



THE POLICIES AND PROCEDURES
OF THE FACULTY OF
THIEL COLLEGE

As Approved by the Faculty on April 22, 2008 and the Board of Trustees on May 2, 2008

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THE POLICIES OF THE FACULTY OF
THIEL COLLEGE

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THIEL COLLEGE

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THE POLICIES OF THE FACULTY OF THIEL COLLEGE

ARTICLE I. NAME

This organization shall be known as THE FACULTY OF THIEL COLLEGE.

ARTICLE II. PURPOSE, GOALS, OBJECTIVES, AND FUNCTIONS

A. PURPOSE, GOALS, AND OBJECTIVES

The Faculty subscribes to the current statement of the purpose, mission, vision, goals, and objectives of Thiel College as adopted by the Board of Trustees. In addition, the Faculty seeks

- (i) to maintain high educational standards;
- (ii) to foster continuing faculty development, including research and engagement in the profession; and
- (iii) to actively participate in the affairs of the community around us and in the world at large.

B. FUNCTIONS

The Faculty fills the dual and traditional roles of a legislative body and a participant in the decision-making processes of the College. Its authority in these roles is derived from powers delegated to it by the Board of Trustees.

1. LEGISLATIVE

Subject to final approval of the Board of Trustees, the Faculty shall, in conjunction with the Administration,

- (a) enact rules for academic organization and policies;
- (b) define the educational philosophy of the College;
- (c) establish the academic requirements for admission to and retention in the College as well as for all academic degree programs;
- (d) establish and interpret the academic policies of the College;
- (e) certify to the Board of Trustees, for approval for graduation, those students who have completed the prescribed course of study; and
- (f) share with the administration and the student body in the definition, interpretation, and implementation of policies concerning student conduct and life styles.

2. ROLE IN DECISION-MAKING

Subject to final approval of the Board of Trustees, the Faculty shall, in conjunction with the Administration,

- (a) participate in the definition of policy concerning its professional status;
- (b) participate with the Administration and Board of Trustees in the selection of the President of the College, VPAA/Dean of the College, and College Pastor; and
- (c) participate with the Administration and Board of Trustees on matters dealing with long-range educational, financial, and economic planning and the growth of the institution.

3. BOARD OF TRUSTEES REPRESENTATION

Two members of the Faculty, elected by the Faculty and approved by the Board of Trustees, shall serve as official representatives of the Faculty to the Board of Trustees with voice but no vote.

ARTICLE III. MEMBERSHIP AND RESPONSIBILITIES OF THE FACULTY

Section 1. MEMBERSHIP OF THE FACULTY:

The Faculty of Thiel College shall consist of the President, the Vice President of Academic Affairs (VPAA) and Dean of the College, such other administrative officers as the Board of Trustees may designate, and the officers of instruction, classified as follows: Professors Emeriti, Professors, Associate Professors, Assistant Professors, Instructors, and Lecturers and such other designations, including Adjunct, as may be agreed to between College administration and Faculty.

The rank of adjunct denotes part-time teaching status; membership in this rank conveys full debating and voting privileges in the Faculty only after 36 credit hours of teaching load. Classes taught during both the regular academic year and during summer sessions are to be included in the 36 credit hours required. Upon completing 36 credit hours of teaching load, adjunct faculty are eligible to receive full debating and voting privileges.

In order to grandfather adjuncts who may already qualify for debating and voting rights under the 1999 Handbook, Article IV, Section A of the 1999 Constitution of the Faculty of Thiel College, which states that “The rank of adjunct denotes part-time status; membership in this rank conveys full debating and voting privileges in the Faculty only after three consecutive years of appointment” is understood to mean teaching in each of six consecutive semesters rather than any teaching in each of three consecutive academic

years.

All Adjuncts eligible to vote and who intend to participate in the governance process (regularly attend faculty meetings, debate, & vote) must submit written notification at the start of each semester to both the VPAA/Dean of the College and the Chairperson of the Faculty that they wish to exercise their voting privilege.

Professors Emeriti shall have the privilege of voice but no vote in meetings of the Faculty. Professors Emeriti who are currently serving as adjuncts are granted both voice and vote in meetings of the Faculty.

Section 2. POWERS AND DUTIES OF THE FACULTY:

No exercise of power conferred on the Faculty that involves a change in the educational policy of the College with respect to requirements for admission, the required course of study, or the conditions of graduation, shall take effect until the same has been approved by the Board of Trustees.

Section 3. INDIVIDUAL FACULTY RESPONSIBILITIES:

It is the duty of each faculty member to take an active part in the life of the College. Members of the Faculty are expected, as part of their normal work, to satisfactorily perform the following duties:

1. teach their prescribed class load as defined below;
2. regularly meet assigned classes and when circumstances prevent same, to inform the department chairperson to ensure appropriate coverage of classes;
3. fulfill such professional responsibilities outside of teaching as may be assigned by the department chairperson, the Faculty, the VPAA/Dean of the College, or the President;
4. promote and maintain a professional working relationship with the department chairperson and the administrative officers of the College, enhance the working relationships with the department and the faculty, and advance the department's academic program(s);
5. maintain due professional courtesy towards colleagues and staff;
6. exhibit professional growth through scholarship;
7. support the general objectives of the College;

8. serve on committees;
9. advise students;
10. post publicly a schedule of regular office hours;
11. keep the Chairperson and the Executive Committee of the Faculty Council informed as to professional studies, publications, consulting opportunities, speaking engagements, and other professional activities; and
12. attend convocations announced by the Faculty Marshall in properly designated garb (normally cap and gown). Usually these convocations will include at least the Opening, Honors, and Founders' Day Convocations and Commencement.

The average academic teaching load for a full-time faculty member is 24 credit hours in the academic year. Expectations by rank are clarified in Article VI of the Policies of the Faculty.

Section 4. FACULTY GOVERNANCE:

The Faculty of Thiel College shall govern itself through its own Procedures, regularly scheduled faculty meetings, the Faculty Council, academic departments, and faculty committees, subject to the Charter, Constitution, and Bylaws of the College. Faculty Committees shall be composed of elected members of the faculty and shall be organized

- (i) to exercise authority in the name of the Faculty;
- (ii) as advisory bodies to administrators and the President of the College;
- (iii) to represent the voice of the Faculty in the operation of the College; and
- (iv) to serve intra-faculty needs.

ARTICLE IV. GENERAL POLICIES GOVERNING EMPLOYMENT AND EVALUATION

(Note: The expectation of the Ad Hoc Committee is that the Human Resources document will develop and more fully define this policy.)

Section 1. NONDISCRIMINATION POLICY

The Thiel College Faculty subscribes and adheres to the nondiscrimination policy as adopted by the Board of Trustees of Thiel College. This policy applies to the hiring of faculty, its administration of academic policies, its awarding of grades, honors, and scholarships to students, its recommendations for promotion, salary, tenure, and leaves of absence for faculty, and in all other activities for which the Faculty has input or responsibility.

Section 2. BASIC GUIDELINES FOR EMPLOYMENT

In making employment decisions for all faculty members, the following factors shall be taken into consideration:

- A. Academic degree: A Candidate must have, or expect to receive shortly, at least the Masters degree or an acceptable equivalent;
- B. Previous college-level teaching experience related to assignment (credit for previous service shall be granted upon mutual agreement in writing between the department, the administration, and the faculty member);
- C. Other teaching experiences;
- D. Teaching ability or potential;
- E. Previous non-teaching experience related to assignments;
- F. Contributions to his/her field of expertise;
- G. Commitment to the mission of the College.

Factors to be considered in granting promotions or tenure cannot be separated from factors to be considered in making decisions on hiring. In the former case, we are telling a faculty member that we want him/her to stay with us; in the latter case, we are telling someone that we want him/her to join us. All full-time faculty members eligible for promotion and/or tenure must abide by the specific promotion and tenure policies enumerated elsewhere.

Section 3. MOONLIGHTING POLICY

A full-time faculty position at Thiel College is understood to be an individual's primary work responsibility during the nine months that the College is in regular session. While some outside employment enhances the intellectual life of the college by providing valuable opportunities for the employee, other forms of outside employment detract from an individual's obligation to the College. Therefore, external work should not exceed the equivalent of one, eight-hour workday per week and should not exceed two courses during any given semester.

External employment beyond the norms established above must be approved in writing by the VPAA/Dean of the College and communicated to both the affected faculty member and his/her department chair. Any objection by the VPAA/Dean of the College to external employment must be registered as quickly as possible, normally within one week.

External employment generating a single, stand-alone stipend, fee, or honoraria such as symposia presentations, guest lectures, and review of textbooks are not covered by this policy.

Under no circumstances are employees to use college resources, equipment, or funds to assist with any outside employment. Additionally, no outside employment is to interfere or compete with one's work obligation to the College.

This policy takes effect academic year 2010/2011. Approved by Board of Trustees on May, 2, 2010.

ARTICLE V. CRITERIA FOR TENURE

Section 1. A tenure-track appointment for a faculty member shall be for tenure or for a probationary period of service leading to tenure. A probationary appointment implies that the College, at the time of appointment, recognizes the need for a continuing position in the academic department to which the appointment is made. A probationary appointment will continue, assuming satisfactory performance on the part of the probationer and ongoing institutional need. Tenure is a means to certain ends, specifically: 1) freedom of teaching and research and of extramural activities; and 2) a sufficient degree of economic security to make the profession attractive to men and women of ability. The rights and privileges of tenure shall be granted upon approval of tenure by the Board of Trustees, and a person granted tenure shall be issued a tenure appointment for the next contract year. Tenure on the faculty of the College shall mean the opportunity to accept full-time employment through each successive academic year at a salary appropriate to the appointee's rank and in an assignment that is appropriate to the appointee's professional training and experience as a faculty member.

During the sixth year of service, the probationer will be evaluated for Tenure, and before the beginning of the seventh year, will receive either a letter of appointment granting tenure or a terminal-year letter of appointment. The candidate for tenure who has adhered to professional standards of ethics and appropriate professional codes of ethics shall be granted or denied tenure solely on the basis of the following criteria: teaching effectiveness; evidence of concern for students' academic and social growth; professional growth; service to the college, community and/or profession; and attainment of the terminal degree or its professional equivalent.

1. Educational qualifications: Document the possession of a terminal graduate degree (e.g., Ph.D., Ed.D., D.A., D.B.A., M.F.A.) from a regionally-accredited institution (or its equivalent) in an appropriate discipline. In some disciplines, the master's degree in the discipline is considered the terminal degree; in others, a master's degree in the discipline, coupled with a doctoral degree in a related discipline, may be considered appropriate. The equivalent of the terminal degree may include specialized training, study, or experience (e.g., certification and/or licensure) that does not normally culminate in the earned doctorate. Working in consultation with the VPAA/Dean of the College or his or her designee, the academic department in which the faculty member is housed must justify at the time of employment in a tenure track position, to those reviewing the case, the master's degree,

the master's degree coupled with a related doctorate, or the professional equivalent as the terminal degree for the faculty member.

2. Teaching effectiveness (expressed in class preparation and demonstration of comprehensive subject knowledge): Report on activities which specifically contribute to your teaching effectiveness. Examples may include:
 - a. An evaluation of the student responses to the "Faculty Evaluation by Student." Provide a content analysis of the students' formative responses. Discuss those items in which you excel and explain how you responded to those items in which you needed significant improvement. Include copies of the summative evaluation results.
 - b. An evaluation of the effectiveness of any experiment in instructional procedures or content that you attempted. Examples include: introduction of innovative instructional methodologies; analysis of previous teaching experiments or techniques; indicators of creative and effective evaluation procedures; major reconceptualizations and/or reorganization of courses; updating of courses to keep them current with new developments in the field; use of technology; and resources introduced to promote active student learning.
 - c. An evaluation of syllabi and other instructional materials. In particular, discuss how these materials reflect an appropriate level of scholarship and/or intellectual challenge, how assignments are stimulating and challenging learning experiences, and how educational strategies employ a diversity of instructional activities (e.g., computer assisted, small group work, etc.) and are geared to multiple learning styles.
 - d. An evaluation of the instruments used to assess student learning – examinations, written assignments, projects, and/or other exercises. In particular, discuss how these materials are academic-level appropriate and how they assess the stated goals of the course.
 - e. A list of curriculum and instructional materials developed during the years under review – Courses, Workshops, Educational Materials (filmstrips, films, TV materials, CD-Roms, DVDs, Internet materials, etc.). For Educational Materials, give publisher, date of publications, etc.
 - f. Other evidence of teaching effectiveness. Examples include: teaching awards; letters of commendation; written statements

from colleagues and students concerning preparedness and effectiveness in teaching (e.g., peer evaluations, formative responses from students on “Faculty Evaluation by Student”); and documentation of student learning outcomes (e.g., results of standardized assessment measures, graduate follow-up studies, etc.)

- g. A summary of your approach to the instructional task in your discipline: philosophy of education, teaching methodologies, and/or a self-assessment of strengths and weaknesses as an educator.

3. Evidence of concern for students’ academic and social growth: List activities you have undertaken to help students improve themselves as members of the Thiel community. This includes advising, both academic and personal, and support of co-curricular and extra-curricular activities. Examples may include:

- a. Indication of how and to what extent you are involved in advising (academic/non-academic) of students.
- b. Identification of how you provide guidance/mentorship to students in clinical settings, internships, co-operative work experiences, and/or senior research projects.
- c. Indication of how you promote and are actively engaged in the recruitment and retention of students.
- d. Identification of campus clubs or organizations that you sponsored that promoted faculty-student interaction.
- e. Identification of faculty or student functions at which you spoke (e.g., Convocation, Commencement, Chapel).
- f. A list of campus activities in which you participated.

