

Faculty Handbook

Policies & Procedures



FACULTY HANDBOOK

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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**THE PROCEDURES OF THE FACULTY OF
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

1. 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

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

2. 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.

(a) LEGISLATIVE

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

- i. enact rules for academic organization and policies;
- ii. define the educational philosophy of the College;
- iii. establish the academic requirements for admission to and retention in the College as well as for all academic degree programs;
- iv. establish and interpret the academic policies of the College;
- v. certify to the Board of Trustees, for approval for graduation, those students who have completed the prescribed course of study; and
- vi. share with the administration and the student body in the definition, interpretation, and implementation of policies concerning student conduct and life styles.

(b) **ROLE IN DECISION-MAKING**

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

- i. participate in the definition of policy concerning its professional status;
- ii. 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
- iii. 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.

(c) **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 One. MEMBERSHIP OF THE FACULTY

The Faculty of Thiel College shall consist of the President, the Vice President for 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; the following Tenure-Track positions: Professor, Associate Professor, Assistant Professor, and Instructor; and the following Non-Tenure-Track positions: Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor, Lecturer, Adjunct, and such other designations 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.

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 Two. 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 Three. 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 and maintain official attendance records for 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 discussed with and 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 and mentor students;
10. post publicly and keep 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 Marshal in properly designated attire (normally cap and gown). Usually these convocations will include at least the Opening, Honors, and Founders' Day Convocations and Commencement.

The typical teaching load for a full-time Faculty Member (regardless of rank) is 12 credit hours per semester of their appointment. For 9-month faculty, this would equate to 24 credit hours, typically divided across the Fall and Spring semesters. Faculty with longer appointments may have teaching loads up to 36 credit hours annually. In the Instructor and Assistant Professor ranks, the 24 credit hours are expected to be in teaching load. In all other ranks, the 24-36 hours of load may comprise teaching and other service to the College as outlined in a letter of appointment. Faculty members who oversee programs with specialized, external accreditation may also have loads comprised of other service or administrative responsibilities. Faculty members with primary appointments in graduate programs with average annual enrollments above 80 full-time students, will have a teaching load expectation of 27 credits over a 12-month appointment.

Section Four. FACULTY REMEDIATION

If there is concern that a faculty member is not satisfactorily performing one or more of the duties outlined in [Article III](#), Section Three, the faculty member is entitled first to be an active participant in an internal discussion of the situation in consultation with one or more faculty colleagues. That remediation process would begin with the faculty member's Department Chair, Program Coordinator, the Chair of a specific committee to which the situation relates, or the Chair of the Faculty discussing and documenting the concerns and resolutions with the faculty member in a timely manner. If, after this process, the matter has not been remedied to the satisfaction of all parties, the concern will be referred to the VPAA along with the appropriate supporting documentation. At any point in the remediation process, the faculty member may choose to take recourse in accordance with the Faculty Grievance policy ([Article XII](#), Section Two).

Section Five. 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

1. to exercise authority in the name of the Faculty;
2. as advisory bodies to administrators and the President of the College;
3. to represent the voice of the Faculty in the operation of the College; and
4. to serve intra-faculty needs.

ARTICLE IV. GENERAL POLICIES GOVERNING EMPLOYMENT AND EVALUATION

(Note: More defined policy found in the Employee Handbook)

Section One. 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 Two. BASIC GUIDELINES FOR EMPLOYMENT

1. In making employment decisions for all faculty members, a candidate must have at least a Master's degree or an acceptable equivalent in the field or a closely aligned field. For those in a tenure-track position, please see Article V, Section 1, Item 1.
2. The following factors shall be taken into consideration:
 - (a) 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);
 - (b) Other teaching experience;
 - (c) Teaching ability or potential;
 - (d) Previous non-teaching experience related to assignments;
 - (e) Contributions to their field of expertise;
 - (f) 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 them to stay with us; in the latter case, we are telling someone that we want them 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 Three. 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 their 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.
(Approved by Board of Trustees on May 2, 2010.)

ARTICLE V. PROMOTION AND TENURE POLICIES AND GUIDELINES

Section One. PROMOTION TO THE RANK OF ASSOCIATE PROFESSOR & GRANTING OF TENURE

1. Tenure Terms and Significance

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 individuals 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 effective at the beginning of the next appointment period. 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.

No later than 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 and promotion to Associate Professor or a terminal-year letter of appointment. The candidate for tenure who has adhered to professional and appropriate disciplinary ethical standards shall be granted or denied tenure solely on the basis of the following criteria: attainment of the terminal degree or its professional equivalent; teaching effectiveness;

participation in activities conducive to student academic success and social maturation; professional development; and service to the College. The candidate may also document service to the community and/or profession.

Educational qualifications: The candidate for tenure must document the possession of a terminal graduate degree (e.g., Ph.D., Ed.D., D.A., D.B.A., D.M.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 their designated representative, 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. Schedule for Portfolio and Dossier Submission

All tenure-track, probationary faculty members are to submit materials for periodic review to the Promotion and Tenure Committee on or before January 15. Tenured faculty are to submit materials for periodic review to the Promotion and Tenure Committee on or before May 15.

Submission of the complete dossier is required only when the candidate is applying for tenure or promotion. All other reviews are conducted on the basis of the faculty portfolio.

