases

Student questions concerning penalties assigned in a course by an instructor as the result of academic dishonesty may be addressed through those procedures normally followed by students questioning their evaluation in a course (See 3.3.5.2 below).

A student also has the right to appeal the decision and/or sanctions of the Academic Infractions Division of the Judicial Board. The Albion College judicial process provides an appeal process when at least one of four criteria are met:

- * alleged procedural errors which substantially affect the rights of the respondent.
- * introduction of new evidence of a character directly affecting the verdict.
- * incompatibility of the verdict with the evidence.
- * excessive penalty.

In instances involving academic dishonesty regulations, requests for an appeal are reviewed by the Faculty Steering Committee. Such a request must be filed in writing with the Dean for Student Affairs within five class days of receipt of the written decision of the Academic Infractions Division. The Faculty Steering Committee has the option to deny the request for appeal, grant the appeal and reduce the sanction, or grant the appeal and return the case to the hearing body for further deliberation. The Faculty Steering Committee is the final court of appeal in cases of academic dishonesty.

1.4. Responsibility of Students to follow-up on their Complaints

Students who wish to report a faculty violation of responsibility or integrity should first consult the professor of the course in question, then the department chair, and finally the Chief Academic Officer. It is also felt that some students may be placed in an awkward or prejudicial position if forced to seek redress for grievances of faculty violations of these guidelines by themselves. If a student doubts the wisdom or propriety of personally following the above traditional avenue for redress, then the student is urged to discuss the matter with their faculty advisor or a staff member in the Dean of Students' office. As a result of these discussions, an intermediary - who may be the student's faculty advisor or another faculty member picked by the

student - should evaluate the complaint before acting anonymously for the student in pursuing redress for legitimate grievances.

In any case, the intermediary will follow the current order of approach to dealing with violations of teaching guidelines:

- First, consult the professor of the course in question
- Second, consult the department chair
- Third, consult the Chief Academic Officer

A final appeal can be made to the Faculty Steering Committee, which will review the steps taken and recommend a solution to the problem. If the College is not in session, the chair of the Steering Committee will convene a representative group of faculty to arbitrate the issue.

2. Course Policies

Class Meeting

Faculty will meet their classes when scheduled. In cases where a faculty member is unable to meet a class because of illness or absence from campus, they are expected to notify the department chair and to indicate what arrangements have been made for the class during their absence or to reschedule it.

Course Guidelines

Faculty have an obligation:

To provide, before the end of "drop and add week," each member of their course with the following information:

The general objectives of the course and the general plan to be followed.

A listing of major textbooks, laboratory or studio supplies, and other materials which the students will be required to procure for use in the course.

The evaluation procedures and standards to be followed, including the items which will be evaluated and, if possible, their relative weight in determining the student's grade. In addition, advance notice must be made of the permissible materials or references allowed during evaluation. (It is strongly urged that the faculty member put the guidelines for their course in writing and distribute a copy to each student.)

To make changes in announced procedures only when agreed upon by the faculty member and the students.

Not to give examinations without advance notice of at least one week. This statement is not intended to include quizzes, covering a more limited amount of subject matter.

In courses having a final examination, to schedule all other written work requiring substantial

student preparation (including examinations and term papers) for completion no later than three days before the last day of classes unless the nature of the work clearly requires a later date. For example, if the last day of classes is a Thursday, such written work must be scheduled for completion by the preceding Monday.

An individual student may take an examination at other than the scheduled time: (1) when the student has three examinations scheduled on the same day, or (2) when a faculty member grants prior approval to taking the examination with a different section of the same course. Students having three examinations scheduled on the same day and wishing to change the date of one of the examinations should contact the Office of the Registrar.

In a course in which the regularly scheduled final examination is replaced by a take home examination, term paper or similar activity, to schedule the due date for the final project on or before the date of the examination scheduled for the course. A faculty member who thus replaces the final examination with some other activity should make every effort to ensure that the final assignment does not require time beyond what a student taking 4 units can reasonably be expected to devote to any one-unit course (or ½-unit in a ½-unit course, etc.).