4. Professional growth: Report on activities that provide evidence of continuing intellectual curiosity or creative expression. Give essentials regarding dates and places for each activity. Examples may include:

- a. Attendance at professional meetings, workshops, and conferences. List by organization name, date, location, etc. scholarly and professional meetings attended.
- b. Participation at professional meetings, workshops, and conferences. List by name of sponsoring organization, date, location, content, etc., seminars, graduate courses, workshops,

improvement leaves, post-doctoral training, etc. in which you participated.

- c. Attendance at summer courses, NSF-sponsored Chautauqua courses, departmentally sponsored seminars, academic conferences and working seminars.
 - d. Scholarly works published; papers in refereed journals. List books (scholarly books, textbooks, anthologies/edited texts, book chapters, indexes, bibliographic texts), articles (including journals articles, proceedings, and newsletters), book reviews, abstracts, and/or reports that you have written and published. List only articles published or accepted for publication and/or books published or assigned a publication date. In all cases, include publisher, date of publication, pages and other appropriate information.
 - e. Papers read at conferences. List papers read, sessions referred, or talks/addresses given to scholarly and professional societies. List by title, date, setting, audience, etc.
 - f. Recitals, shows, exhibitions. List creative contributions in the Spatial Arts, Musical Arts, Dramatic Arts, and/or Literary Arts completed during the years under review.
 - g. A list of membership(s) in professional and/or honor societies. Describe any office(s) you held, planning committees on which you served, and boards (including editorial boards) on which you were a member.
 - h. A list of papers/manuscripts that you have refereed. Provide the name of the journal/publisher/organization that requested the review.
 - i. Description of research or other creative professional activity in which you have participated. If you received external funding to support one or more of these activities, list the funding agency, the agency project number if known, the dates, the dollar amount of support, and the title of the project. (Any special research equipment or non-conference travel grants should be included under this heading.)
 - j. Personal independent study.
5. Service: Non-teaching professional achievement/activities: List activities in the following relevant areas, giving essential details. Examples may include:

- a. A list of those activities in which you were engaged that have helped to improve the college, such as recruitment, public relations, and college advocacy. Indicate how you were involved in the recruitment of students. In particular, address the ways you help to promote departmental programs and services to prospective students.
- b. Committees of the College on which you actively serve. List the departmental and college committees on which you served. Indicate if you chaired the committee.
- c. Service as a faculty member to a church or community, noting the service based on your discipline.
- d. Indication of how you participated in College or Departmental projects (e.g., assessment of student learning; institutional research; initiative to promote effective teaching and learning; advisor of a club or honorary society).
- e. A list by title, date, setting, audience, etc. of talks or addresses given to local civic organizations or community groups.
- f. Identification of ways in which you have lent your professional expertise to support community organizations, projects, and programs. Such activity must draw upon your expertise.

ARTICLE VI

CRITERIA FOR IMPROVEMENT OF INSTRUCTION AND/OR PROMOTION

Section 1. **CRITERIA FOR IMPROVEMENT OF INSTRUCTION AND/OR PROMOTION**

- A. The purpose of this document is to provide a description of criteria by rank to be used for evaluating the teaching and professional activities of faculty members with the goal of continuing improvement.
- B. General Assumptions:
 - 1. At each rank, the general criteria address teaching, professional and scholarly activities, and service to the College.
 - 2. With each successive rank, responsibility increases.
 - 3. With each successive rank, skill base increases.

4. The terminal degree, or its equivalent, will be defined by the College at the time of initial employment.
5. Evaluation instruments shall include assessment of teaching, student evaluations of faculty, and faculty portfolios.
6. “Full-time” faculty are expected to teach 24 load credit hours each year. A three-year average load of 24 credit hours per academic year may be necessary to compensate for over- and under-load course assignments within departments. In order to fulfill load requirements, the faculty member shall support the College through professional service to the College as determined by the VPAA/Dean of the College after consultation with the faculty member. For the instructor and assistant professor ranks, the 24 credit hours are expected to be in **teaching** load. In the associate and full professor ranks, the 24 hours of load may include teaching and other service to the College.
7. Teaching:

Teaching effectiveness will be assessed on the basis of
 - a. quality and development of course materials;
 - b. clarity of presentation;
 - c. accessibility and relationships to students;
 - d. professional ethics.
8. Criteria are to be applied on an annual basis.

C. Performance Criteria for Full-Time Faculty:

1. **Lecturer:** Emphasis is on teaching and service. A Lecturer shall be ineligible for tenure or promotion; offered a one- or two-year contract; compensated as appropriate to highest degree and background; and be evaluated annually. No more than 20% of the full-time faculty may fall into this category at any time.
Load: The Lecturer shall
 - **teach** an average load of 24 credit hours per academic year (see General Assumption 6):
 - schedule and be available for at least 5 office hours per week.
 - a. Teaching: The Lecturer shall
 - demonstrate effectiveness and creativity in teaching;
 - support the academic program of the department.
 - b. Service to Department, College, or Community: The Lecturer shall
 - participate in departmental activities or services;
 - serve the College in at least one of the following areas:
 - (1) academic advising, which includes individual advising and advising scholastic/academic organizations;

- (2) membership on a committee or task force;
 - (3) College advancement activities such as visitation days and prospective student interviews.
 - c. Professional activity or research: The Lecturer shall
 - participate in appropriate professional activity, scholarly research, and/or publication.
- 2. **Instructor:** Emphasis is on participation in the department and the departmental curriculum.
 Load: The Instructor shall
 - **teach** a three-year average load of 24 CH per academic year (see General Assumption 6);
 - schedule and be available for at least 5 office hours per week.
 - a. Teaching: The Instructor shall
 - demonstrate effectiveness and creativity in teaching;
 - support the academic program of the department.
 - b. Professional and Scholarly Activities: The Instructor shall
 - participate in appropriate professional activity, scholarly research, and/or publication.
 - c. Service to Department, College, and Community: The Instructor shall
 - participate in departmental activities including curricular review and revision;
 - serve the College in at least one of the following areas:
 - (1) academic advising, which includes individual advising and advising scholastic/academic organizations;
 - (2) membership on a committee or task force;
 - (3) College advancement activities such as visitation days and prospective student interviews.
- 3. **Assistant Professor:** Emphasis is on participation in the total life of the College.
 Load: The Assistant Professor shall
 - **teach** a three-year average load of 24 credit hours per academic year (see General Assumption 6);
 - schedule and be available for at least 5 office hours per week.
 - a. Teaching: The Assistant Professor shall
 - demonstrate effectiveness and creativity in teaching;
 - support the academic program of the College.

- b. Professional and Scholarly Activities: The Assistant Professor shall engage in on-going scholarly and/or professional activities within the discipline. Examples of activities include, but are not limited to, the following, of which at least two are necessary to fulfill the obligation:
 - engage in on-going scholarship to keep abreast of developments relevant to courses being taught;
 - demonstrate professional activity through membership in, contributions to, and/or attendance at, meetings of professional societies or the disciplinary equivalent;
 - contribute to the discipline through publications and/or presentations, shows, or exhibitions where appropriate.
- c. Service to Department, College, and Community: The Assistant Professor shall
 - participate in departmental activities including curricular review and curricular revision;
 - serve the College in each of the following areas:
 - (1) academic advising, which includes individual advising and advising scholastic/academic organizations;
 - (2) membership on College committees and/or task forces;
 - (3) College advancement activities such as participation in admission programs and efforts or service to the local community where appropriate.

4. **Associate Professor:** Emphasis is on developing leadership.

Load: The Associate Professor shall

- **carry** a three-year average load of 24 credit hours per academic year (see General Assumption 6);
 - schedule and be available for at least 5 office hours per week.
- a. Teaching: The Associate Professor shall make a significant contribution to the educational mission of the department or program consistent with the faculty appointment, and
 - demonstrate effectiveness and creativity in teaching;
 - serve as a mentor to new faculty members;
 - support the academic program of the College.
 - b. Professional and Scholarly Activities: The Associate Professor shall engage in on-going scholarly and/or professional activities within the discipline. Examples of activities include, but are not limited to, the following, of which at least two are necessary to fulfill the obligation:
 - engage in scholarship to keep abreast of developments

relevant to courses being taught;

- demonstrate professional activity through membership in, contributions to, and/or attendance at, meetings of professional societies or the disciplinary equivalent;
- contribute to the discipline through publications and/or presentations, shows, or exhibitions where appropriate;
- engage in scholarly research;
- demonstrate continued development of relevant scholarly activity;
- serve the local community in matters related to the discipline;
- provide consultation to appropriate businesses related to the discipline.

- c. Service to Department, College, and Community: The Associate Professor shall act as a proponent for the department or program area through service in all activities listed for the Assistant Professor and in at least one of the following areas:
- service as a department chair;
 - Faculty Council service;
 - advising of co-curricular and extra-curricular activities;
 - College committee work;
 - College advancement activities (including service to the community).

5. **Full Professor:** Emphasis is on providing leadership.

Load: The Full Professor shall

- **carry** a three-year average load of 24 credit hours per academic year (see General Assumption 6);
- schedule and be available for at least 5 office hours per week.

- a. Teaching: Faculty at this level are valuable resources for the institution. They serve as models and mentors for students and colleagues. As such, they should assume leadership for all academic activities, especially teaching and service, and shall
- demonstrate effectiveness and creativity in teaching;
 - serve as a mentor and role model to students and colleagues.
- b. Professional and Scholarly Activities: The Full Professor shall
- engage in on-going scholarly activities to keep abreast of developments in the discipline and in higher education generally;
 - engage in scholarly activities that reflect leadership and excellence in teaching and scholarship. This obligation can be met by performing at least one of the following:
 - (1) publication of a scholarly paper or the disciplinary equivalent;

- (2) presentation of a paper or talk at a professional meeting;
 - (3) attendance at a regional or national professional meeting;
 - (4) participation in a professional seminar or workshop, such as a Chautauqua Short Course;
 - (5) leadership of a campus forum and/or workshop.
- c. Service to Department, College, and Community: An experienced professor constitutes a valuable institutional resource. As such, he or she has a particular responsibility for the progress and well-being of the College.

The Full Professor shall demonstrate leadership in the academic area, including the assumption of responsibility for development of departmental and college-wide curricula. The Full Professor shall also provide leadership and foster excellence in professional activities within the department, within the institution, and within the community.

The Full Professor shall act as a proponent for the department or program area through service in all activities listed for assistant and associate professor, and serve as a leader and mentor in at least one of the following areas:

- service as a department chair;
- Faculty Council service;
- advising of co-curricular and extra-curricular activities;
- College committee work;
- College advancement activities (including service to community).

6. **Professor Emeritus/a**

- a. Any member of the professional staff who is retiring and meets the following conditions for selection may be considered for emeritus or emerita status: a minimum of ten years of service at Thiel College, a minimum of twenty years of service to the profession of education, excellence in the profession of education.
- b. The Faculty Promotion and Tenure Committee shall accept nominations from the Thiel College Community, i.e., Department Chairs, Alumni, Colleagues, and Administrators, for persons being considered for emeritus or emerita status. All nominations must be received no later than one year following retirement. The process for awarding emeritus and emerita status shall be initiated by the Promotion and Tenure Committee and follow the process used for other promotion in rank.

- c. The title of an Emeritus or Emerita shall correspond to the title held at the time of retirement followed by Emeritus or Emerita. Emeriti shall be granted all rights and privileges accorded the regular professional employees; they shall be assigned office space if available; they shall be given the privilege or voice but not vote in meetings of the faculty.
- d. The final decision to award emeritus or emerita status will be made by the Board of Trustees.

Section 2. SPECIAL ARRANGEMENTS

Candidates for promotion will be reviewed during the last year of the specified number of years a candidate is in rank. None of the above precludes the administration's making special arrangements at the time of employment. If agreed upon at the time of initial employment, years of service in rank shall include previous service in rank at other collegiate institutions. Any arrangements should be in writing and by mutual agreement of the department, the administration, and the faculty member, and included with the portfolio.

ARTICLE VII. GENERAL POLICIES GOVERNING RESIGNATION AND NON-REAPPOINTMENT

Section 1. RESIGNATION:

- (1) Untenured faculty who do not seek reappointment are to notify the Department Chairperson, VPAA/Dean of the College, and President in writing no later than the deadline established for acceptance of the terms of the continuation letter for the following academic year.
- (2) Tenured faculty who decide to resign or retire are to notify in writing the Department Chairperson, VPAA/Dean of the College, and President of their decision. Normally, in order to accommodate academic planning, notice is to be given at the beginning of the last year of service.

Section 2. NON-REAPPOINTMENT:

- (1) The faculty member will be advised at the time of initial appointment of the standards and procedures generally employed in decisions affecting renewal and tenure. The faculty member will be advised of the time when decisions affecting renewal or tenure are ordinarily made, and will be given the opportunity to submit material believed to be helpful in order to provide adequate consideration of the faculty member's circumstances.
- (2) 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, as follows:

- (3) Untenured faculty who are not reappointed will receive written notice of non-reappointment according to the following schedule. First year of service: no later than March 1. Second year of service: no later than December 1. Third year of service and beyond: no later than May 15 (at least 12 months in advance of the close of the academic year).
- (4) Usually, the decision for non-reappointment of untenured faculty members will come only after a formal discussion between the appropriate departmental chairperson and the VPAA/Dean of the College. The VPAA/Dean of the College, or his/her designee, shall sit with the Department chairperson, or his/her designee, and the faculty member in question to discuss the reasons that non-reappointment is being recommended. The Chairperson of the Faculty and the Affirmative Action Officer of the College shall be invited as observers. The formal written notice of the non-reappointment shall be sent by the President to the faculty member according to the above time schedule.