Evaluation Cycle Schedule

Year of Employment [†]	Review Type	Due Date	Materials to be Submitted
1 st	Annual Review	Jan. 15	Portfolio
2 nd	Annual Review with Salary Increase	Jan. 15	Portfolio
3 rd	Annual Review	Jan. 15	Portfolio
4 th	Annual Review with Salary Increase	Jan. 15	Portfolio
5 th	Annual Review	Jan. 15	Portfolio
6 th	Tenure and Promotion to Associate or Promotion to Clinical Associate with Salary Increase	Jan. 15	Dossier Required
7 th	No Review	-	-
8 th	No Review	-	-
9 th	Triennial Review	May 15	Portfolio
10 th	No Review	-	-
11 th	No Review	-	-
12 th	Promotion to Full or Clinical Full with Salary Increase	May 15	Dossier Required
13 th	No Review	-	-
14 th	No Review	-	-
15 th and every third year thereafter	Triennial Review	May 15	Portfolio

[†]Years of credit toward promotion or tenure may be applied as reflected in the contract terms of each individual faculty member.

A full description of the required and recommended materials to be submitted in the Annual or Triennial Review, (the Portfolio,) and the Tenure and/or Promotion Dossier are found on the pages immediately following this chart. Please note that once the portfolio or dossier is submitted, no new or additional materials can be added.

3. Criteria for the Periodic Review Portfolio (Annual & Triennial Reviews)

Faculty performance encompasses four primary areas—teaching, advising and mentoring, professional development, and service. Successful application for promotion and/or tenure is characterized by demonstrated excellence in each of these areas.

Introductory Supporting material in the Portfolio must include:

- (a) Faculty Self-Reports (one per year for probationary faculty). For triennial reviews, faculty may choose to submit a single, three-year report or three, single-year reports.
- (b) Faculty Goal Statements (one per year for probationary faculty). For triennial reviews, faculty may choose to submit a single, three-year statement or three, single-year statements.
- (c) Current Curriculum Vitae

The following sections describe supporting materials that must be included as well as supplemental materials that may be included. Please note that a well-crafted Self-Report will contain much of this information.

1. **Teaching:** Effective Teaching encompasses participation in activities conducive to student academic success. In evaluating teaching, emphasis is placed on chair/peer evaluations, student evaluations, and reflection on any areas a faculty member has made attempts to improve.

Supporting materials in the area of Teaching must include:

- (a) A Chair and a Peer evaluation for the reporting period.
- (b) A roster of all courses and labs taught during the reporting period, with annotation indicating new preparations and new courses.
- (c) Quantitative summaries of student course evaluations for all courses and labs taught during the reporting period and a representative sample of student course evaluation comments.

Supplemental materials in the area of Teaching may also include:

- (a) Representative instructional materials, e.g., syllabi, writing assignments, examinations, and other illustrative materials, including references to accessible electronic materials.
- (b) Other evidence of teaching effectiveness, e.g., teaching awards and letters of commendation, including informal notes from students.
- (c) Representative reports on student/faculty research projects, independent studies, and other special instructional activities.

(d) Materials that demonstrate effective Pedagogy, *e.g., student-led learning, flipped classrooms, small group learning, technology integration, and experiential learning.*

2. **Advising and Mentoring:** Advising and Mentoring encompass participation in activities conducive to student academic success, identification of post-graduate goals, and social maturation. Activities in this area include academic and vocational advising, as well as support of student co-curricular and extra-curricular interests and activities.

Supporting materials in the area of Advising and Mentoring must document:

- (a) The extent and nature of candidate's advising responsibilities, including number of students advised in and beyond the department, inclusive of activities in clinical settings, internships, honors projects, cooperative work experiences, and similar mentorships.

Supplemental material in the area of Advising and Mentoring may also document:

- (a) Advising/sponsoring of campus clubs, organizations, or honorary societies.
- (b) Advising or mentoring students on study-abroad/study-away opportunities, through their off-campus experience, and/or during their reintegration to campus life.
- (c) Study tours or other co-curricular travel with students.
- (d) Other participation related to student success.

3. **Professional Development:** Professional development encompasses contributions to the advancement of knowledge, understanding, or application—disciplinary or interdisciplinary—including the scholarship of teaching and learning. In evaluating Professional Development, emphasis is placed on conference attendance, paper presentations, scholarly publications, and/or performance contributions. Professional development emphasizes quality rather than quantity, relevance for teaching, and ongoing effort and achievement.

Supporting materials in the area of Professional Development must document:

- (a) Attendance at professional meetings, workshops, and conferences, indicating such information as organization name, date, and location, including summer activities.

- (b) Conference papers presented or accepted for presentation. Other talks delivered to scholarly or professional societies, listed by title, date, and conference identity.
- (c) Other participation (officer, session organizer, responder) at professional meetings, workshops, and conferences.
- (d) Scholarly works published; papers in refereed journals; books (scholarly books, textbooks, anthologies/edited texts, book chapters, indexes, bibliographic texts), articles (including journal articles, proceedings, and newsletters), book reviews, abstracts, encyclopedia entries; other reports 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, pagination and other appropriate information.
- (e) Recitals, shows, exhibitions, indicating whether juried or invited/regional or national, and other contributions to the fine, performing, or literary arts completed during the years under review
- (f) Membership in professional and/or honor societies, office or committee assignments held, and board memberships (including editorial boards).

Supplemental materials in the area of Professional Development may also document:

- (a) Continuing education in the form of special seminars, courses, or graduate study, and accomplishments resulting from release time or sabbatical leave.
- (b) Papers/manuscripts refereed, including identification of journal, publication, or organization requesting the review.
- (c) Description of participation in other research or other creative professional activity.
- (d) Grants and other external funding in support of professional activities, including funding agency, agency project number, dates, dollar amount of support, and project title. Grants in support of research equipment and non-conference travel grants should also be included.
- (e) Special recognition for professional development, including awards on or beyond campus for specific projects or for a body of work. Invited publications, presentations, or performances and peer reviews of publications, presentations, or performances are examples of special recognition.
- (f) Evidence of participation in professional development related to teaching, including workshops or study groups on or off campus.