Not to schedule events requiring student participation on or after the last two days before the last day of classes without first obtaining the approval of the Curriculum & Resources Committee. This includes both course related activities (field trips, etc.) and extracurricular activities (athletic contests, musical or theatrical performances, etc.).

To allow students to examine all of their tests, papers, and other graded materials, including final examinations, and to give them an opportunity to discuss their grades with the faculty member or some other authorized member of the department in question. If not returned to the students, these materials should be retained by the faculty member at least until the fourth week of the following semester.

Class Attendance Policy For The First Day of Classes

Instructors have the prerogative to drop from their course any student who is not present during the first scheduled meeting. To maintain a place in the course, a student may make special arrangements with the faculty member prior to the start of classes.

Class Attendance Policy For All Other Days of Classes

Regular attendance in all classes is expected. Every absence from class is inevitably a loss - usually one which can never be made up. It is the prerogative of the individual faculty member to include attendance and class participation as criteria for evaluation of the final grade. Except as provided in 3. below, the decision to excuse an absence, as well as the decision to allow a student to make up assignments missed, rests solely with the faculty member. Students who are absent from class assume full responsibility for the loss.

A student has the responsibility to inform their faculty member, whenever possible in advance, of an absence that is caused by circumstances beyond their control. Written verification of absence due to serious or prolonged illness, and verification of absences due to emergency reasons, may be obtained from the Office of Residential Life.

Every reasonable effort should be made to help students avoid negative academic consequences when their religious obligations conflict with academic requirements. Absence from classes or examinations for religious reasons does not relieve students from responsibility for any part of the course work required during the period of absence. Students who expect to miss classes, examinations, or other assignments as a consequence of their religious observance shall be provided with a reasonable alternative opportunity to complete such academic responsibilities. It is the obligation of students to provide faculty with notice of the dates of religious holidays on which they will be absent at the beginning of the semester. Should disagreement arise over any aspect of this policy, the parties involved should contact the Provost's Office.

3. Class Assignments, Field Trips, and Other Trips

Albion College recognizes that participation in extra-classroom activities such as class trips, departmental trips, club field trips, workshops, and intercollegiate athletics can be of benefit to the students and to the institution. However, Albion College also recognizes that classroom work is at the heart of the student's progress in courses. Therefore, no College-sanctioned trip will be permitted which results in the absence of a student from classes for more than two consecutive class days without the permission of the Chief Academic Officer. Furthermore, no intercollegiate athletic trip will be permitted to remove a student from classes for more than one class day, except by permission of the CAO. Saturdays rather than class days will be used for College-sponsored, extra-classroom activities whenever possible. Limited College transportation is available; inquiries should be directed to the Physical Plant Office and to the Office of Campus Programs and Organizations.

Students should inform their faculty members in advance of an upcoming class absence that is a result of participation in an official College event. Written notification of such absences is required and must be distributed by the supervising College official. The student thereby merits the opportunity to make up assignments missed.

4. Grades

Students are graded according to the following designations:

Grade	Quality Points	Grade	Quality Points
4.0	4.00	1.7	1.70
3.7	3.70	1.3	1.30
3.3	3.30	1.0	1.00
3.0	3.00	0.0	0.00
2.7	2.70	I	0.00 (Incomplete)
2.3	2.30	NR	No Report of a Grade
2.0	2.00		

4 Represents work outstanding in quality. The student not only shows unusual mastery of the required work for the course, but also has independently sought out and used additional related materials, demonstrating the ability to discover new data, to develop new insights, and to bring them to bear on the work at hand.

3 Represents work which is higher in quality than that of a 2, or more than satisfactory. The

student has shown the ability and the initiative to fulfill more than the basic requirements of the course.

2 Represents work which fulfills all of the basic requirements for the course. It means that the student has a grasp of the material and techniques or skills sufficient to proceed with more advanced courses in the area.