ARTICLE VIII. TERMINATION OF FACULTY CONTRACT

Section 1. CONDITIONS FOR TERMINATION OF FACULTY CONTRACT

Conditions for Termination of Faculty Contract

In addition to non-renewal, under certain conditions the College may terminate any faculty member's contract. These certain conditions are:

1. Financial exigency of the College;
2. Elimination of or significant change in an academic program by the College;
3. Disability of the faculty member;
4. Unlawful, illegal, improper, unethical, or similar acts by the faculty member;
5. Academic incompetence of the faculty member;
6. Neglect of duty by the faculty member.

In the event any faculty member's contract is terminated for these reasons, the faculty member will be entitled to receive pro-rated compensation for services rendered through the date of the termination. Such payment shall be in full and release the College from all further obligations and liabilities to the faculty member under the contract.

Termination of a faculty contract may not be contrary to the academic freedom policy of the College.

The procedures for determining the conditions for termination of the faculty member's contract are as follows:

1. Financial Exigency

Contracts may be terminated under conditions of "financial exigency" of the College. In the case of "financial exigency," no contract may be terminated until the President has officially

recommended and the Board of Trustees has agreed that such a state exists.

“Financial exigency” is a condition, that, in the sole opinion of the Board of Trustees, threatens the future viability of the College. “Financial exigency” is not necessarily a condition of imminent bankruptcy or collapse, but a set of conditions under which some action is necessary to downsize, reorganize, or preserve existing resources in order to avoid future instability.

The first step in establishing “financial exigency” is a determination by the President that such a condition exists. The President shall advise the College faculty and personnel that “financial exigency” exists and, thereafter, shall present the evidence upon which the judgment is based, along with supporting documentation. Within thirty days of the President’s judgment, the Faculty Council’s response and other institutional responses shall be presented to the Finance Committee of the Board of Trustees for its review and evaluation. The Board of Trustees, either directly or through its Executive Committee, shall have final authority to determine that a state of “financial exigency” exists.

Upon a determination by the Board of Trustees that “financial exigency” exists, the VPAA/Dean of the College, and the Vice President for Finance, with significant input from the chairs, shall devise a plan to address the state of financial exigency and consider to what extent it will be necessary to reduce the number of faculty members and what principles are to be followed if reductions are deemed necessary. These recommendations will be presented to the President who will then develop a final plan, which will be presented to the Board of Trustees for final action. The Board of Trustees shall determine which faculty members’ contracts shall be terminated, and its decision shall be final.

When positions are terminated through this process, the following provisions will apply:

- A. the faculty member(s) losing a position will be notified within two weeks of the decisions to terminate the position;
- B. the affected faculty member(s) will be given full consideration for other vacant positions at the College for which they are qualified;
- C. the College will use its best efforts to assist the affected faculty member(s) in finding a position outside the institution;
- D. if the same position is reestablished within a two-year period, the College will make every reasonable effort to contact the affected individual(s) and offer them reinstatement, providing the faculty member is still qualified.

2. Elimination of, or Significant Change in, an Academic Program

If enrollment declines in a discipline over a period of years, or significant changes in the educational mission and purpose of the College take place, it may be necessary to eliminate or significantly change some academic programs. The following procedures will be followed:

A. Proposals to eliminate or significantly change programs can be initiated by the President, the VPAA, or any interested stakeholder. All proposals shall be sent to the affected department and to the Institutional Planning and Budgeting Committee (IPB) for action on the strategic merit of the proposal. If the proposal is found to have strategic merit, it is sent to Curriculum Study for recommendation and/or action. Recommendations or actions from Curriculum Study are returned to IPB for a final recommendation. IPB then forwards the proposal, and all comments, recommendations, and any other relevant supporting documents, to Faculty Council for action. Faculty Council may vote to approve the proposal, oppose the proposal, or refer it to the full Faculty who will vote to approve or oppose the proposal.

B. The College will use its best efforts to place the faculty member adversely impacted by the curriculum changes in other suitable programs or positions for which he or she is qualified.

C. If reassignment can be made with some reasonable training or course work, the College will endeavor to secure financial support for retraining.

D. If an entire program is discontinued and the College reinstates that program within a period of two years, the College will make every reasonable effort to reinstate those persons who have been terminated provided the individual is still qualified.

E. A faculty member may appeal the VPAA/Dean of the College's decision for reassignment or termination to the President. The President's decision is final.

3. Disability

If because of illness, physical or mental disability, or other incapacity, a faculty member fails, for a period or periods aggregating three months in any consecutive twelve-month period, to render appropriate and acceptable level of quality service to the College, as determined by the department chair, the VPAA/Dean of the College, and appropriate professionals, the College may terminate any remaining period of employment by giving notice to the faculty member of the termination of his/her contract. The faculty member may appeal this decision to the College President. Such termination shall be effective thirty days after the notice is given. In such event, the affected faculty member's contract is automatically terminated. A faculty member who is terminated because of disability is entitled to long-term disability payments as provided for under the faculty benefits policy.

In administering and enforcing this section, the College recognizes and shall act in compliance with its obligations under the Family and Medical Leave Act, the Americans with Disabilities Act, the Pennsylvania Human Relations Act, and other applicable federal, state, or local laws, regulations, or ordinances.

4. Unlawful, Illegal, Improper, Unethical or Similar Acts

The College may terminate a faculty member's contract when a faculty member engages in conduct that is unlawful, illegal, improper, or unethical, including, but not limited to the following:

- A. Falsification of records;
- B. Proven commission of a felony as defined by the State criminal code;
- C. Proven harassment or communication of threats to or physical altercations with students, other faculty members, or College employees.

Illegal or unethical conduct does not include conduct protected under a faculty member's academic and artistic freedom and/or freedom of expression.

5. Academic Incompetence

A faculty member's contract may be terminated for academic incompetence. Academic incompetence is defined as the inability or unwillingness to substantially comply with each of the duties listed in Article VI of the Policies of the Faculty of Thiel College.

6. Neglect of Duty

A faculty member's contract may be terminated for neglect of duty. Neglect of duty is defined as substantial and manifest failure to perform such duties and responsibilities reasonably expected of a faculty member.

Section 2. REVIEW AND GRIEVANCE PROCEDURE FOR TERMINATION OF FACULTY CONTRACTS

Any faculty member whose contract is terminated for one or more of the reasons set forth in Parts 3, 4, 5, or 6 above, will have the right to have that decision initially reviewed by the Executive Committee of the Faculty Council. That Committee's decision is appealable to the College President, whose decision is appealable to the Board of Trustees. The Board of Trustees' decision is final. Pending a final decision, the VPAA/Dean of the College may suspend the faculty member, or assign the faculty member to other duties in lieu of suspension. Such suspension may be with or without pay at the sole discretion of the President. In the event the termination is reversed, the affected faculty member shall be entitled to receive pay for any period of suspension that was without pay.

A. APPEAL TO THE EXECUTIVE COMMITTEE OF FACULTY COUNCIL

Following the receipt of a notice from the VPAA/Dean of the College that a faculty member's contract is terminated, which specifically sets forth the reason(s) for termination, the faculty member may appeal the decision to the Executive Committee of Faculty Council. The faculty member must give written notice to the Chairperson of the Executive Committee within ten days of receipt of the notice of termination. The Chairperson of the Executive Committee shall acknowledge the faculty member's decision to appeal and shall set a hearing

before the full Executive Committee of Faculty Council within ten days. The faculty member may waive a hearing, or may respond in writing to the termination notice at any time before the hearing.

During the hearing, the faculty member will be permitted to have an advocate of the faculty member's choice and from the Thiel College community to assist him/her. As the nature of this proceeding is not adversarial, the faculty member is not entitled to have legal counsel, and the rules of legal evidence do not guide the proceeding. The faculty member will be allowed to present witnesses, documents, and any other information that, in his/her belief, will assist in the presentation at the hearing. The College will cooperate with the Executive Committee of Faculty Council in attempting to secure witnesses and making available documents and other information as may be necessary, subject to FERPA and other confidentiality concerns.

The Executive Committee members, as well as the faculty member, his/her academic advisor, or the VPAA/Dean of the College may question any witnesses.

The hearing will be a private personnel matter, not open to the Campus community or members of the public.

Following the presentation by the administration and faculty member relating to the subject matter of the hearing, the Executive Committee of Faculty Council, if necessary, may adjourn to another date to permit the Executive Committee to obtain other documents, interview other witnesses, or obtain such other information as it deems appropriate to render a fair and impartial decision. Thereafter, the Executive Committee shall vote on whether to accept the recommendation of the VPAA/Dean of the College, modify the recommendation of the VPAA/Dean of the College, or reject the recommendation of the VPAA/Dean of the College in part or in whole. It is the responsibility of the Executive Committee to set forth the facts and the basis of its decision. The Executive Committee of Faculty Council shall render its decision in writing within three days following its last meeting by giving a copy of its decision to the VPAA/Dean of the College and to the affected faculty member.

If either the VPAA/Dean of the College or the faculty member is dissatisfied with the decision of the Executive Committee of Faculty Council, either party may appeal the decision to the President by giving written notice to the President requesting review within three days of receipt of the decision of the Executive Committee of Faculty Council.

B. APPEAL TO THE PRESIDENT

Upon receipt of the notice of appeal, the President must review the recommendation of the VPAA/Dean of the College, and the decision of the Executive Committee of the Faculty Council and is free to make whatever additional inquiries he/she deems necessary to make a decision in the matter, including a review of all the documentary information, interviewing witnesses, and exercising his or her own judgment concerning the facts of the matter. The President may accept, reject, or modify in writing, in whole or part, the decision of the Executive Committee of the Faculty Council within seven days. If the faculty member is dissatisfied with the President's decision, the faculty member may appeal the decision by

giving written notice to the Board of Trustees within three days.

C. APPEAL TO THE BOARD OF TRUSTEES

Upon appeal by the faculty member of the President's decision, the President will transmit the matter to the Board of Trustees within 48 hours of the appeal with whatever information and documentation the President had available to him/her in making his or her decision. The Board of Trustees shall review the President's decision and supporting documentation within thirty days of the receipt of the appeal. The decision of the Board of Trustees in determining the appropriateness of the Executive Committee of Faculty Council's decision and/or the President's decision shall be the sole discretion of the Board of Trustees. The Board of Trustees may accept, reject, or modify in whole or part the President's decision. The rationale and decision of the Board of Trustees must be made in writing within seven days of its decision and a copy given to the President and to the affected faculty member. The decision of the Board of Trustees is final.

ARTICLE IX. RETIREMENT CONTRIBUTION AND TUITION REMISSION

(Note: The expectation of the Ad Hoc Committee is that when the Human Resources document is sufficiently finalized, this article will be moved to that document.)

Section 1. RETIREMENT PLAN

- A. For persons appointed prior to May 1, 1974, and who continue in consecutive full-time employment at Thiel College, the College's contribution to TIAA-CREF or ING accounts of faculty members is 12 percent of gross salary. No contribution is required of the individual faculty member, but an additional contribution may be elected subject to limitations set by the Internal Revenue Code.
- B. Faculty appointed to a full-time position at Thiel College after May 1, 1974, are provided the TIAA-CREF or ING retirement plan on the basis of a 10 percent of gross salary contribution from the College. No contribution is required of the individual faculty member, but an additional contribution may be elected subject to limitations set by the Internal Revenue Code.
- C. Participation in TIAA-CREF or ING for full-time members of the faculty begins after two years of full-time employment or, if a new faculty member is presently a TIAA-CREF or ING participant, immediately. Appropriate enrollment forms must be completed and returned to the College.
- D. Retirement contributions by the College are based on all salaries earned by the faculty member, including summer school. Occasionally, stipends are paid for special projects that are not covered by retirement contributions by the College.
- E. More information about the Plan can be obtained from the Human Resources Office and from the Summary Plan Description.

Section 2. TUITION REMISSIONS

Certain tuition remission allowances are granted to full-time faculty members of Thiel College as follows:

A. Attendance at Thiel College:

1. Any full-time employee of Thiel College shall be eligible for tuition remission upon appointment.
2. The dependent children under age 24 and the spouse of any full-time employee of Thiel College shall be eligible for tuition remission. The tuition remission benefit becomes effective the first academic term that begins after the hire date.
3. Attendance at other accredited institutions: Thiel College participates in tuition exchange programs, including the Evangelical Lutheran Church in America and the Council of Independent Colleges Tuition Exchange Program. Dependents of full-time faculty and staff are eligible to participate. Since both programs limit the number of students admitted under the program per year, early application is suggested. Students must apply through the normal admission process and must meet admission requirements of the institution to which they are applying.

Additional information about these programs is available through the Financial Aid Office and Human Resources Office.

4. General Provisions:

The following general provisions apply both to Thiel College and other accredited institutions for which tuition remission is granted:

- a. The privilege of tuition remission at Thiel College shall be granted provided the dependent has applied for admission, readmission, or transfer to Thiel College and has been accepted and/or enrolled by an appropriate action of the Director of Admissions.
- b. The employee, spouse and/or dependent should request the privilege of tuition remission on or before May 1 of the academic year preceding enrollment in College. The application for tuition remission is available in the Financial Aid Office. All applicants for tuition remission shall consult with the Director of Financial Aid to determine eligibility for federal, state, or other grant support. If the applicant is eligible for such funds, application shall be required as a condition for receipt of tuition remission. If other gift aid added to the full tuition waiver eligibility exceeds total direct costs for a student, tuition waiver

will be reduced by the amount costs are exceeded. “Luxury” items such as private rooms, car permits, or deposits are not considered direct costs, and cannot be covered by tuition remission.