- (g) Significant intellectual projects beyond one's discipline and reading projects undertaken in support of professional growth within or beyond the discipline.
 - (h) Conference papers, scholarly papers, and/or grant proposals submitted but not accepted or funded.
4. **Service:** Service encompasses all activities that enhance the institution. The candidate may also document service to the community and/or profession.

Supporting materials in the area of Service may document:

- (a) Activities focused on college advocacy—departmental, institutional, regional, or national—that have served to enhance Thiel's visibility, reputation, effectiveness, and success.
- (b) Committees of the College on which the candidate has served—departmental or college-wide, including ad hoc committees or task forces—indicating period of service and any special responsibilities or accomplishments.
- (c) Administrative service to the College, e.g., department Chair or program director.
- (d) Participation in College or departmental projects (e.g., assessment of student learning; institutional research; initiatives to promote effective teaching and learning).
- (e) Activities related to student recruitment (e.g., admission events, including scholarship days, prospective student preview days, registration days) or faculty recruitment and retention (e.g., search committees, new faculty mentoring/partnering).
- (f) Service to church, non-profit, or civic or arts entities within the wider community, indicating service based upon the candidate's disciplinary expertise as well as more general service to the greater good.
- (g) Service to one's discipline or to the academy at large not referenced in other areas of the dossier, including letters of commendation for such service.

4. Criteria for the Promotion and Tenure Application Dossier

A Dossier is submitted to the Promotion and Tenure Committee only when a candidate is being reviewed for tenure and promotion to Associate Professor or for promotion to Full Professor. The Dossier contains all the materials required in the Portfolio as well as the following additions.

1. Table of Contents
2. General Introduction. This document highlights particular strengths, addresses

attempts to remediate problems or deficiencies, and includes brief statements of Teaching Philosophy, Advising & Mentoring Philosophy, Professional Development Philosophy, and Service Philosophy. At the time of consideration for Promotion to Full Professor, the Introduction should also contain a statement of Leadership Philosophy. In total, the Introduction should not exceed 10 pages.

3. When applying for tenure, the dossier must also include a letter of recommendation from the appropriate department chair(s). The department Chair(s) should consult with tenured faculty members in the department or cognate area with whom the candidate works and note their assessment of the candidate before composing the letter. If the candidate wishes to contest a Chair's letter, the candidate may include a letter of response in the dossier.

Section Two. PROMOTION TO THE RANK OF FULL PROFESSOR

Promotion to the rank of Full Professor is the highest accolade the Faculty of the College can recommend for its membership. Professors of the College are the repositories of institutional memory and wisdom. Professors of the College assume responsibility for leadership and mentorship in all areas of faculty performance. Such leadership is displayed through teaching; advising and mentoring; professional development; and service, with exceptional performance in at least one of these areas selected by the candidate. In all areas, the emphasis is upon quality above quantity and upon the extent to which the candidate's activities have served to enhance disciplinary/interdisciplinary knowledge or the application of such knowledge; the curricula of the College; its pedagogies; student learning and opportunity; co-curricular programming; shared governance; mentorship of the junior Faculty; or institutional progress and stature.

In the preparation of the dossier for promotion to the rank of Full Professor, the following special considerations on Leadership shall apply:

In all areas of campus life and faculty activity, individuals holding the rank of Full Professor serve as models and mentors for colleagues, students, and staff. It is expected that candidates for promotion to Full Professor will have prepared themselves for a senior leadership role throughout their careers. The statement on leadership should include the candidate's approach to leadership, along with details of specific accomplishments and challenges, and should also convey those areas in which the candidate expects to concentrate future leadership efforts. Leadership beyond the campus should also be included.

Section Three. PROFESSORS EMERITI

1. Any member of the Faculty who is departing employment from the College and meets the following conditions 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, and excellence in the profession of education.

Ordinarily, responsibility for nominating a departing faculty member for consideration for emeritus/emerita status rests with the appropriate department Chair(s) or the Vice President for Academic Affairs. Responsibility for nomination of a departing department Chair rests with the VPAA/Dean of the College or their designated representative. For any departing faculty member, nominations will be accepted from any member of the Thiel College community, including alumni, members of the Board of Trustees, the departing faculty member, and the Promotion and Tenure Committee. Nominations are conveyed to the Faculty Promotion and Tenure Committee, which will follow the process used for other promotions in rank, except that no dossier shall be required of the candidate. All nominations must be received no later than one year following the departure.

2. The Emeritus /Emerita designation shall correspond to the title held at the time of retirement, followed by *Emeritus* or *Emerita*. Emeriti shall be assigned office space if available and accorded voice but not vote in meetings of the Faculty. Emeriti may apply for post-retirement teaching assignments according to institutional need and will be accorded both voice and vote in meetings of the Faculty while teaching in an adjunct capacity.
3. The final decision to award emeritus or emerita status rests with the Board of Trustees.

Section Four. INSTRUCTORS

The rank of Instructor is normally reserved for faculty members hired to the tenure track who, at the time of appointment, have completed all course requirements for the terminal degree but have not yet completed final requirements for conferral of degree (typically the thesis or dissertation and its defense). Time allowed for completion of degree is set by the Faculty of the hiring department in collaboration with the VPAA/Dean of the College at the time of appointment to the rank of Instructor, such stipulations to be included in the letter of appointment.

The Chair/Peer evaluation is to be conducted annually by the department Chair and by a peer. Instructor appointments are full-time (24 credit hours per academic year) and are continued annually with satisfactory performance under the standards for Assistant Professor as noted in [Article VIII](#) of *The Policies of the Faculty*.