1 Represents work seriously attempted but which is below the 2 level in quantity and quality. The student is advised not to continue advanced work in the field.

0 Represents work unsatisfactory in either quantity or quality. It results in the student's not being able to continue with further work in the field and results in no credit, although it is recorded on the permanent record.

NOTE: Intermediate grades of 3.7, 3.3, 2.7, 2.3, 1.7 and 1.3 may be awarded.

Grade sheets for both mid-semester grades and final grades must be turned in personally by the faculty member to the Registrar's Office by the date and time specified by the Registrar for each semester. Once a grade is reported at the office, it cannot be changed except when a clerical error has been made. It is to be emphasized that reevaluation of a student's performance after the student's grade has been reported to the Registrar is not to be considered a legitimate reason for a change of grade. Change-of-grade request forms are available in the Registrar's Office. Change-of-grade requests are subject to review and approval by the Chief Academic Officer.

Incompletes may be given only because of illness, or other unavoidable circumstances, as approved by the Petitions Committee. An Incomplete is not to be issued to a student who simply has failed to turn in some assigned work before the end of the semester. The "I" grade should be used rarely and for legitimate reasons. In order to receive an Incomplete, a student must have finished at least half of the total graded work required by the class with a passing grade at the time they take the incomplete. They must also create a completion plan to finish the incomplete work in the shortest amount of time and have the plan approved by the faculty member teaching the course. A grade of incomplete must be removed by the Monday of the ninth week of the semester following the one in which the incomplete was given. Summer is not included as a semester. Incomplete grades given in the summer must be completed by the Monday of the ninth week in the following semester. At the end of the specified time period, the faculty member will assign a grade based on the amount of work satisfactorily completed. The grade of "I" carries no quality points. Students with two or more outstanding Incompletes may register for no more than three courses in the following semester. Should a student reduce the total number of Incompletes to one or zero before the end of the add/drop period, that student would be allowed to register for a full course load of up to 4.5 units.

Credit/No Credit. As many as eight units of course credit may be elected in on-campus courses as CR/NCR. Normally, not more than 1 unit of CR/NCR work may be elected per semester. Some courses are offered on a CR/NCR basis if the faculty member, the department chair, and the Chief Academic Officer regard the numerical grading system to be inappropriate. Such courses as Basic Ideas, some off-campus studies, all internships and a few seminars are treated on this basis and are so designated in the class schedule booklet and in the catalog. In addition, students may elect to take other courses on a CR/NCR basis. If this is done the final numerical grade will be converted to CR (4.0, 3.7, 3.3, 3.0, 2.7, 2.3, and 2.0) or NCR (1.7, 1.3, 1.0, and 0.0). The CR/NC grading option may be elected up to the last day of classes in any term.

Students may change the grading option back to numeric grading up to the last day of classes in any term. See the academic calendar for exact dates. The final roster of students in a course will designate those students taking the course on a CR/NCR basis.

At mid-semester, freshmen and transfer students during their first year at Albion College will receive a complete academic progress report. Students on academic probation will receive a complete academic progress report; upper class students who receive grades of 1.7 or lower will receive a report of these grades only. Grade point averages are not computed at mid-semester.

5. Final Examinations

Examination week will consist of at least one reading day following the last day of classes, and five days on which one or more two-hour examination periods are scheduled.

No final examination may be rescheduled without the prior approval of the Academic Status and Petitions Committee. Approval will be granted only for extenuating circumstances.

6. Directed Studies and Tutorials

Directed Studies. A directed study enables students to do in-depth research on a topic or to carry out a creative project at a level beyond that offered in course work. Directed studies are open only to juniors and seniors and are taken in a department under the numbers 411 or 412, for either one-half or one unit.

To do a directed study, students must prepare a proposal in writing, which must be endorsed by the proposed faculty supervisor and reviewed by the department chair. The proposal must be filed with the Registrar's Office for credit to be received.