- c. In no case will tuition be remitted for more than the total credit hours required for graduation for any employee or dependent.
- d. All fees, including administrative fees, other than tuition shall be the responsibility of the dependent and/or parents. Note that all the stated tuition in Thiel College’s catalog includes 10 percent administrative fees. Consequently, the highest amount of tuition remission is 90 percent of the stated tuition.
- e. “Dependent” is defined as a child or spouse of the employee who qualifies as a dependent on the employee’s Federal Income Tax return. Remission will not be available for any semester beginning after the dependent child’s 24th birthday. As with all recipients of aid, copies of tax returns may be required to verify aid eligibility and dependent status.
- f. The spouse and dependent children (as defined herein) of full-time personnel who die or who are permanently disabled while in active service to the College after the third year of full-time consecutive service shall be eligible for the tuition remission in full for the remainder of the academic year.
- g. Should the spouse of a deceased full-time employee remarry, the spouse and dependent children are considered dependents of the new husband/wife and are not eligible for tuition remission.
- h. Tuition Remission benefits for employees working part-time (those working ½ time or less) and their dependents are described in the Employee Handbook.

5. Tuition Waiver Examples

The intent of the tuition remission benefit is to make available to all full-time employees and their dependents the opportunity and privilege of a College education at a substantially reduced cost to the family.

Financial Aid given to students is referred to as an aid package. In addition to tuition waiver, a package may include scholarships, grants, loans, and/or student employment. The combination of these aid sources plus any tuition remission benefit may not exceed the total direct cost of attendance (tuition and fees for a commuting student; tuition, fees, room and board for a resident student). The following examples are illustrative only and do not reflect current costs.

Constants	Student #1		Student #2	
Full-Time Status	FT Resident		FT Commuter	
With Fin. Need		With Fin. Need		
Direct Res. Costs				
\$15,000	Cost	\$15,000	Cost	\$10,000
Aid:		Aid:		
Direct Com. Costs	Pell Grant	\$2,000	Pell Grant	\$2,000
\$10,000	State Grant	\$2,400	State Grant	\$2,400
Merit Schol.	<u>\$2,000</u>	Merit Schol.	<u>\$2,000</u>	
Full Tuition Rem.	Sub-Total	\$8,600	Sub-Total	\$3,600
\$9,000	Tuition Waiver	<u>\$8,600</u>	Tuition Waiver	<u>\$3,600</u>
Family Cost	\$0	Family Cost	\$0	
Student #3	Student #4			
FT Resident	FT Commuter			
No Fin. Need	No Fin. Need			
Cost	\$15,000	Cost	\$10,000	
Aid:		Aid:		
Merit Schol.	<u>\$2,000</u>	Merit Schol.	<u>\$2,000</u>	
Sub-total	\$13,000	Sub-Total	\$8,000	
Tuition Waiver	<u>\$9,000</u>	Tuition Waiver	<u>\$8,000</u>	
Family Cost	\$4,000	Family Cost	\$0	

ARTICLE X. GRIEVANCE PROCESS

Section 1. GENERAL POLICIES REGARDING THE GRIEVANCE PROCESS

This process does not apply to complaints of harassment or discrimination. See the Employee Handbook for the applicable statement and procedure. Nor does this process apply to a challenge to decisions regarding termination, tenure, or promotion. See the applicable sections for the process for addressing termination, tenure, or promotion decisions. To the fullest extent possible, the grievance process should be kept confidential and involve only those individuals or bodies directly involved in the grievance. When a person or group has a grievance under this section, they should, to the extent possible, suggest a possible remedy that will accompany the grievance.

Section 2. FACULTY GRIEVANCE

If a member of the Faculty has a grievance against another member of the Faculty, a body of the Faculty, or administrator of Thiel College, the person who believes or knows that he/she has suffered an alleged injustice at Thiel College is expected to use the following procedure:

- A. Approach the person or group identified as the immediate cause of the alleged injustice; and, if unable to resolve the situation satisfactorily, then
- B. Take the issue to the departmental chairperson or the Supervisor of the individual with whom one has the grievance; and, if unable to resolve the alleged injustice, then
- C. Lay the issue before the VPAA/Dean of the College and/or the Faculty

Council of Thiel College; if the issue is still unresolved, then

- D. Appeal to the President of the College for redress of the grievance; if still unresolved, then
- E. Appeal to the Board of Trustees for review and action.

Section 3. STUDENT GRIEVANCE

If a student of Thiel College has a grievance against a member of the Faculty, the student is expected to use the following procedure:

- A. The student first approaches the faculty member against whom he/she has the grievance; if this does not resolve the problem, then
- B. The student approaches the departmental chairperson of the relevant faculty member; if still unsatisfied, then

NOTE: It is expected that the VPAA/Dean of the College and the relevant chairperson will ensure steps A and B above before further action is taken, including (if necessary) protection and support of the student during his/her confrontation with the faculty member.

- C. The student talks with the VPAA/Dean of the College; if still unsatisfied then
NOTE: Whenever the above process (steps A, B, and C) results in a situation or decision whereby the faculty member's position is in jeopardy, the Faculty Council Executive Committee shall be called upon for a full evaluation procedure; if still unsatisfied, then
- D. The student or faculty member appeals to the President of the College, if unresolved, then
- E. The student or faculty member appeals to the Board of Trustees of Thiel College for final action.

ARTICLE XI. AMENDMENTS TO THE POLICIES OF THE FACULTY

These Policies may be amended by a two-thirds vote of the faculty members present at any regular meeting. Before such action is final, there must be a ratification of this action by a two-thirds vote of the faculty members present at the following, regular faculty meeting. Proposals for Policy changes must be submitted in writing and circulated for consideration at least one month prior to the meeting at which such a proposal is to be acted upon.

ARTICLE XII. IMPLEMENTATION

These Policies and any amendment(s) thereto shall become effective once the Faculty of Thiel College in formal session approves it/them as set forth above, but only after final approval has been given by the Board of Trustees.

ARTICLE XIII. COMPLIANCE

These Policies of the Faculty of Thiel College are in compliance with the Charter, the Constitution, and the Bylaws of Thiel College, and no amendments to these Policies shall be adopted or shall be interpreted or construed in such a way so as to create a conflict with the Charter, the Constitution, or the Bylaws of Thiel College.

THE PROCEDURES OF THE FACULTY OF THIEL COLLEGE

ARTICLE I. GUIDING DOCUMENTS, REGULATIONS, AND ASSUMPTIONS:

The documents governing Faculty responsibilities and Faculty rights are the Charter of Thiel College, the Constitution and the Bylaws of Thiel College, the Policies of the Faculty of Thiel College, the Procedures of the Faculty of Thiel College, and the American Association of University Professors (AAUP) policy statements on academic freedom, tenure, and due process, as stated in the *1940 Statement of Principles on Academic Freedom and Tenure* and additions and amendments thereto formulated by the American Association of University Professors and adopted by the Board of Trustees of Thiel College. No procedure set forth in this document can contravene the Charter of Thiel College, the Constitution and the Bylaws of Thiel College, any policy of the Board of Trustees or the Policies of the Faculty of Thiel College.

The Faculty shall be mindful of their responsibilities as set forth in the American Association of University Professors *Statement on Professional Ethics*. Copies of the current edition of AAUP Policy Documents and Reports, which contain these statements, are available in the offices of the following: President, VPAA/Dean of the College, Director of Human Resources, Faculty Chairperson, Chair of the Faculty Promotion and Tenure Committee, the Thiel College Library, and each academic department. Other College and Faculty documents also present the academic organization and program of the College, as well as the structure and function of the committees of the Faculty.

The College adheres to the Charter of Thiel College, the Constitution and the Bylaws of Thiel College, the Policies of the Faculty of Thiel College, the Procedures of the Faculty of Thiel College and is informed by such publications as the most current edition of *the AAUP Documents and Reports*. Adoption of or reference to the 1940 Statement of Principles on Academic Freedom and Tenure does not necessarily entail a commitment to the many AAUP policy statements that the Association derived from the 1940 Statement and from its own evolving ideas of good practice.

A member of the Faculty, in accepting an appointment at the College, thereby agrees to conform to all regulations adopted by the Faculty and the Board.

In addition, specific regulations governing all College employees, including members of the Faculty, are found in the *Employee Handbook*.

ARTICLE II. MEETINGS OF THE FACULTY

Section 1. FACULTY MEETINGS:

Faculty meetings are held at least once a month during the academic year. It is a privilege as well as a duty for each faculty member to be present at all meetings. Excuses for unavoidable absences should be submitted to the VPAA/Dean of the College. The agenda is prepared in consultation between the Chairperson of the Faculty and the President and/or the

VPAA/Dean of the College. Any faculty member may also request the inclusion of items on the agenda prior to its distribution one week before the scheduled meeting.

Section 2. NOTICE OF MEETINGS

Notice of all regular and special meetings shall be sent to each member of the Faculty by the Executive Committee of the Faculty Council at least three days prior to the date of such meetings. Such notice will include a proposed agenda for the meeting. The agenda for regularly scheduled Faculty meetings will be prepared by the Executive Committee of the Faculty Council.

Section 3. EXECUTIVE SESSION

By a majority vote, the Faculty may enter into executive session at which time only voting members of the Faculty shall be present.

Section 4. SPECIAL MEETINGS

Special meetings may be called at any time by the President of the College, the VPAA/Dean of the College, or the Chairperson of the Faculty and shall be called by the President upon the petition of five or more members of the voting Faculty. Notice of not less than 24 hours must be given.

All meetings shall be held at the College and the place and hour of meetings shall be stated in the notice of the meetings.

Section 5. QUORUM

A quorum consists of the majority of the eligible voting Faculty.

Section 6. PROCEDURAL RULES

Procedural rules of the Faculty shall consist of those contained in the Policies of the Faculty or rules of procedures established by the Faculty. In the absence of such rules, Robert's Rules of Order shall be followed in the conduct of all meetings.

Section 7. ORDER OF BUSINESS

The following shall be the order of business at each regular meeting of the Faculty:

1. Opening Prayer
2. Approval of Minutes of Previous Meeting
3. Announcements
4. Faculty Committee Reports

5. Cabinet Reports:
 - a. President
 - b. VPAA/Dean of the College
 - c. Others
6. Special Reports
7. Old Business
8. New Business
9. Adjournment

The order of business may be suspended and any matter considered or postponed by majority vote of the members of the Faculty present.

Section 8. MINUTES

The Minutes of the Faculty meetings shall include a record of all actions taken. The Minutes of all meetings shall be kept for the inspection and action of the Faculty, Administration, and the Board of Trustees. Through the VPAA/Dean of the College, the Faculty shall present a summarized report of these proceedings at the Annual Meeting of the Board, to be entered in its record.

Section 9. STUDENT REPRESENTATIVES

Two student representatives, selected by the Student Government in a manner it shall deem appropriate, shall attend meetings of the Faculty with the privilege of voice only.

ARTICLE III. OFFICERS OF THE FACULTY

Section 1. CHAIRPERSON

The Chairperson of the Faculty shall be a faculty member elected by the Faculty. He/she shall call the meetings and preside over them in the absence of the VPAA/Dean of the College. In the absence of these officers, the Faculty shall elect a Chairperson *pro tem*.

Section 2. SECRETARIES

At the last Faculty meeting of each academic year, the Nominations Committee shall choose by lot two members of the Faculty to serve as Faculty Secretaries for the coming academic year. No faculty member may be chosen to serve as Faculty Secretary a second time until all other faculty members have served once in that capacity.

Section 3. PARLIAMENTARIAN

A parliamentarian shall be elected by the Faculty at the last Faculty meeting and will assume his/her duties at the beginning of the next academic year.

ARTICLE IV. ACADEMIC ORGANIZATION AND PROGRAM

ACADEMIC ORGANIZATION

- Section 1A. The organization of the academic division of Thiel College shall be academic departments, which shall be supervised by, and responsible to, chairpersons. The chairpersons shall be responsible to and serve at the pleasure of the VPAA/Dean of the College and be the first line of communication with the individual departments. The chairperson shall represent the members of the department collectively and individually within the academic community; in turn, departmental faculty members are answerable to the chairperson for responsibilities assigned to them.
- Section 1B. The VPAA/Dean of the College shall be responsible to and serve at the pleasure of the President of the College and shall be the chief administrative official of the Faculty. While not to be construed as an exhaustive list of current or future duties, the VPAA/Dean of the College typically assumes the following duties, which directly impact on the academic life of the College and its Faculty.
1. To develop educational objectives, policies, and plans in cooperation with the departmental chairpersons, the various standing committees of the Faculty, and the Faculty Council.
 2. To serve, at the request of the President, as chairperson of the Faculty Meetings.
 3. To prepare the annual academic divisional budget after receipt of the various departmental budgets.
 4. To review the annual budget requests, as necessary, with the appropriate budget supervisor within the academic division.
 5. To review monthly budget expenditures and, as the need arises, call to the attention of the appropriate chairpersons concerns about disproportionate expenditures.
 6. To interview all candidates for academic appointments and make appropriate recommendations for appointment to the President of the College after consultation with and recommendation from the appropriate departmental chairperson.
 7. To make recommendations to the President concerning salary

increases, and continuation or release of faculty following the receipt of recommendations from the departmental chairperson.