Section Five. 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. All special arrangements shall be by mutual agreement among the department, the administration, and the faculty member, and in writing. The record of such arrangements

shall be included in the dossier. Normally, the terms of such special arrangements shall be included in the initial letter of employment.

Faculty members serving in part-time administrative positions will be evaluated according to the policies and procedures of faculty review for their work as faculty members and by the appropriate supervisor for their work as administrators.

ARTICLE VI. NON-TENURE TRACK FACULTY: TERMS OF EMPLOYMENT; PERFORMANCE AND EVALUATION CRITERIA

Section One. CLINICAL TRACK POSTIONS

The modifier “Clinical” when included in a faculty appointment, denotes a non-tenure track position. Clinical faculty members contribute to the service, teaching, and/or outreach missions of the College, and may hold faculty rank of full-time Assistant Professor, Associate Professor, or Professor. Clinical faculty must devote a significant portion of their time to providing or overseeing training or delivery of professional services to individual patients or clients. In addition, teaching students at the undergraduate and/or graduate level is an essential job function for all faculty (whether tenured, tenure track, non-tenure track). Thus, clinical faculty are expected to integrate the delivery of their professional services with their teaching. While the use of clinical faculty is most easily conceived in the context of the health sciences, there are other disciplines where the use of clinical faculty for similar purposes may be entirely appropriate. The services provided by clinical faculty outside of the health science should be the professional equivalent of services provided to patients. Clinical faculty may participate in the faculty governance process as described above and are reviewed as described in Article V commensurate with their rank with the exception that Service expectations are centered on the department at the Clinical Assistant Professor level. Other service is at the discretion of the relevant Department Chairperson and/or the VPAA with due consideration of the professional aspirations of the individual, special talent or knowledge, and institutional need. Clinical faculty seeking promotion to the Associate or Full ranks must demonstrate institutional service.

1. Terms of appointments.

Initial appointments for Clinical faculty may be for up to three-years in duration. Clinical Faculty members are reviewed annually by the department Chair/Program Director. In the third year, Clinical faculty will also submit a portfolio for review to the Promotion and Tenure Committee. Annual reviews by the Department Chair comprise a classroom visit and completion of the Chair/Peer evaluation form, which both parties must sign. Annual meetings between faculty member and their Chairperson to discuss results of the evaluation and goals for improvement are strongly encouraged.

After a satisfactory review by the Promotion and Tenure Committee and the VPAA, Clinical faculty may receive a one- to three-year renewal appointment. Clinical Assistant Professors may, but are not obligated to, seek promotion to the rank of Clinical Associate Professor after six years of full-time employment at the College and promotion to Clinical Professor after 12

years. Regardless of the choice to pursue promotion, all Clinical Faculty are reviewed triennially after the initial probationary period.

2. Criteria for Appointment and Promotion of Clinical Faculty:

A. Clinical Assistant Professor

Appointment at the Clinical Assistant Professor rank requires a minimum of:

1. A master's degree and, where appropriate, certification or licensure in the field. In cases where the terminal degree in the relevant field was at the bachelor's level when the individual entered clinical practice, and the individual has substantial clinical experience, the Department Chairperson may advocate at the time of hire for an exception to this requirement.
2. Three years of clinical/professional experience in the area of the discipline in which the appointment is being made and evidence of currency in clinical/professional practice.
3. Demonstrated competence in clinical/professional teaching in the discipline.

B. Clinical Associate Professor

In addition to the qualifications required of a Clinical Assistant Professor, the Clinical Associate Professor rank requires:

1. Evidence of extensive successful experience in clinical/ professional practice in a field of specialization within the discipline and in working with and/or directing others (such as professionals, faculty members, graduate students) in clinical/professional activities in the field.
2. Evidence of a substantial history of superior clinical teaching ability, scholarship, or administrative accomplishments in or related to the clinical/professional program.
3. Evidence of effective and substantial service to the institution, the department, the community and/or their profession.

C. Clinical Professor

In addition to the qualifications required of a Clinical Associate Professor, the Clinical Professor rank requires:

1. Evidence of a high degree of excellence in clinical/professional practice and teaching sufficient to establish an outstanding regional and national reputation among colleagues.
2. Evidence of extraordinary teaching, scholarship, or leadership in the profession.
3. Continuing evidence of effective and substantial service to the institution, department, and the community and/or their profession.
4. The terminal degree in the applicable clinical/professional field. (Typically, a doctoral degree is required.)

Section Two. LECTURERS

The position of Lecturer is normally reserved to appointees who fulfill a particular instructional need of the College at a particular time. The primary responsibility of Lecturers is effective teaching. The extent of responsibility for student advising and mentoring is determined by the Chair and contingent upon departmental needs and the Lecturer's expertise. Service responsibilities center on the department. Other service is at the discretion of the relevant Department Chairperson with due consideration of the professional aspirations of the individual, special talent or knowledge, and institutional need.

1. Criteria for Appointment as Lecturer

Typically, a Master's degree in a discipline relevant to the intended teaching assignment is required. In exceptional circumstances, persons who have accumulated a significant level and leadership experience in the private or public sectors that would provide a unique background and wealth of knowledge that is of particular value, may be considered. The Department Chairperson may advocate at the time of hire for an exception to this requirement.

Except in extreme circumstances, no more than 20% of the full-time faculty may fall into the Lecturer category at any one time. All reappointments to the position of Lecturer and all applications for change in status are contingent upon ongoing institutional need as well as satisfactory performance. Non-reappointment based upon changes in institutional need or denial of application for change in status is to be considered non-prejudicial and non-appealable. Notices of non-appointment or denial of application for change in status will be delivered to the faculty member as far in advance of the end of employment as possible.