Students doing a directed study must meet with their faculty supervisor weekly for one hour for a directed study. In addition to meeting with their faculty supervisor, students are expected to work a minimum of five hours a week for a one-half unit directed study and ten hours a week for a one unit directed study. Faculty and departments are not obligated to offer directed studies.

Directed studies are ordinarily graded credit/no credit. However, under special circumstances, students may request a numeric grade for their directed study with the approval of their faculty supervisor and the department chair. Students who choose the numeric grade option must submit complete grading criteria developed by the faculty supervisor to the Registrar's Office and should inquire with the department chair about any departmental policies regarding numeric grading of directed studies. Students must request the numeric grade option no later than the end of the second week of classes.

As with other courses, regular feedback from the faculty supervisor throughout the semester on student work is necessary for student learning and the development and completion of an acceptable directed study.

Tutorials. In a tutorial, a student works individually with a faculty member on a course not otherwise available to the student in the current semester, but at a comparable level. To do a tutorial, a student must prepare a proposal in writing, which must be endorsed by the proposed

faculty supervisor and reviewed by the department chair. The proposal must be filed with the Registrar's Office for credit to be received.

Tutorials are not intended to replace regularly scheduled courses except when there is no other way program requirements can be met. Faculty and/or departments are not obligated to offer tutorials. A regularly scheduled course taken as a tutorial will show the notation ``T" after the course number on a student's transcript.

7. Internships and Practicums:

An internship or practicum is a special study program involving student participation in a work setting, pursued either on or off campus. Student work is supervised by a member of the faculty or an institute director.

An internship or practicum refers to a placement in a firm, agency, or other organization in which the Albion College supervisor is satisfied through consultation with the work supervisor prior to the beginning of the work period that the student:

will be taking part in and observing tasks which are more than clerical or routine;

will have opportunity during the work period to discuss these tasks with someone in authority at an appropriate level of the organization (either the work supervisor or someone else);

will be in a position to learn how these tasks are related to the larger functions and purposes of the organization, and to the academic field in which credit is being granted.

An internship will be recorded as 391 (1/2 unit), 392 (1 unit), 393 (1 1/2 units), 394 (2 units) on the transcript. In situations in which several students who are in internship placements meet with the faculty supervisor as members of a class, rather than on an individual basis, the term practicum is to be used on that student's transcript with the number 398 (1/2 unit), 399 (1 unit).

Normally a student will not undertake an internship until their junior year. Internships and practica will be planned in advance and closely supervised. The amount of credit to be received must be specified at the time of registration. No more than two units of credit per semester may be received for an internship experience, (with the exception of the New York Arts Program, which has allowed 4 units for the apprenticeship). **No** more than 4 units of credit received in connection with internships or practica may apply toward graduation.

The Albion College supervisor is responsible for making certain that both the student and the work supervisor are aware of the expectations for the student during the internship or practicum. The Albion College supervisor is also responsible for making certain that the amount of credit is clearly specified in advance to the office of the Registrar, either during the ordinary registration period or during the drop-and-add period at the beginning of the semester or summer session. A faculty member should not supervise more than 3 internships beyond the normal teaching load within a single semester.

During an internship or practicum, the student is expected to look for ways in which theory is reflected in practice and ways in which practice contributes to the development of theory as identified in the learning objectives developed for the internship or practicum by the Albion College supervisor and the student. This examination will be reflected in the combination of time in the placement situation and time with the Albion College supervisor. At the end of an internship or practicum the student is expected to analyze (e.g., in a paper) the relations between practical experience and appropriate theoretical aspects of the academic field in which credit is received.

Internships and practica must fulfill the following requirements:

Regular meetings with Albion College supervisor.

For students living on campus, at least one meeting a week with the faculty supervisor as part of a practicum class group, or at least one individual conference in person monthly with the Albion College supervisor, which may, at the Albion College supervisor's discretion, involve appropriate readings or other assignments as well as discussion of the student's experiences and their significance.