8. To make recommendations to the President concerning promotion, tenure, and leave of absence following receipt of recommendations from the Faculty Committee on Promotion and Tenure and the Faculty Executive Committee.
9. To work closely with the departmental chairpersons as necessary to resolve departmental problems.
10. To supervise and be responsible for the Records Office in scheduling classes, including the summer sessions; class size; and evaluation of student transcripts of academic work taken elsewhere.
11. To render appropriate recognition to those students who have earned academic honors.
12. To render interpretive judgments of college policy for students and for faculty.
13. To review waivers of policy for faculty and for students.
14. To maintain a cooperative and advisory relationship with the Executive Committee of the Faculty Council, especially in those matters affecting the total faculty and/or academic policy.
15. To report to the Faculty Council and appropriate faculty committees the need for new or changed policy necessitated by inconsistency of policy implementation and/or the inapplicability of policy for current needs and practices.
16. To meet with faculty committees and departments as requested or as needs mandate.
17. To maintain a close working relationship with the Board of Trustees' Committee on Academic Affairs.
18. To report to the President on a regular basis and perform such other duties as the President and/or Cabinet may from time to time require.
19. To promote and support faculty development.
20. To ensure Department Chairs can adequately perform their functions by providing appropriate professional development.

Section 1C. Departments elect their Chairperson. The VPAA has the right to remove a

sitting chair, with the understanding that this power will be used infrequently, for legitimate cause, and only after conferring with the President. The VPAA will provide written documentation to the person removed. The term of office for Department Chairs shall normally be three years.

Section 1D. While not to be construed as an exhaustive list of current or future duties, department chairpersons typically assume the following duties, which directly impact on the life of the Academic Department and its Faculty.

1. Call department meetings as needed and serve as chair at such meetings.
2. Maintain annual records of departmental faculty teaching loads, number of majors, follow-up on placement of graduates to the best possible degree, and Minutes of departmental meetings.
3. Work with other members of the department and with the VPAA/Dean of the College to prepare the department's annual budget.
4. Monitor the department's budget to insure that the funds are spent appropriately and that the budget is not exceeded.
5. Work with the department members and chairs of other appropriate departments to schedule courses and professors each semester so as to facilitate the students' ability to take required courses and to make the most efficient use of faculty time.
6. Provide faculty with information about professional development opportunities, answer their questions, provide advice and information to ensure their professional success and retention, and mentor new professors.
7. Provide leadership to the department in searching for new faculty when needed and making related recommendations to the VPAA/Dean of the College.
8. Evaluate faculty for retention, promotion, and tenure decisions.
9. Provide leadership in the department to improve existing programs and develop new programs that will make the department as attractive as possible to potential students, current students, alumni, graduate schools our alumni may attend, and potential employers of our alumni.
10. Provide leadership for the department in the establishment, maintenance, and use of assessment for both student learning and departmental effectiveness, and to report the results of such assessments to the VPAA/Dean of the College. The VPAA/Dean of

the College will work with the department chairs to determine the schedule for the reporting of these assessments.

11. Provide leadership in representing, promoting, and supporting the faculty and the overall department to relevant internal and external audiences.
12. Provide leadership for the department to help the admissions office (as need arises and time permits) to recruit students for the department.
13. Model excellence in teaching, concern for students, professional development, and service.
14. When possible, resolve complaints from faculty, staff, students, parents, and administrators.
15. Work with department members and the library staff to advocate adequate library resources for the programs offered by the department.
16. Work with department members to identify the resources faculty members need to fulfill their responsibilities. The Chair then works with the VPAA/Dean of the College to secure the needed resources.
17. Supply departmental materials on courses to the VPAA/Dean of the College for inclusion in the catalog.

Section 2. ACADEMIC PROGRAM

The Faculty shall have the primary responsibility for the design and implementation of the academic program of the College. The academic program of the college includes the core curricula and the discrete majors, minors, and/or courses that carry academic credit.

Section 3. ACADEMIC DEPARTMENTS

Academic programming shall be the responsibility of the individual department in which the program specifically is located and/or the academic department's responsibility in which interdisciplinary programs are located.

Section 4. ACADEMIC PROGRAMMING

Approval for all changes of academic programs shall rest with the Faculty, or Faculty Council, following prior approval by the Curriculum Study Committee. The sole exception to this procedure relates to program creation and/or termination. In the case of program creation and/or termination, the proposed change must be approved by the Institutional Planning and Budgeting Committee, the Curriculum Study Committee, and the Faculty Council and/or full Faculty before submission to the Committee on Academic Affairs of the Board of Trustees. The Committee on Academic Affairs of the Board of Trustees shall make a recommendation to the full Board who shall make the final decision.

Section 5. FINAL EXAMINATION POLICY

The Faculty of Thiel College endorse maintaining a final examination week in both the Fall and Spring semesters.

With the retention of final examination week, all faculty are expected to use this week for the administration of either the last regular/unit test for the course or the comprehensive, final examination.

It is further expected that all faculty will adhere to the final examination schedule that is distributed by the Records Office when administering the last examination. In other words, faculty will not reschedule the "final" for a time that is more convenient either for the faculty member or for the students enrolled in the class. This does not preclude a faculty member teaching multiple sections of the same course from scheduling with the Records Office a time in which to give a joint final. Joint finals are to be scheduled only in the available blocks of time left open by the Records Office in the final examination schedule. Such a joint final cannot be give on a study day. (Approved by the Faculty on April 22, 2008)

ARTICLE V. SELECTION & APPOINTMENT OF NEW FACULTY MEMBERS

The controlling purposes in selections of new faculty members are the welfare of the students and faculty, the general objectives of the College, and the improvement of the services of the College.

Teaching ability is the prime qualification of the faculty member, but the candidate should also be interested in productive scholarship, all aspects of the educational environment, and the changing modes of instructions and learning.

When a new appointment is proposed by a department, the following steps *are recommended*. The dates specified below are to be followed only to the extent feasible.

- (1) The Department meets to develop a proposed position description.
- (2) The Department Chairperson meets with the VPAA/Dean of the College by September 15th to review any request(s) for an appointment that will begin in the subsequent academic year. The VPAA/Dean of the College may elect to have the Institutional Planning & Budgeting Committee review and prioritize requests for departmental appointments.
- (3) If approved by the VPAA/Dean of the College, the request and position description are forwarded to the President of the College for authorization.
- (4) When the position description has been authorized by the President, the VPAA/Dean of the College will forward it to the Human Resources Director for advertising. Full-time faculty openings are ordinarily advertised in the *Chronicle of Higher Education*

as well as relevant professional publications of the academic discipline in question. Also, the Human Resources Director forwards a copy of the advertisement to the Information Services Office to be placed in the college *T-Notes* campus newsletter. Advertisements are to be placed not later than November 1.

- (5) The advertisement will specify credentials to be submitted. Candidates will send credentials to the attention of the Human Resources Director, who is responsible for acknowledging receipt, recording the date of receipt and other relevant data, and forwarding the credentials to the Department Chairperson. The Human Resources Director will answer general inquiries from applicants for faculty openings, and will direct more specific requests for information to the Department Chairperson or the VPAA/Dean of the College. The deadline for application is January 1.
- (6) The Department Chair, in consultation with the VPAA/Dean of the College, establishes the Search Committee.
- (7) Following the deadline for the receipt of applications, the Department Chairperson reviews with departmental faculty and others who may serve on the Search Committee the written submissions of all candidates, ranking the top three or four. This is to be completed by February 1, or as soon thereafter as possible.
- (8) The Department Chairpersons and members of the Search Committee are responsible for planning the schedule of each interview. The Chairperson or a designee, in collaboration with the Office of Academic Affairs, makes arrangements for housing, meals, transportation, and the schedule of the activities for the time the interview is conducted on campus. Normally, the interview will include meetings with departmental faculty members, the students majoring in the discipline, a presentation to a class, formal or informal gathering with faculty colleagues on campus, a tour of the campus facilities, an acquaintance tour of Greenville, interviews with the President and the VPAA/Dean of the College, and a meeting with the Human Resources Director of the College. Interviews are to be completed by March 15.
- (9) Following the on-campus interviews, the Department Chairperson and members of the Search Committee evaluate and rank the candidates. The Chairperson then discusses the results with the VPAA/Dean of the College and/or the President.
- (10) The VPAA/Dean of the College will telephone the successful candidate, informing him/her of the results of the Search, review the terms of the letter of appointment to be issued, and seek verbal acceptance prior to issuance of an appointment letter. Should a candidate decline a position, the VPAA/Dean of the College will notify the Department Chairperson and contact the next candidate on the list.
- (11) The letter of appointment is signed by the VPAA/Dean of the College and the President with copies forwarded to the Chairperson of the Department, Human Resources Director, and the Payroll Coordinator. Appointments are to be completed by April 15.

- (12) The Chairperson of the Committee on Academic Affairs of the Board of Trustees will be kept current on all vacancies and the qualifications specified by the respective department for those positions, and will be informed of the successful candidate's credentials, teaching experience, and the promise for making a positive contribution to Thiel College.
- (13) If the Search process does not result in acceptance of an appointment the Department Chairperson and VPAA/Dean of the College will discuss the options including reviewing other candidates, offering a one-year contract, or engaging necessary adjunct faculty.
- (14) In extraordinary circumstances, the above steps should be followed in as timely a manner as possible. Ordinarily, replacements for resignations late in the academic year will be made on an adjunct or one-year contract basis, with the Search process for the full-time replacement to begin the following fall.
- (15) Employment of lecturers on a part-time basis is necessary when budgetary considerations do not permit the appointment of a regular full-time faculty member, or when a full-time faculty member cannot be secured. Employment of part-time faculty members is to be held at a minimum insofar as possible.

ARTICLE VI. PORTFOLIO REVIEW OF FACULTY MEMBERS

- A. A portfolio approach shall be utilized for review of all faculty members for continuation, promotion, and tenure. A portfolio shall be maintained for each faculty member. The Executive Committee of the Faculty Council will be responsible for receiving and filing materials for the individual faculty member's portfolio. The faculty member shall keep the portfolio up-to-date.
- B. Components of the Review to be submitted to the Executive Committee of the Faculty Council for the committee's annual evaluation of the faculty member in relation to Article VI, Section 1 of the Policies of the Faculty shall include:
 1. Faculty Self-Report
 2. Faculty Goal Statement
 3. VPAA/Dean of the College's Evaluation
(The VPAA/Dean of the College will have access to the Faculty Self-Report for purposes of making his/her evaluation.)
 4. Chair/Peer Evaluation
All full-time faculty who are being evaluated in a given year will be evaluated by two additional faculty members.

If the person being evaluated is not a department chair or a member of a one-

person department, one of these evaluators is to be his/her department chair, while the other is to be a full-time faculty member selected by the individual being evaluated and approved by the Executive Committee.

If the person being evaluated is a department chair or a member of a one-person department, he/she will be evaluated by one chair of a cognate department as appointed by the Executive Committee and by one full-time faculty member selected by the individual being evaluated and approved by the Executive Committee.

These evaluations shall include teaching performance, service to the college and community, and professional development. The teaching evaluation shall include at least one classroom observation by each evaluator conducted during the fall or spring semester using a form provided by the Executive Committee, as well as a review of syllabi, exams, and other documents related to teaching. In order to evaluate service and professional activity, the evaluators shall obtain relevant information from the evaluated person; the sources of this information might include, but are not limited to, the individual's Self-Report and Goal Statement, an interview with the individual, or a personal portfolio prepared by the evaluated individual. The evaluation is to be reported in a format provided by the Executive Committee, shared with the evaluated individual, and then forwarded to the Chair of the Faculty by the end of the academic year for placement in the person's file.

5. Student Ratings

C. Procedures for the Executive Committee are as follows:

1. The Executive Committee will gather the above components.
2. The Committee will compare the Self-Report with the Goal Statement in each case.
3. The Committee will compare the Self-Report with the Guidelines for the appropriate rank.
4. The Committee will utilize the VPAA/Dean of the College's Evaluation, the Chair/Peer evaluations, and student ratings as additional information in reaching its decision.
5. The Executive Committee will render a judgment in each case of 1) Satisfactory: meets the guidelines for rank; 2) Minimally Satisfactory: meets the guidelines for rank with some deficiencies; or 3) Unsatisfactory: does not meet the guidelines for rank. In the second and third cases, the Committee will inform the faculty member of the reason(s) for its decision.
6. All full-time faculty below the rank of professor will be evaluated annually.

7. After the 1998-1999 academic year, tenured professors will be evaluated triennially on a staggered schedule determined by the Executive Committee.
8. If a faculty member wishes to appeal his/her evaluation, he/she should submit the appeal in writing to the Executive Committee for reconsideration by October 1 of the following academic year. If the Executive Committee rejects the appeal, the faculty member may then appeal the evaluation to the VPAA/Dean of the College within two (2) weeks of the rejection of the appeal.

D. Procedures for the Promotion and Tenure Committee are as follows:

1. The Promotion and Tenure Committee will have access to faculty portfolios for the purpose of making promotion and tenure recommendations.
2. The Committee will review the faculty member on tenure track after the second and fourth year of service and inform him/her of progress, or lack of it, toward tenure.
3. The Committee will review faculty anticipating future promotion at the mid-point of tenure in respective ranks.
4. The Committee may request supportive information from department chairpersons/colleagues to assist in making promotion and tenure recommendations.

E. Recommendations for promotion and tenure to the VPAA/Dean of the College will come from the Faculty Committee on Promotion and Tenure. The Chairperson of the Faculty Committee on Promotion and Tenure shall receive from the Executive Committee of the Faculty Council the portfolio materials for review for promotion and tenure of the faculty. Each recommendation will be accompanied by rationale for the action proposed. The VPAA/Dean of the College, in turn, will review the portfolio and the recommendations, concurring or not concurring with the recommendations. In either case, the VPAA/Dean of the College is responsible for writing a rationale for the decision rendered. The VPAA/Dean of the College will present his/her decision and recommendation in writing to the President who, in turn, will follow the same procedure. In the case of promotion, the President will render a decision. In the case of tenure, the President will forward his/her decision and recommendations to the Committee on Academic Affairs of the Board of Trustees which in turn shall make a recommendation to the full Board.