The College recognizes that some Lecturers may aspire to join the ranks of the tenure-track faculty and, to this end, are engaged in pursuit of the requisite terminal degree. Other Lecturers may, for a variety of reasons, wish to sustain their status as Lecturers on a continuing basis. Lecturers who aspire to the tenure track at Thiel are encouraged to stay in close contact with their department Chairpersons with regard to progress toward degree completion and are welcome to apply for open tenure-track positions. Application is to the appropriate Search committee.

2. Terms of appointment

Lecturer appointments may be $\frac{1}{4}$ time, $\frac{1}{2}$ time, $\frac{3}{4}$ time or full-time for one, two, or three semesters. Appointments are renewable annually, contingent upon satisfactory performance and ongoing institutional need. In three-year intervals, on or before September 15, all Lecturers must apply in writing, with written endorsement by the appropriate department Chair, for a three-year continuation of position, given ongoing institutional need and satisfactory individual performance.

3. Criteria for review

Lecturers are reviewed annually by the department Chair and in three-year intervals by a faculty member at the rank of Assistant Professor or above. In the third year, the Lecturer will also submit a portfolio for review to the Promotion and Tenure Committee. Annual reviews by the Department Chair review comprises a classroom visit and completion of the Chair/Peer evaluation form, which must be signed by both parties. Annual meetings between Lecturer and their Chairperson to discuss results of the evaluation and goals for improvement are strongly encouraged.

The review portfolio is submitted to the Promotion and Tenure Committee and includes a letter of application addressed to the VPAA/Dean of the College. In addition to the three Chair/Peer evaluation forms previously completed by the department Chairperson, evaluation protocols include a classroom visit by a faculty member at the rank of assistant professor or above and completion of the Chair/Peer evaluation form. Unsatisfactory review may result in termination at the end of the academic year of application. Appeal is to the VPAA/Dean of the College, whose decision, to be made in consultation with the President, is final.

The Lecturer Portfolio must include the following:

1. General Introduction (2-3) pages.
2. Faculty Self-Reports
3. Faculty Goal Statements
4. Current Curriculum Vitae
5. Roster of courses taught
6. Student Course Evaluations – Quantitative summaries of student evaluations for all courses and labs taught during the reporting period; representative samples of student comments; self-reflection on student evaluations
7. Chair/Peer evaluation forms completed by department chair
8. Chair/Peer evaluation form(s) completed triennially by a peer

The Lecturer Portfolio may also document as applicable:

1. Service to the Department
2. Service to the College
3. Community Service
4. Professional Development

The Lecturer Portfolio is to be submitted to the Promotion and Tenure Committee on or before September 15th of the review year.

Section Three. ADJUNCT FACULTY

The Adjunct Faculty of the College plays an important role in the ongoing success of teaching and student learning. Its members bring professional expertise to the College in a wide variety of disciplines and disciplinary specialties.

Typically, successful applicants for the position of adjunct faculty member must present graduate-level preparation equivalent to the master's degree or equivalent professional experience. Adjunct appointments vary widely, from a single course taught for a single semester, including summer school appointments, to one-semester or one-year full-time appointments.

After 36 credit hours of teaching, Adjunct Faculty members will be eligible for voting privileges within the faculty governance system, inclusive of attendance at Faculty meetings and voice at these meetings.

The primary responsibility of the Adjunct Faculty is effective teaching. The extent of responsibility for student advising and mentoring is determined by the department Chairperson. The Chair/Peer evaluation is to be conducted in the first year by the department Chairperson or designated representative in whose department the adjunct teaches and every two years thereafter. Each evaluation is followed by a discussion of the evaluation between the department Chairperson or designated representative and adjunct faculty member. Satisfactory reviews are required for continued employment. Unusual difficulties, as well as superior performance, are conveyed by the Chairperson to the VPAA/Dean of the College. Because unsatisfactory performance review may result in non-reappointment, discussion among the VPAA/Dean of the College, department Chairperson, and faculty member is mandatory following such reviews and will focus on the nature of the problem and feasibility of corrective measures. Final decision on non-reappointment rests with the VPAA/Dean of the College, in consultation with the President.

All Adjunct faculty appointments are contingent upon ongoing institutional need as well as satisfactory performance reviews. Non-reappointment based upon changes in institutional need is to be considered as non-prejudicial and non-appealable. Notice of non-reappointment of this kind will be delivered to the faculty member as far in advance of the end of employment as possible.

ARTICLE VII. GENERAL POLICIES FOR PERIODIC REVIEW OF FACULTY MEMBERS

Section One. RESPONSIBILITY

Oversight responsibility for periodic review of the Faculty rests with the Promotion and Tenure Committee, in collaboration with the VPAA/Dean of the College. Periodic review of the Adjunct Faculty is delegated to the appropriate department Chair(s). Periodic review of Lecturers is delegated to the appropriate department Chair(s) and the Promotion and Tenure Committee. Department Chairs should use self-reports, goals statements, chair/peer evaluations, and any other mutually agreed upon measures as the basis for their periodic reviews of probationary faculty.

Section Two. PERIODIC EVALUATION TIMETABLE

All tenure-track faculty members (Instructors, Assistant Professors, Associate Professors, and Full Professors) will be evaluated by the Promotion and Tenure Committee according to the schedule for Portfolio/Dossier Submission and the following schedule:

- Non-Tenured Instructors and Non-Tenure Assistant, Associate, and Full Professors – Annually
 - Tenured Associate Professors – Triennially
 - Tenured Full Professors – Triennially
1. Professors whose portfolio is due in the year they take any leave from the College, e.g., sabbatical, are required to submit the portfolio by May 15 of the following year. The portfolio should include a report to the VPAA/Dean of the College of the work accomplished during the leave.