For students living outside Albion, at least one conference each month during the work period (minimum of 4 contacts) with the Albion College supervisor in person or by telephone.

Contact between Albion College supervisor and work supervisor - at least two consultations either in person or by telephone between the Albion College supervisor and the work supervisor during the work period. Contact should be made by the Albion College supervisor prior to the beginning of the internship to ascertain the appropriateness of the internship and to clarify expectations.

A written evaluation of the student's performance by the work supervisor at the end of the work period. The written evaluation must be received by the Albion College supervisor before any credit may be given for the internship.

A final demonstration or analysis by the student of how the principles of the field in which credit is to be received were applied in the placement situation and how the experience in the placement situation affected their understanding of those principles.

For academic credit, a student must complete the following hours at the placement during the regular academic period.

1/2 unit – 75 – 149 hours

1 unit – 150 – 300 hours

1 1/2 or 2 units – 301+ hours

For 1 1/2 or 2 units of credit, a student is expected to demonstrate, a greater breadth and depth of understanding than is possible within the context of a 1/2- or 1-unit internship is expected and must be demonstrated.

Internships and practica will receive a CR/NCR rating rather than a grade.

No more than 2 units in internship, field observation, practicum, or off-campus program internship or practicum may be applied toward the minimum requirements for any major.

Prior to the end of the drop-and-add period for the semester during which the student will be enrolled in the internship, the student must have:

the approval of the Albion College supervisor,

the approval of the department chair of the department granting credit or the institute/center director,

the approval of the academic advisor, and

the approval of the career development director or designee, and

a 2.7 cumulative GPA.

Students with a cumulative GPA below a 2.7 must petition to be considered for an internship or practicum. Before internship approval can be considered by the Internship Committee for a student with less than a 2.7 GPA, the student must submit to the Internship Committee a petition for an exemption from the 2.7 cumulative GPA requirement and letters of support from the chair/director and the Albion College internship supervisor from the department/institute/center in which credit for the internship is to be earned.

No retroactive credit will be given for internships or practica. Internships and practica must be taken during a regular academic term (fall, spring, summer).

Applications for internships are available in the Registrar's Office and the Office of Career Development.

8. Honors

8.1 Albion College Honors

To graduate with Albion College Honors, a student must have a college GPA of at least 3.5, have completed all four Great Issues Honors seminars, and have completed an acceptable Honors thesis and submitted it to the Honors committee by the required deadline.

8.2 Thesis Honors

Qualified students not graduating with Albion College Honors may also present papers to be submitted for theses honors. Normally, such students will have an academic average of 3.0 or higher. A student whose thesis is accepted will graduate "with honors." Each thesis must be approved by a committee comprising at least three faculty members, and the committee as a whole must be approved by the Director of the Honors program. Qualified students can complete the following kinds of theses "with honors" as specified below:

1. Major Thesis: For a “thesis in ----- major(s),” the thesis advisor and at least one other thesis committee member must be from the department offering the major. For majors which are not housed in departments (e.g., Business and Organizations, Environmental Science, Environmental Studies, Public Policy, Sustainability Studies), the thesis advisor can be from any associated department. For majors which are housed in departments but have only one faculty member (e.g., International Studies, Women and Gender Studies, Ethnic Studies), the other thesis committee members can be from any department.

2. Minor Thesis or a Concentration Thesis: For a “thesis in ----- minor(s) or concentration(s)” the thesis advisor and at least one other committee member must be from the department offering the minor or concentration. The other thesis committee members can be from any department. For minors or concentrations which are not housed in departments (e.g., Business and Organizations, Environmental Science, Environmental Studies, Public Policy, Sustainability Studies), the thesis advisor can be from any associated department. For minors or concentrations which are housed in departments but have only one faculty member (e.g., International Studies, Women and Gender Studies, Ethnic Studies), the other thesis committee members can be from any department.