In arriving at an independent evaluation, the VPAA/Dean of the College and the President of the College shall have, upon their request and with the foreknowledge of the faculty member, access to his/her classroom in order to conduct an independent evaluation.

- F. The Committee on Academic Affairs of the Board of Trustees will review each portfolio with the accompanying recommendation of each candidate for tenure and render a decision which it shall then present to the full Board.

ARTICLE VII. GENERAL PROCEDURES FOR PROMOTION, TENURE, AND EVALUATION

Section 1. PROCEDURE FOR PROMOTION

- A. The Faculty Committee on Promotion and Tenure will discuss all promotions in rank.
- B. Any faculty member may, at any time, present a written request for consideration of promotion to the VPAA/Dean of the College who shall then present such a request to the Committee on Promotion and Tenure at its next scheduled meeting. The Committee shall then make its recommendation to the VPAA/Dean of the College. Appeal of this decision may be made in accordance with Article X, Section 1, of the Policies of the Faculty to the Committee on Academic Affairs of the Board of Trustees.
- C. Consideration for the promotion of an Instructor to an Assistant Professor may be made earlier, but will be made if:
 - 1. He/she has two years or more of satisfactory service in rank .
 - 2. Recommendation for promotion will be contingent upon a determination of satisfactory by the Promotion and Tenure Committee following a complete portfolio review that compares performance with the standards in Article VI, Section 1 of the Policies of the Faculty.
- D. Consideration for the promotion of an Assistant Professor to Associate Professor may be made earlier, but will be made if:
 - 1. He/she has four years or more of satisfactory service in rank.
 - 2. Recommendation for promotion will be contingent upon a determination of satisfactory by the Promotion and Tenure Committee following a complete portfolio review that compares performance with the standards in Article VI, Section 1 of the Policies of the Faculty.
- E. Consideration for the promotion of an Associate Professor to Professor may be made earlier, but will be made if:
 - 1. He/she has six years or more of satisfactory service in rank.
 - 2. Recommendation for promotion will be contingent upon a determination of satisfactory by the Promotion and Tenure Committee following a complete

portfolio review that compares performance with the standards in Article VI, Section 1 of the Policies of the Faculty.

Section 2. PROCEDURE FOR TENURE

The Faculty Committee on Promotion and Tenure will discuss all recommendations for tenure. A recommendation for tenure will be made no later than during the sixth year of full-time teaching service. Recommendations will be based upon the results of annual portfolio review (See Article VII of the Procedures of the Faculty), using the Criteria for Tenure (See Article V of the Policies of the Faculty). Favorable portfolio review should be construed as evidence of progress toward tenure. Credit for previous service shall be granted upon mutual agreement in writing between the department, the administration, and the faculty member at the time of employment at Thiel College.

Section 3. PROCEDURES OF EVALUATION

The improvement of teaching being a dynamic process, it is necessary to employ techniques of evaluation to monitor this procedure. The course of assessment at Thiel College is the mutual responsibility of the students, peers, department heads, VPAA/Dean of the College, and the teacher him/her self. With this frame of reference, we the Faculty establish the following procedures:

A. Circulation and Collection of Evaluation Forms

1. Student rating of faculty will be conducted during the final 2 weeks of the Spring and Fall semesters of each academic year.
2. Chair/Peer Evaluations will be submitted by May 15 of each academic year
3. Faculty Self-Report will be submitted by May 15 of each academic year.
4. Faculty Goal Statement will be submitted by May 15 of each academic year.
5. The VPAA/Dean of the College's Evaluation will be submitted by June 15 of each academic year.
6. The Executive Committee of the Faculty Council's evaluation will be submitted by July 31.

Full-time faculty will be reviewed at the completion of the Spring semester each academic year by the Executive Committee of the Faculty Council. (See Article VI of the Procedures of the Faculty for review process.)

The Executive Committee of the Faculty Council will distribute the student rating forms to each faculty member and other evaluation forms to the proper evaluators. For student ratings, the faculty member will choose a student from each course to be evaluated, as selected by the Executive Committee of the Faculty Council, to proctor

the student evaluations. The proctor will return the forms to the Faculty Secretary's Office whereby the Chairperson of the Executive Committee of the Faculty Council will collect them.

The VPAA/Dean of the College will send his or her evaluation form to the Executive Committee of the Faculty Council.

Optional evaluations may be requested by faculty members for Summer terms. Sample evaluation forms are available on the Thiel College L Drive in the "Faculty" folder.

B. Interpretation of Evaluations

1. Documents listed in Article VI, Section B of the Procedures of the Faculty, except the student rating forms, will be read by all members of the Executive Committee of the Faculty Council during the annual evaluation of each faculty member. Only the summary of student evaluations (not the individual forms) will be studied by the Executive Committee of the Faculty Council. Student rating forms will be returned to the faculty member evaluated, along with a copy of the summary.
2. Executive Committee of the Faculty Council will render a judgement in each case of 1) Satisfactory: meets the guidelines for rank, 2) Minimally Satisfactory: meets the guidelines for rank with some deficiencies, or 3) Unsatisfactory: does not meet the guidelines for rank informing any faculty in the latter category of the reasons for its decision by July 31.
3. Promotion and Tenure Committee will render its judgments on faculty other than Promotion and Tenure cases by August 15.

C. Faculty Access and Response

1. The faculty member will be permitted to see his/her evaluations forms at any time.
2. The faculty member will receive an assessment of his/her performance in each area evaluated. A copy of the assessment will be sent to the VPAA/Dean of the College and the department chairperson.
3. The faculty member will be informed of the right to question his/her assessment, which right is to be exercised within a time specified by the Executive Committee of the Faculty Council.
4. The faculty member will receive all appropriate forms. The Executive Committee of the Faculty Council and the VPAA/Dean of the College will keep a record of annual assessments.

ARTICLE VIII. FACULTY COMPENSATION AND BENEFITS

Section 1. GENERAL INFORMATION

- A. Anonymous but complete information concerning each faculty member's salary and fringe benefits shall be provided annually by the College to the Faculty Salaries and Fringe Benefits Committee.
- B. Information about benefits provided to all employees of Thiel College is contained in the general College Policy Manual and in the Summary Plan Descriptions. Certain benefit information pertains to faculty only, and is contained in this section.

Section 2. FACULTY DEVELOPMENT

- A. Sabbatical leaves of absence: In order to encourage faculty members to apply for outside grants and to stimulate academic achievement and scholarly activity of both inexperienced and experienced members, the following leave plan has been approved by the Board of Trustees:
 - 1. Sabbatical leaves of absence with pay will, at the discretion of the administration, be granted to tenured assistant, associate, and full professors.
 - 2. The salary in such cases will be full pay for one semester and half pay for an academic year. The salary will be based on the annual salary of the year in which the faculty member is on leave (current year).
 - 3. A sabbatical leave of absence must be approved by the respective department chairperson, the Executive Committee of the Faculty Council, the VPAA/Dean of the College, and the President.
 - 4. For reasons that are educationally and administratively sound, the College will not ordinarily approve leaves for more than five percent of the total teaching staff at any one time.
 - 5. If applicants exceed five percent of the total number of the full-time faculty, applications postponed will be considered to have priority for the following year.
 - 6. A letter will be issued to those to whom a sabbatical leave has been granted. The letter will specify that the faculty member will return to the teaching position for a period equal to the leave granted, or be obligated to return the salary paid by the College. In some cases, a terminal sabbatical leave may be negotiated.
 - 7. A faculty member applying for a sabbatical leave shall submit the leave proposal to the Chairperson of the Academic Department by November 15. The Department Chairperson forwards the proposal to the Executive

Committee of the Faculty Council by December 1. The Executive Committee reviews the proposal and reports its recommendation by January 15 to the Faculty member and the VPAA/Dean of the College, who forwards it to the President with a recommendation for final action. The President reports the decision of the Administration to the Committee on Academic Affairs of the Board of Trustees as an informational item by March 15. The general policy is that requests for leaves must be submitted prior to the academic year in which the leave is to occur.

8. No faculty member shall be eligible for a sabbatical leave of absence prior to the completion of six years full-time service. Normally, a period of six years shall transpire following the completion of the previous sabbatical leave before a faculty member is eligible to apply for a *subsequent* sabbatical leave.
 9. Each faculty member who has been awarded a sabbatical leave of absence will file a report with the VPAA/Dean of the College and make a presentation to the College community concerning the sabbatical activities. The VPAA/Dean of the College will forward the report to the Committee on Academic Affairs as part of the annual report.
 10. The appropriate department chairperson is responsible for scheduling the courses that would normally be taught by a faculty member on leave. When the leave is for one year (half-pay), the remaining one-half salary may be used to secure supplemental adjunct faculty for the duration of the leave. When the leave is for one semester (full-pay), the courses should be scheduled in consultation with the VPAA/Dean of the College so that additional adjunct hours are minimized.
- B. Requests for leaves of absences other than sabbaticals will be considered upon request, subject to applicable law and the same criteria established in (A4). All fringe benefits terminate during the time the employee is on leave without pay unless otherwise required by applicable law or unless the employee chooses to carry these and pays the monthly premium for the coverage.
- C. Professional dues:

The College reimburses each faculty member with a limited stipend of at least \$100.00 for annual membership in professional or learned societies.

- D. Faculty travel funds:
1. Service to the College: If a faculty member represents the College at the request of and on behalf of the President or the VPAA/Dean of the College, the expenses ordinarily will be paid in full.
 2. Individual Travel:
 - a. If a faculty member presents a paper or is an unpaid officer of the

organization conducting the meeting, the expenses will be paid in full. All requests are subject to the prior approval of the VPAA.

- b. If a faculty member attends a meeting in a field that promotes professional advancement and the interests of the College, and has received approval of the VPAA/Dean of the College, one-half of the expenses will be paid by the College.
 - c. The College will not pay expenses to conventions or professional meetings other than outlined above unless special permission is granted by the VPAA/Dean of the College prior to attendance.
 - d. A faculty member who must use a private car on officially authorized College business will receive mileage reimbursement per College policy.
 - e. Ordinarily, faculty members are entitled to one reimbursement per year for professional development.
3. Travel outside the contiguous 48 states will be negotiated with the VPAA/Dean of the College on an individual basis.
- E. Advanced study and research: Advanced study and individual research are encouraged by the College. Specific assistance is made available in the following ways:
1. The College urges faculty members to engage in individual research and provides clerical support assistance in the preparation of proposals. The Director of Corporate and Foundation Support provides counsel and advice concerning potential funding agencies and foundations when the specific nature of the proposal is known.
 2. As budget allocations permit, a modest fund is administered by the VPAA/Dean of the College for assistance in purchasing research materials, postage, and typing services. Faculty members are invited to present relevant requests to the VPAA/Dean of the College.
 3. In addition to the regular sabbatical leave of absence program of the College, which is only available to faculty members who have been accorded tenure, the College may find other sources of income for funding all types of leaves.

Section 3. MOVING EXPENSES

At the initial employment of a full-time member, the College will reimburse reasonable moving expenses in accordance with current College policy as stated in the *College Policy Manual*.

Section 4. CONTRACT NEGOTIATIONS

From time to time, there is need for contracts to be negotiated on behalf of Thiel College. While a representative of the College (faculty, non-faculty, student) may discuss such project contracts, no contractual relationship between Thiel College and the second party shall exist until a formal contract has been received, reviewed, amended if deemed necessary, and signed by the President or duly appointed College official. Faculty members shall advise any third parties with whom they deal that they cannot enter into a contract on behalf of the College, nor can they bind the College in the absence of a final agreement signed by the President or duly appointed College official.

Section 5. SECRETARIAL SERVICES

Secretarial and other services are available to faculty through the Faculty Secretary's office.

ARTICLE IX. COMMITTEES OF THE FACULTY

Faculty elect representatives to both Faculty (F) and Joint (J) committees. Only the Faculty can remove, for cause, a duly elected faculty member from a Faculty (F) or Joint (J) committee.

The President and/or VPAA appoints faculty members to ad hoc committees and can, for cause, remove a faculty member from an ad hoc committee. The President and/or VPAA will explain, in writing, the cause for removal to the affected faculty member.

STRUCTURE AND FUNCTIONS OF THE FACULTY COMMITTEES

Section 1 A. The Faculty operates through its standing committees, which serve a variety of purposes. Some act as advisory bodies to College administrators, representing the Faculty where College operations are concerned. Others serve purely Faculty needs. Elected Faculty representation is a characteristic of all standing committees, enabling each to exercise authority on behalf of the Faculty.

Section 1 B. Preparation and revision of the structure and function of the Faculty committees shall be the responsibility of the Faculty Nominations Committee (see below, F-4) in cooperation with the VPAA/Dean of the College. The Nominations Committee shall conduct an annual editorial review of all descriptions of Faculty committees. Suggestions for changes in Faculty committees shall be channeled through this committee. Suggested substantive changes in the structure and descriptions shall be evaluated by the Nominations Committee and forwarded to the Faculty Council and then the Faculty for action. Editorial changes, as desirable, shall be incorporated in subsequent revised editions of the Faculty Handbook.

STANDING COMMITTEES

Section 2 A. The Faculty annually elects representatives to serve on Faculty standing committees and several all-college joint committees; in addition, the Faculty elects a Parliamentarian (annually), a Faculty Chairperson (biennially), Representatives to the Board of Trustees, and Faculty Marshals.