Section Three. STUDENT COURSE EVALUATIONS

1. Circulation and Collection of Evaluation Forms

(Student course evaluations of all courses will be conducted during the final two weeks of the terms in which they are taught. When a course has enrollment of 3 or fewer students, the faculty member may choose not to collect student course evaluations if they feel the nature of the course makes it difficult for the student to provide anonymous feedback.

- (a) The Faculty Secretary will ensure electronic distribution of student course evaluation forms to each faculty member.
- (b) The faculty member will select a student from each course to be evaluated to proctor the evaluation process.

- (c) The faculty member will not be present during the evaluation process.
- (d) Under the supervision of the Faculty Chairperson, the Faculty Services Office will compile the student evaluations to create a statistical summary of all classes for each faculty member and a general summary of the results for all courses taught in a given semester.
- (e) Individual student evaluations, including student comments, will be distributed to the faculty member by the Faculty Services Office when statistical summaries have been completed.
- (f) Faculty members must retain these student evaluations during the period of their evaluation cycle, including the student comment sheets, as aids to the improvement of teaching and as materials upon which to base reflections upon teaching for all reviews, both periodic and tenure and promotion. Probationary faculty must retain student evaluations beyond the annual review in preparation for review of the dossier for promotion and tenure. Associate and full professors must retain student evaluations from at least their most previous triennial review.
- (g) Adjunct, Lecturer, and tenure-track faculty members are encouraged to review student comments with the appropriate department Chair(s).
- (h) When the quality of teaching is an issue for any faculty member, the department Chair(s), the Promotion and Tenure Committee Chair and/or the VPAA/Dean of the College have the right and the responsibility to request a review of some or all student comments from the current reporting period, in the presence of the faculty member.

2. Interpretation of Student Course Evaluations

- (a) The Promotion and Tenure Committee will consider statistical summaries of student course evaluations for all classes and labs, along with other portfolio materials, in evaluating individual faculty performance.
- (b) Reflections by the candidate on all aspects of teaching, including factors considered by the candidate as relevant to student evaluations, will also be considered. Every effort shall be made to review teaching quality holistically, such that frank reflection upon weaknesses as well as strengths, improvement on past performance, innovations in course design and pedagogies, and high expectations for student performance, are encouraged and recognized.

Section Four. PROMOTION AND TENURE COMMITTEE PROCEDURES

1. Periodic portfolios are due to the Promotion and Tenure Committee as listed in the Schedule for Portfolio/Dossier Submission.
2. Upon careful review of portfolio materials, the Committee will evaluate each candidate's performance as 1) Satisfactory: meets the guidelines for rank; 2) Minimally Satisfactory: meets the guidelines for rank with some areas of concern; or 3) Unsatisfactory: fails to meet the guidelines for rank.
3. Committee evaluations of periodic portfolios, in writing, will be forwarded to the VPAA/Dean of the College, who will confer with the Promotion and Tenure Committee in cases of disagreement on performance evaluation. When disagreement persists, the disagreement will be reflected in the final report to the candidate.
4. Portfolios/dossiers submitted in January are due from the Promotion and Tenure Committee to the VPAA/Dean of the College by March 15. The VPAA/Dean of the College reports are due to the candidates by April 15 and will be copied to the appropriate department Chair(s).
5. Portfolios/dossiers submitted in May are due from the Promotion and Tenure Committee to the VPAA/Dean of the College by July 15. The VPAA/Dean of the College reports are due to the candidates by August 15 and will be copied to the appropriate department Chair(s). Portfolios/Dossiers, will be returned to the Office of Faculty Services for retrieval by the faculty member. Copies of the reports will be sent to the faculty member.

Section Five. FACULTY ACCESS AND RESPONSE

1. The faculty member will be permitted to see their student course evaluation forms at any time following submission of final course grades.
2. The faculty member has the right to question the periodic review evaluation. Informal questioning may be directed to the Promotion and Tenure Committee. If resolution cannot be reached, the faculty member has the right to petition the Faculty Executive Committee for an independent evaluation. In the case of either an informal questioning or a formal petition, no new or additional materials can be added to the portfolio or dossier. The decision of the Faculty Executive Committee shall be recommended to the VPAA/Dean of the College, who, in consultation with the Faculty Executive Committee, the Chair of the Promotion and Tenure Committee, and the candidate, shall render a final decision. All records in such cases shall be retained in the Office of the VPAA/Dean of the College. The faculty member shall receive a written account of the considerations supporting the decision and shall have access to all records of the proceedings that are retained in their file. In all cases of informal questioning of formal appeal, the Chair and Members of the Promotion and Tenure Committee under whom the appeal originated shall respond.

3. Written notice by the faculty member of intention to question the review must be received by the Promotion and Tenure Committee no later than 45 days following the date of the Promotion and Tenure Committee's completed period review evaluation.
4. Timely completion and transmission of the VPAA's final reports shall be the responsibility of the VPAA/Dean of the College.
5. Faculty members should remain alert to due dates and inform the VPAA should the Promotion and Tenure periodic review evaluation and/or the VPAA's independent review not be received by the dates stipulated above.

ARTICLE VIII. GENERAL POLICIES FOR PROMOTION AND TENURE REVIEW

Section One.

The Promotion and Tenure Committee will review all applications for tenure and promotion.

Section Two.

Application for promotion from Instructor to Assistant Professor will be considered under the following conditions:

1. Completion of the terminal degree or its equivalent under the conditions outlined in the initial letter of employment;
2. Satisfactory/Minimally Satisfactory ratings on all periodic reviews at Thiel College completed prior to the application for promotion.