3. Interdisciplinary Thesis: For a thesis to qualify as an “interdisciplinary thesis,” the thesis advisor and other committee members can be from any department, major, minor, or concentration associated with the topic of the thesis (with at least two departments, majors, minors or concentrations represented on the committee).

9. Scheduling of Classrooms

The scheduling of classrooms is done by the Registrar's Office. Any change in schedule should be reported to that office. Permission for any use of a classroom on weekdays (M-F) during the hours of 8:00 a.m. to 5:00 p.m. other than that regularly scheduled should be requested from the Registrar's Office. Requests for use of classrooms after 5 p.m. on weekdays (M-F) and on Saturday and Sunday are to be made to the Kellogg Center Office.

10. Calendar Scheduling Criteria

Social functions, organizational meetings, departmentally sponsored events, and other events of College interest are scheduled on the College calendar, which is maintained by the Kellogg Center Office. All functions using campus facilities must be scheduled on the calendar. Criteria for the use of certain facilities have been established. The Kellogg Center Office should be contacted concerning use of facilities prior to final scheduling of events.

11. Publications and News Release Policy

The College maintains the Communications Office to serve the communications needs of the campus in dealing with both on and off-campus groups. Personnel are employed to provide qualified advice in the areas of publication layout and content, publicity, and other promotional matters. Assistance on particular problems is available to all persons and organizations in the College community.

The College has the following policies regarding publications and news releases:

All printed matter that is to be paid for by Albion College, whether it is to be circulated on or off-campus, must be approved by the Director of Communications for both design and content. "Printed matter" is defined as magazines, newsletters, registration forms, advertisements, written descriptions for national bulletins, catalogs, journals, programs, schedules, etc. This category does not include the student newspaper, the *Pleiad*, nor does it involve the student yearbook, the *Albionian*, the *Albion Review*, or any other Student Publications Council materials.

All College news and photographs intended for dissemination to the public through newspapers, magazines, television, radio, etc. must be channeled through the Communications Office. No news items or releases should be sent off campus until cleared with that office. This policy does not include the student newspaper, nor does it include the student radio station, WLBN. All other media, however, come under this policy.

Any written communications to be disseminated among the various constituencies of the College off-campus must be directed through the Communications Office. Mailing lists for alumni, parents, trustees, alumni board, high schools, ministers, etc. are administered through this office.

Questions regarding any of these policies should be directed to the Director of Communications. Every effort is made to accommodate persons who require assistance in publications and publicity.

12. Library

All borrowers, including faculty members, check out materials by presenting their college I.D. card at the main circulation desk. Faculty members receive extended loan periods, but the library may recall any item if it is needed by another patron, or for course reserve.

Library materials can be renewed at the circulation desk, by telephone or e-mail, or online through the Library Online Catalog. Materials not returned or renewed will be considered lost, and a replacement bill will be issued. Though faculty members are exempt from fines, they are responsible for replacement charges for lost or damaged materials.

Other individuals in a faculty member's family are welcome to use the resources of the library upon application for a community borrower card. They are bound by the rules and regulations governing community borrowers.

LIST OF ABBREVIATIONS

AAUP	American Association of University Professors
BS&BC	Budget, Salaries, and Benefits Committee
CAO	Chief Academic Officer
CCC	Course Change Committee
CR	Credit
CREF	College Retirement Equities Fund
C&RC	Curriculum & Resources Committee
FCD	Faculty Committee on Diversity
FDC	Faculty Development Committee
FERPA	Family Educational Rights and Privacy Act
FPC	Faculty Personnel Committee
FSC	Faculty Steering Committee
GLCA	Great Lakes Colleges Association
HGC	Hearing and Grievance Committee
IRB	Institutional Review Board
NCR	No Credit
SHGC	Sexual Harassment Grievance Committee
SLAC	Student Life Advisory Committee
SOAR	Student Orientation and Registration
TIAA	Teachers Insurance and Annuity Association