1. The standing committees of the Faculty shall be the following:

Committee F-1:	Faculty Council
Committee F-2:	Faculty Council Executive Committee
Committee F-3:	Promotion and Tenure
Committee F-4:	Faculty Nominations
Committee F-5:	Academic Standing
Committee F-6:	Curriculum Study
Committee F-7:	Enrollment Management Committee
Committee F-8:	Faculty Salary and Fringe Benefits

2. The Faculty positions filled by election of one or two individuals shall be:

FP-1:	Chairperson of the Faculty
FP-2:	Parliamentarian
FP-3:	Representatives to the Board of Trustees
FP-4:	Faculty Marshals

3. The all-college joint committees that include elected Faculty representation shall be:

Committee J-1:	Institutional Planning and Budgeting Committee (IPB)
Committee J-2:	Campus Lifestyle
Committee J-3:	Judicial Board
Committee J-4:	Institutional Animal Care and Use Committee (IACUC)
Committee J-5:	Institutional Review Board (IRB)

Section 2 B. The following shall apply to the organization and implementation of the Faculty committee system:

1. The Faculty reserves the right to accept or to reject the decisions of any standing committee.
2. The diverse nature of the various committees may require them to meet occasionally or frequently, but every Faculty committee shall meet at least once each year or defend its existence to the Faculty Nominations Committee (F-4). If a committee is not functioning, the Faculty Nominations Committee shall report the situation to the Faculty Council for action by the Faculty.

3. By majority vote, every committee may enter into executive session, at which time only the voting members of the Committee shall be present.
4. Before May 31 each year, the outgoing chairpersons of the Faculty committees must call meetings to elect new officers. The results shall be sent to the VPAA/Dean of the College and to the Chairperson of the Nominations Committee, apprising them of the current membership, the duration of terms, and the officers of their respective committees.
5. The chairperson of every Faculty committee shall prepare a brief written annual report containing a summary of the following:
 - a. An assessment of the committee's activities during the academic year and an evaluation of the committee's work load,
 - b. Any recommendation for needed changes in the committee's function,
 - c. The effectiveness of the committee's membership.

This report shall be sent to the VPAA/Dean of the College and the Chairperson of the Nominations Committee no later than May 31 each year.

6. The chairperson of every Faculty committee shall maintain an operational handbook that details committee procedures and includes a time line for its tasks. A copy of the committee handbook, preferably on computer disk, shall be maintained with the Faculty Nominations Committee.

ELECTION AND MEMBERSHIP

Section 3. Faculty committees shall be subject to the following general regulations concerning election procedures and memberships:

1. Faculty Responsibility. Committee participation is expected and is shared among all members of the Faculty to the greatest extent possible.
2. Members *ex officio*. *Ex officio* members are designated as appropriate in each Committee description below. *Ex officio* members have voice but not vote in committee meetings.
3. Designated Members. Designated members have voice and vote in committee meetings.
4. Election Procedures. Prior to the March Faculty meeting, the Faculty Nominations Committee shall prepare and distribute a slate of nominees. Additional nominations shall be received from the floor at the March meeting. The names of all nominees shall then appear on the official ballot prepared by the Nominations Committee; the election shall be held during the last Faculty

meeting of the academic year. Full-time Faculty and eligible adjuncts (as defined in Article III of The Policies of the Faculty of Thiel College) shall be eligible to vote. The Nominations Committee shall count the votes and report the results to the Faculty as soon as possible. In cases of ties, the Nominations Committee shall determine the winner by lot. A plurality of votes cast shall constitute election.

5. Terms of Office. The terms of elective office shall be three years and shall begin on the first of June following election, except as designated otherwise. Elected members shall continue in office until successors have been elected, even if this extends their terms. Terms of office shall be staggered among committee members.
6. Officers. Each committee shall elect a secretary and a chairperson at its first meeting following Faculty elections, that is, before May 31 each year. (See Section 2 B above.)
7. Minutes. Minutes shall be kept of all meetings and copies shall be provided to all committee members including those *ex officio*. Minutes shall also be sent to the College archives.
8. Service by Administrators. Administrators, including those with Faculty status, may be invited to serve on Faculty committees as the committee deems appropriate.

DESCRIPTION OF FACULTY COMMITTEES

Section 4. The approved description of each standing committee of the Faculty shall be as follows:

Committee F-1: Faculty Council

A. Membership

1. Elective: One representative from each department chosen by the department to serve a two-year term. Terms shall be staggered so that approximately half of the departments elect representatives in any given year. Names of the newly-elected representatives shall be sent to the Chairperson of the Faculty by April 1, at which time the term of office begins.
2. Designated: The VPAA/Dean of the College
3. *Ex Officio*: Chairperson of the Faculty, who will be chairperson of the Faculty Council. (The Chairperson is entitled to vote when the vote is by ballot and in all other cases where the vote would change the result.

In short, the Chairperson may vote to make or break a tie vote.)

B. Functions

1. Meets at least twice during each regular term. Additional meetings will be called at the discretion of the Chairperson of the Faculty or at the request of any five members of the Faculty. Meetings shall last no longer than one hour, unless extended by vote of Council for an additional half hour. (Faculty Council action, September 16, 1974)
2. Elects sub-committees as needed, including an executive committee.
3. Chooses by lot at the last meeting of the academic year a member to serve a one-year term as secretary; no Faculty Council member shall serve a second time as secretary until all other Council members have served once in that capacity.
4. Gives approval to all curricular modifications and all matters of general academic policy; new course proposals require a two-week written notice before consideration by Faculty Council. Faculty Council decisions are not subject to Faculty ratification unless a written request for review is presented to the chairperson of the Executive Committee within two academic weeks following the publication of the Minutes.
5. Communicates its final decisions to the Faculty.
6. May exercise the option to refer any matter to the Faculty for approval.
7. Supervises the overall academic performance of the College, including such matters as:
 - a. Establishing priorities among the various Faculty responsibilities.
 - b. Examining for incongruities the various academic policies that are generated by diverse bodies within the College and recommending solutions to these in order to maintain a uniform and internally consistent academic operation.
 - c. Investigating any similar academic matters that the Council may deem it advisable to consider.

Committee F-2: Faculty Council Executive Committee

A. Membership

1. Elective: Four members elected by and from the Faculty Council to serve a two-year term, which shall run concurrently with the member's

term on Faculty Council. Two of the Executive Committee members shall be elected each Spring Term at the Faculty Council meeting immediately following the election of departmental representatives. The slate of nominees shall include all Faculty Council members who are beginning a two-year term. The nominees with the highest and the second highest number of votes shall fill the positions on the Executive Committee. In case of tie, the election shall be decided by lot.

2. Designated: Chairperson of the Faculty who will be chairperson of the Executive Committee.
3. The term of the outgoing Executive Committee shall extend until July 31 in order to permit the committee to conduct faculty evaluations.

B. Functions

1. Meets at the request of the chairperson or upon the request of any other member of the committee.
2. Serves as an advisory committee to the VPAA/Dean of the College.
3. Prepares the agenda for the meetings of the Faculty Council and, in consultation with the VPAA/Dean of the College and the President, prepares the agenda for the meetings of the Faculty.
4. Reviews Faculty leave requests and recommends leaves of absence to the VPAA/Dean of the College.
5. Conducts annual evaluations of the Faculty, including the monitoring of student evaluations of the Faculty.
6. Informs the Faculty of personal or family crises experienced by any Faculty member.
7. Prepares the Faculty Report for the Board of Trustees Committee on Academic Affairs.
8. To assure effective communication, meets monthly with the President and meets monthly with the VPAA/Dean of the College. Normally, these are separate meetings.

Committee F-3: Promotion and Tenure

A. Membership.

1. Elective: Four members elected from the Faculty and representing both

sexes and as wide a range of disciplines as possible. All must be tenured and at least one member must be of the rank of professor.

2. Designated: A tenured member of the Faculty Council Executive Committee selected annually by that committee.

B. Functions.

1. Makes recommendations to the VPAA/Dean of the College regarding questions of promotion, tenure, and emeritus/a status from among qualified Faculty.
2.
 - a. Examines appropriate records regarding candidates for promotion and tenure, the nature of such records being stipulated elsewhere in the Policies of the Faculty.
 - b. Reviews a faculty member on tenure track after the second and fourth year of service and informs him/her of progress, or lack of it, toward tenure.
 - c. Reviews faculty anticipating future promotion at the mid-point of tenure in respective ranks.
3. Conducts interviews, hears testimony, and gathers relevant information within the boundaries of professional propriety. The VPAA/Dean of the College shall be invited to sit with the committee in its formal review of Faculty for promotion and tenure, but shall not be present when the committee makes its decisions on promotion and tenure. The committee's independent decisions shall be forwarded in formal recommendations with rationale to the VPAA/Dean of the College.
4. Offers advice on matters of hiring and continuance, should it be asked to do so when jointly requested by the VPAA/Dean of the College and the department chairperson involved.
5. Acts as an advisory body to Faculty and administration during preliminary proceedings dealing with the fitness of a tenured Faculty member or a Faculty member whose term appointment has not expired. When the Faculty member and the administration cannot resolve the matter by mutual consent, the Promotion and Tenure Committee informally examines the matter and effects an adjustment if possible; if no adjustment is possible, the committee determines whether formal proceedings to consider dismissal should be instituted.

Committee F-4: Faculty Nominations

A. Membership

Elective: Four Faculty members.

B. Functions

1. Annually prepares lists of nominees for vacancies on all standing committees in accordance with the “general regulations concerning elections procedures and membership” (Article IX, Section 3 of the Procedures of the Faculty); solicits additional nominations from the floor at the March Faculty meeting; prepares an official ballot that includes all nominees; assists the presiding officer in the election, which is held at the last Faculty meeting of the academic year; counts ballots; and announces election results (see Election Procedures, Article IX, Section 3 of the Procedures of the Faculty).
2. In even-numbered years, prepares a slate of two or more nominees from the tenured full-time members of the Faculty for the office of Faculty Chairperson. This slate shall be used in the faculty election if the Faculty fails to nominate for this position (see Article III, Section 1 of the Procedures of the Faculty).
3. Nominates persons for Parliamentarian of the Faculty for presentation at the same time as committee nominees (see Article III, Section 3 of the Procedures of the Faculty).
4. Chooses by lot at the last Faculty meeting of the academic year two Faculty members to serve as Faculty Secretaries for the coming academic year (see Article III, Section 2 of the Procedures of the Faculty).
5. At the first Faculty meeting of each academic semester, nominates interim candidates to complete the unexpired terms of committee members when committee vacancies occur or to fill new positions that may be created by the Faculty.
6. Nominates Faculty members for election to special committees or as representatives of the Faculty for specific purposes.
7. Assumes responsibility for the continuous functioning of committees. If a committee is not functioning, the Faculty Nominations Committee shall report the situation to the Faculty Council for action by the Faculty.
8. Receives annual committee reports concerning current membership and organization, meeting frequency, and committee effectiveness (see Article IX, Section 2B, 2, 4-5 of the Procedures of the Faculty); also, maintains a file of committee operational handbooks (see Article IX, Section 2B, 6 of the Procedures of the Faculty).

9. Receives suggestions for alterations in the structure or function of standing committees from other committees and from individual Faculty members as part of an annual program of study of the Faculty committee structure. Submits recommendations for changes to the Faculty for consideration. (Refer to Article IX, Section 1B and Section 2B, 5 of the Procedures of the Faculty).

Committee F-5: Academic Standing

A. Membership

1. Elective: Five Faculty Members
2. *Ex Officio*:
 - VPAA/Dean of the College as Chairperson;
 - Dean of Students;
 - Registrar;
 - Director of The Learning Commons

B. Functions

1. Assists the VPAA/Dean of the College in maintaining high standards of academic performance.
2. Examines the academic records of all students who have been on academic probation for one or more terms to determine whether such students should be retained, suspended, or dismissed.
3. Considers all requests for readmission.
4. Makes recommendations to the VPAA/Dean of the College or to the Faculty concerning matters related to academic standards.
5. Considers student petitions for exceptions to academic regulations.
6. Reviews applications for readmission to the College, if time permits the full committee to be convened. If it is impractical for the full committee to meet and debate applications for readmission, the VPAA/Dean of the College is empowered to make such decisions.

Committee F-6: Curriculum Study

A. Membership

1. Elective: Five Faculty members holding the rank of at least Assistant Professor, including at least one from each of the following areas: Humanities, Social Sciences, and Natural Sciences. One of these shall

serve as chairperson. Committee members must have been full-time members of the Faculty at least one year prior to election and may not serve more than two terms consecutively.

2. Students: Two representatives appointed by Student Government (voice but no vote).
3. Designated: VPAA/Dean of the College and a professional librarian elected by the library staff.

B. Functions

1. Conducts continuing examination of all matters pertaining to the curriculum, including a review of all course changes proposed by departments.
2. Originates and directs studies on its own initiative or as directed by the Faculty. In either case, the committee may draw upon the full resources of the Faculty in carrying out its duties.
3. Receives recommendations from the Institutional Planning and Budgeting Committee (IPB) concerning new programs and the economic aspects of new academic courses, reviews them, and forwards recommendations with rationale, either in support of or opposition to IPB's recommendation, to the Faculty Council.
4. Receives proposals from IPB concerning the discontinuation of existing programs, reviews them, and returns recommendations with rationale, either in support of or opposition to IPB's recommendation, to IPB for a final recommendation. IPB then forwards the proposal, with all supporting materials, to the Faculty Council.
5. Approves curriculum changes in existing academic courses and programs before sending them to the Faculty Council for final consideration.
6. Maintains a file of all committee actions.