Section Three.

Application for tenure and promotion to Associate Professor will be considered under the following conditions:

1. Six years of service at the rank of Assistant Professor or as Instructor and, subsequently, Assistant Professor, totaling six years of tenure-track service.

Grandfather Clause:

The Policies and Procedures of the Faculty of Thiel College will apply in all particulars to all faculty members effective in academic year 2012/13, with the following exception for currently serving faculty members:

Tenure-track faculty members currently serving (2011/12 and earlier) as Instructors or Assistant Professors may elect to apply for promotion to the rank of Associate Professor in year four of

service in either of these ranks. Such application is not to be considered “early” in any respect. Guidelines for the preparation of the dossier are to be those outlined herein. In cases of application for promotion to Associate professor in year four, the application for tenure will occur in year six, irrespective of the outcome of the application for promotion to Associate Professor. Should promotion be deferred, re-application (not to be considered “early” in any respect) may occur in year five or, in concert with the tenure application, in year six.

2. Satisfactory/Minimally Satisfactory ratings on all periodic reviews.

Timely submission of the tenure and promotion dossier as described in [Article V](#) of *The Policies of the Faculty*.

Section Four.

Early review for tenure and promotion to Associate Professor will be considered under the following conditions:

1. Four years of service at the rank of Assistant Professor or as Instructor and, subsequently, Assistant Professor, totaling four years of tenure-track service.
2. Satisfactory/Minimally Satisfactory ratings on all periodic reviews.
3. Timely submission of the promotion and tenure dossier as described in [Article V](#) of *The Policies of the Faculty*.
4. Written agreement of the candidate indicating their understanding that early review for promotion and tenure is not a trial review. Rather, such review occurs under the conditions governing all tenure review, including the possibility of an unsatisfactory review, leading to termination.

It is highly recommended that candidates considering early application for tenure and promotion to Associate Professor discuss the matter thoroughly, in advance of the considered application, with the appropriate department Chair(s), in consultation with the VPAA/Dean of the College.

Section Five.

Application for promotion to the rank of Full Professor will be considered under the following conditions:

1. Six years or more of satisfactory service as a tenured member of the Thiel College Faculty.
2. Satisfactory /Minimally Satisfactory ratings on all triennial periodic reviews.
3. Timely submission of the promotion dossier as described in [Article V](#) of *The Policies of the Faculty*.

4. In the event of denial of promotion, the candidate may reapply in the second year following denial.

Section Six.

Early application for promotion to the rank of Full Professor will be considered after four years or more of satisfactory service as a tenured member of the Thiel College faculty. In the event of denial, the candidate may re-apply in the second year following denial.

It is highly recommended that candidates considering early application for promotion to Full Professor discuss the matter thoroughly, in advance of the considered application, with the appropriate department Chair(s) in consultation with the VPAA/Dean of the College, or directly with the VPAA/Dean of the College when the candidate is serving as department Chair.

ARTICLE IX. GENERAL POLICIES GOVERNING RESIGNATION AND NON-REAPPOINTMENT OF TENURED AND TENURE-TRACK FACULTY

Section One. RESIGNATION

1. Tenure-track faculty members who do not seek reappointment are to notify the department Chair, 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 members who decide to resign or retire are to notify in writing the department Chair, 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 Two. 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. Tenure-track 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 March 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 tenure-track faculty members will come only after a formal discussion between the appropriate department Chair and the VPAA/Dean of the College. The VPAA/Dean of the College, or their designated representative, shall sit with the Department chairperson, or their designated representative, and the faculty member in question to discuss the reasons that non-reappointment is being recommended. The Chair of the Faculty and the Director of Human Resources 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 X. TERMINATION OF CONTRACT: TENURED AND TENURE-TRACK FACULTY

Section One. 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. Unlawful, illegal, improper, unethical, or similar acts by the faculty member;
4. Academic incompetence of the faculty member;
5. 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. Additionally, 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

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 and Administration, with significant input from the department 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 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 significantly change or eliminate academic programs or to add new programs. The procedures to be followed in such cases are outlined in *The Procedures of the Faculty*, [Article IV](#), Section Three. ACADEMIC PROGRAMMING.

3. 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.

4. 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 III](#) of *The Policies of the Faculty*.

5. 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.

No tenured or tenure-track faculty member shall have their appointment discontinued on the basis of Academic Incompetence or Neglect of Duty ([Article X](#), Section One, 4 and 5 above) until documentation of faculty remediation has been completed ([Article III](#), Section Four of *The Policies of the Faculty*).

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

Any tenured or tenure-track 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.

The right to appeal termination which extends to tenured and tenure-track faculty does not include faculty in the Lecturer or adjunct rank.

1. APPEAL TO THE FACULTY EXECUTIVE COMMITTEE

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 Faculty Executive Committee. The faculty member must give written notice to the Chair of the Faculty within ten days of receipt of the notice of termination. The Chair of the Faculty shall acknowledge the faculty member's decision to appeal and shall set a hearing before the full Faculty Executive Committee 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 their belief, will assist in the presentation at the hearing. The College will cooperate with the Faculty Executive Committee in attempting to secure witnesses and making available documents and other information as may be necessary, subject to FERPA and other confidentiality concerns.

The Faculty Executive Committee members, as well as the faculty member, their advocate, 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 Faculty Executive Committee, if necessary, may adjourn to another date to permit the Faculty 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 Faculty 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 Faculty Executive Committee to set forth the facts and the basis of its decision. The Faculty Executive Committee 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 Faculty Executive Committee, 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 Faculty Executive Committee.