Committee F-7: Enrollment Management Committee

A. Membership

1. Elective: Six (6) Faculty members with representation from the Natural Sciences, Social Sciences, Humanities, and Professional disciplines. One faculty member will serve as Chair of the committee.
2. Designated: VPAA/Dean of the College

Dean of Students
Senior Admission Officer
Director of Financial Aid
Director of the Academic Success Center
Director of Athletics

3. All elected and designated members will have voting privileges.

B. Functions

1. Related to Admissions and Recruitment:
 - a. Establishes the academic requirement for admission to the College.
 - b. Reviews annually the policies and guidelines for admission to the College.
 - c. Advises Senior Admissions Officer on maintenance of standards for admission to College.
 - d. Reserves the right to review applications for admissions for applicants not meeting pre-determined standards set by the Committee.
 - e. Reviews progress in recruitment.
2. Related to Financial Aid:
 - a. Reviews applicants and awards funds for restricted scholarships for which no other body has been designated.
 - b. Reviews annually policies and guidelines for allocation of financial aid.
 - c. Advises the Director of Financial Aid on maintenance of standards.
3. Related to Retention:
 - a. Originates and directs study of issues and of policies affecting student retention.
 - b. Reviews annually policies, guidelines, and programs affecting student retention.
4. Recommends policy changes when appropriate.
5. The Chair will serve as liaison between the Committee and the Enrollment Committee of the Board of Trustees.

Committee F-8: Faculty Salary and Fringe Benefits

A. Membership

1. Elective: Four faculty members, representing both sexes, and when feasible (as determined by the Faculty Nominations Committee), each

full-time Faculty rank.

2. *Ex Officio*: VPAA/Dean of the College

B. Functions

1. Meets at least once a year in order to review the Faculty salary schedules and benefits program of the current academic year. For this review, the chairperson obtains the appropriate statistical information from the administration. Such data shall be confidential and at open meetings of the committee, shall be restricted to committee members.
2. Makes proposals regarding Faculty salary scales and benefits for the succeeding academic year. In developing these proposals, the committee follows the schedule for financial decision-making that is established by the administration and the Board of Trustees. The chairperson receives all pertinent scheduling information at the same time it is distributed to relevant administrators and Trustees.
3. Submits its recommendations to the Faculty for appropriate action before sending them to the President and VPAA/Dean of the College for transmittal to the Committee on Finance & Investment of the Board of Trustees.
4. Conducts sessions that are open to all Faculty for the purpose of soliciting information and opinion appropriate to its task. The chairperson provides the Faculty with sufficient advance notice about the time and place of any open sessions.
5. Designates a representative to the Spring meeting of the Board of Trustees Committee on Finance & Investment. To permit exercise of this function, the chairperson receives announcements or agendas of all such meetings.
6. Receives communications on matters of salary and fringe benefits, finance and budget between Board members and administrators, and makes available communications between the committee and other Faculty, administrative, or Board groups.

Faculty Position FP-1: Faculty Chairperson

A. Membership

Elective: A tenured Faculty member elected by the Faculty to serve a two-year term; consecutive terms of service shall be limited to two.

B. Functions

1. Serves as spokesperson for the Faculty.
2. Serves as chairperson of the Faculty Council.
3. Serves as chairperson of the Faculty Council Executive Committee.
4. Serves as presiding officer, *pro tem*, at meetings of the Faculty when the President and the VPAA/Dean of the College are absent. (Article III, Section 1 of the Procedures of the Faculty)

Faculty Position FP-2: Parliamentarian

A. Membership

Elective: A Faculty member elected by the Faculty to serve a one-year term (Article III, Section 3 of the Procedures of the Faculty).

B. Functions

Assists the presiding officer at Faculty meetings by advising and ruling on matters of parliamentary procedure.

Faculty Position FP-3: Representatives to the Board of Trustees
(Article II, B, 3 of the Policies of the Faculty)

A. Membership

1. Two Faculty members with voice but no vote, approved by the Board of Trustees; elected in alternate years for two-year terms.
2. The Chairperson of the Faculty shall attend as a substitute representative if one of the representatives is unable to attend a particular meeting.

B. Functions

1. Serves the Faculty by officially representing it to the Board of Trustees.
2. Attends semi-annual meetings of the Board of Trustees and meetings of the Committee on Academic Affairs of the Board of Trustees; attends other meetings of the Board and its committees if invited to do so by the Board of Trustees.

3. Reports to the Faculty following semi-annual meetings of the Board of Trustees, presenting any pertinent information regarding discussions and actions of the Board.

Faculty Position FP-4: Faculty Marshals

A. Membership

Elective: Two Faculty members, elected for indefinite terms, one serving as Faculty Marshal and one serving as Assistant Faculty Marshall.

B. Functions

1. Cooperates with the President and the VPAA/Dean of the College in planning and directing commencement, baccalaureate, convocations, and other public occasions involving academic processions.
2. Notifies the Faculty, students, appropriate administrative personnel, and honored guests concerning the time, place, and other arrangements regarding academic processions.
3. Maintains membership on the Convocation Committee.
4. The Assistant Faculty Marshall assists the Faculty Marshall in activities associated with convocations and other special events of the College and presides at these functions in the absence of the Faculty Marshal (passed by the Faculty, April 13, 1993).

Committee J-1: Institutional Planning and Budgeting Committee (IPB)
(IPB is an all-institutional committee)

A. Purpose

Recognizing that the final approval of the Strategic Plan and the Operating Budget lies with the Board of Trustees and the development and implementation of same is delegated to the President of the College, the purpose of the Institutional Planning and Budgeting Committee is to ensure that there is an intentional relationship between the evolving Strategic Plan and the Operating Budget.

B. Membership

1. Ex Officio: The President of the College.
2. Faculty: Six Faculty members elected at large by the Faculty. Each representative will serve three-year staggered terms.

3. Administrative Staff Representatives: The President will appoint six administrative staff representatives. Each representative will serve three-year staggered terms.
4. The Vice President for Finance/CFO (or the equivalent chief planning and budgeting officer) will serve as a co-chair and fill one of the administrative staff positions on the Committee.
5. The Committee will annually elect from the Faculty representatives the second co-chair.

C. Functions

1. Implementing long-range (strategic) plans to satisfy the needs of the College (review, reevaluation, make operational the existing plan);
2. Assess campus-wide resource allocation and make recommendations including a consistent review of staffing levels, both faculty and administrative staff;
3. Respond to and evaluate new plans and new programs;
4. Conduct periodic review of existing programs;
5. Evaluate progress toward achievement of overall institutional long-range plans;
6. Communicate decisions and actions to appropriate groups, e.g., the campus community, the President, the President's Cabinet, Curriculum Study Committee, Executive Committee of Faculty Council, Salary and Fringe Benefits Committee, the Faculty;
7. Facilitate communication among stakeholders by providing and gathering information and by sharing preliminary budget assumptions with the Thiel community through Town Hall meetings and other campus communication systems;
8. Provide oversight for the systematic preparation, implementation, and execution of the annual plan by meeting periodically with the Cabinet;
9. Assess the effectiveness of the annual plan as measured against the relevant initiatives;
10. Review the continuing relevance of the Implementing Objectives, making recommendations where appropriate;

11. Work to conduct ongoing research, information-gathering, and education of the internal community on emerging political, economic, socio-demographic, and technological trends, and consider the appropriateness of new initiatives in light of the mission of Thiel College.

The President and Vice Presidents may involve the Committee in ongoing major College decisions as a source of advice and counsel and may ask the Committee to undertake other planning roles as are deemed appropriate. The Committee does not have decision-making authority in these matters.

The Committee will meet at least once per semester.

Committee J-2: Campus Lifestyle

A. Membership

1. Elective: Three Faculty members elected by the Faculty.
2. Students: Six students appointed by the Student Government. Terms of office for students shall be for two years, with half the terms expiring each year.
3. Designated: Dean of Students as a permanent member and two other administrators chosen in consultation with the Administrative Cabinet.

B. Functions

1. Meets at least once per regular semester.
2. Establishes a calendar of regular meetings and holds other meetings whenever requested by three or more members.
3. Formulates, reviews, and revises all rules and regulations pertaining to non-academic student life, subject to the approval of the President.
4. Acts as a vehicle for exchange of ideas between the Faculty and Student Life.

Committee J-3: Judicial Board

A. Membership

1. Elective: Two Faculty members elected by the Faculty in alternate years for two-year terms.
2. Administrative: Campus Judicial Officer as chairperson and two

administrative staff members.

3. Students: Eight students, two from each class, appointed by the Student Government for one-year terms.
4. Designated: Dean of Students.

In a “formal” hearing, the Judicial Board sits as a subcommittee consisting of the Campus Judicial Officer as chairperson [voting only in case of tie], one Faculty member, one administrative staff member, and two students. Subcommittee assignments shall be shared among the members of the full committee to the greatest extent possible.

B. Functions

1. Holds formal hearings for student judicial cases as assigned by the Campus Judicial Officer. Such cases shall be handled in accordance with the judicial process policies described in the current issue of the student handbook (*The Student Handbook and College Planner*).
2. Assign sanctions as needed following its decisions in student judicial cases. Such sanctions shall not run counter to the judicial process policies described in the current issue of the student handbook (*The Student Handbook and College Planner*). When appropriate, the committee may assign sanctions for offenses not *specifically* listed in the student handbook.

Committee J-4: Institutional Animal Care And Use Committee (IACUC)

Membership:

The President asks for the committee to be formed and invites membership to the committee.

The Thiel College shall consist of the following members:

1. Thiel President – Institutional Official;
2. Biology Department:
Faculty members who have experience in animal experimentation.
3. Veterinarian with experience in the use of experimental animals.
4. Psychology Department:
Faculty members who have experience in animal experimentation.
5. A member of the community – Excluding Thiel College employees to represent the interests of the community

6. Institutional Research:
Individual in charge of Thiel's institutional research and liaison to Thiel's Institutional Review Board that has oversight responsibilities for non-animal (human) research projects.
7. Representation from FHC-Greenville: Liaison with partner of Thiel providing support for sciences at Thiel.
8. Others: Other individuals may be appointed whose services are deemed important for operation of the committee. Alternative members may be appointed to serve in the mandated compositions of the committee. If so, their specific function is stated in their appointment letter.
9. The Chair will be chosen from among the Thiel Faculty on the Committee.
10. The terms of the membership are three years, with membership staggered to ensure continuity of the committee. Members may be reappointed the Committee.

An individual who meets the requirements of more than one of the above categories may fulfill more than one requirement, but in no event may the committee consist of less than five members.

The IACUC shall meet as often as necessary to fulfill its responsibilities, but at a minimum shall meet at least once every six months.

Functions:

1. Semiannual inspections of animal care and use facilities and evaluation of animal care and use programs.
2. Make recommendations to the Institutional Official for any corrections or modifications needed in program or facilities.
3. Review and approve, require modifications in, or withhold approval of proposed uses (protocols) of animals in research, testing, or education. Note: No IACUC member may review their own proposal.
4. Review and approve, require modifications in, or withhold approval of proposed significant changes regarding the use of animals in ongoing activities.
5. Suspend animal use activities that are not in compliance with applicable standards.

6. Review concerns involving the care and use of animals at Thiel College.
7. Keep records and maintain the confidentiality of committee proceedings and activities.
8. Submission of reports to the Institutional Official.

Committee J-5: Institutional Review Board (IRB)

A. Membership:

(The federal government requires at least 5 members on an IRB that has gender representation, a non-affiliated (community) member, a non-scientist, and scientists) There is also required an Institutional Official (IO), who is responsible for ensuring adequate institutional support for the committee, as well as Human Protections Administrator (HPA) who is the “hands-on” person of the institution to oversee assurance (the College’s observance of the ethical principles)

1. Permanent Members:

- A. IO: President
- B. HPA: Human Resource Officer
- C. Community Member
- D. Institutional Research Officer
- E. Staff Member

2. Rotating Members:

Representatives from departments whose staff and/or students are conducting research involving humans:

- History
- Sociology
- Criminal Justice Studies
- Education
- Political Science
- Biology
- Philosophy
- Psychology

3. The Chair of the IRB would be chosen from among the faculty on the Board, and would serve a three year term.
4. All rotating members of the Board would serve three year terms, with staggered rotation to ensure continuity of the Board. Initial appointments would be for one, two, and three year terms to establish rotation.

5. Departments with representation would be responsible for designating a member of their staff to serve on the Board.
6. All members of the Board would be voting members. A majority will be 1 plus half of the voting members.

B. Functions:

1. Approve applications of projects that involve research using human subjects. The proposed research **MUST** ensure that human subjects are not placed at undue risk and subjects have given un-coerced informed consent of their participation in the research. Researches involving human subjects **CAN NOT** proceed without the approval of the IRB.
2. Approve any modifications of research protocols involving human subjects.
3. Suspend research activities that do not meet applicable standards.
4. Review concerns about the use of human subjects for research.
5. Maintain records of meetings and approved activities.
6. Review and modify guidelines and procedures periodically and when necessary.
7. Submit an annual report summarizing the Board's activities to the IO and HPA.
8. Ensure the appropriate training of IRB members and researchers using human subjects.
9. Establish and post on the IRB website a list of individuals (Consulting Members), knowledgeable of IRB goals and procedures, who could be contacted by individuals who will be conducting research with human subjects.

ARTICLE X. AMENDMENTS TO THE PROCEDURES OF THE FACULTY

These Procedures may be changed at any regular meeting of the Faculty, providing the proposed change has been presented at the previous regular faculty meeting. A majority of the faculty members present is required to change the Procedures of the Faculty.

ARTICLE XI. IMPLEMENTATION

These Procedures and any amendment(s) thereto shall become effective upon approval by the Faculty of Thiel College in formal session as set forth above, but only after final approval has been given by the Board of Trustees in accordance with Article VI, Section 2 of the Bylaws of Thiel College.

ARTICLE XII. COMPLIANCE

These Procedures of the Faculty of Thiel College are in compliance with the Charter, the Constitution, and Bylaws of Thiel College, and no amendment(s) to these Procedures shall be adopted or shall be interpreted or construed in such a way so as to create a conflict with the Charter, the Constitution, or the Bylaws of Thiel College.