2. 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 Faculty Executive Committee and is free to make whatever additional inquiries deemed necessary to make a decision in the matter, including a review of all the documentary information, interviewing witnesses, and

exercising their own judgment concerning the facts of the matter. The President may accept, reject, or modify in writing, in whole or in part, the decision of the Faculty Executive Committee 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.

3. 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 forty-eight hours of the appeal with whatever information and documentation the President had available in making a 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 Faculty Executive Committee'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 in 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 XI. RETIREMENT CONTRIBUTION AND TUITION REMISSION

Section One. RETIREMENT PLAN

1. Faculty appointed to a full-time position at Thiel College are provided a retirement plan. 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.
2. More information about the Plan can be obtained from the Human Resources Office and from the Summary Plan Description.

Section Two. TUITION REMISSIONS

The College provides tuition remission and tuition exchange programs for full-time faculty members, typically following one year of service to the College. Information about current programs, including eligibility requirements and the process for application are found in the All Employee Handbook.

1. Attendance at Thiel College:
 - (a) Any full-time employee of Thiel College shall be eligible for undergraduate tuition remission.
 - (b) The College also provides a tuition remission program for the MBA program.
 - (c) Dependent children and the spouse of any full-time employee of Thiel College may also be eligible for tuition remission.

2. Attendance at other accredited institutions:

Thiel College participates in tuition exchange programs. Dependents of full-time faculty and staff may be eligible to participate. Details of the tuition exchange program and the eligibility requirements can be found in the All Employee Handbook.

ARTICLE XII. GRIEVANCE PROCESS

Section One. 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.

Policies governing inappropriate conduct or violence in the workplace are included in the Employee Handbook.

Section Two. 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 they have suffered an alleged injustice at Thiel College is expected to use the following procedure:

1. Approach the person or group identified as the immediate cause of the alleged injustice; and, if unable to resolve the situation satisfactorily, then
2. 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
3. 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
4. Appeal to the President of the College for redress of the grievance; if still unresolved, then
5. Appeal to the Board of Trustees for review and action.

Section Three. 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:

1. The student first approaches the faculty member against whom they have the grievance; if this does not resolve the problem, then
2. 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 their confrontation with the faculty member.

3. 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 Executive Committee shall be called upon for a full evaluation procedure; if still unsatisfied, then
4. The student or faculty member appeals to the President of the College, if unresolved, then
5. The student or faculty member appeals to the Board of Trustees of Thiel College for final action.

ARTICLE XIII. 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 XIV. 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 XV. 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 Policy 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 One. 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, the Executive Committee of the Faculty Council, 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 Two. NOTICE OF MEETINGS

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

Section Three. 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 Four. 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 Five. QUORUM

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

Section Six. 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 Seven. FACULTY MEETING BUSINESS

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

1. Opening Prayer
2. Approval of Minutes of Previous Meeting
3. Faculty Committee Reports
4. Cabinet Reports:
 - a. President
 - b. VPAA/Dean of the College
 - c. Others

5. Special Reports
6. Old Business
7. New Business
8. Announcements
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 Eight. 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.

ARTICLE III. OFFICERS OF THE FACULTY

Section One. CHAIRPERSON

The Chairperson of the Faculty shall be a faculty member elected by the Faculty. The Chairperson 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 Three. PARLIAMENTARIAN

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

ARTICLE IV. ACADEMIC ORGANIZATION AND PROGRAM

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.

Section One. VPAA/DEAN OF THE COLLEGE

1. 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.

- (a) To develop educational objectives, policies, and plans in cooperation with the departmental chairpersons, the various standing committees of the Faculty, and the Faculty Council.
- (b) To serve, at the request of the President, as chairperson of the Faculty Meetings.
- (c) To prepare the annual academic divisional budget after receipt of the various departmental budgets.
- (d) To review the annual budget requests, as necessary, with the appropriate budget supervisor within the academic division.
- (e) To review monthly budget expenditures and, as the need arises, call to the attention of the appropriate chairpersons concerns about disproportionate expenditures.
- (f) 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.
- (g) To make recommendations to the President concerning salary increases, and continuation or release of faculty following the receipt of recommendations from the departmental chairperson.
- (h) 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.
- (i) To work closely with the departmental chairpersons as necessary to resolve departmental problems.
- (j) 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.
- (k) To render appropriate recognition to those students who have earned academic honors.
- (l) To render interpretive judgments of college policy for students and for faculty.
- (m) To review waivers of policy for faculty and for students.
- (n) 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.

- (o) 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.
- (p) To meet with faculty committees and departments as requested or as needs mandate.
- (q) To maintain a close working relationship with the Board of Trustees' Committee on Academic Affairs.
- (r) 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.
- (s) To promote and support faculty development.
- (t) To ensure Department Chairs can adequately perform their functions by providing appropriate professional development.

Section Two. DEPARTMENT CHAIRPERSON

1. 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.
2. Departments elect their Chairperson to this compensated position. A Chairperson must be a tenured member of the faculty. The only permissible exception to the tenure requirement is if a department has no available tenured faculty, in which case the most senior faculty member will serve as 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.
3. Graduate programs may have a Program Director who is hired or appointed specifically into that role by the VPAA. In those cases, the position is not determined by election. In addition to the duties described below for Chairpersons, Graduate Program Directors have additional administrative responsibilities outlined in their appointment letters (e.g. recruitment, staff supervision, and oversight of specialized accreditation). The administrative portion of such appointments will be evaluated annually by the VPAA. Removal of a Program Director will follow the same procedures outlined above. In cases where a department offers only graduate programming, compensation for the Program Director will be included within the appointment rather than as a separate Chairperson stipend. Departments that offer multiple programs (for example, undergraduate and

graduate, or multiple graduate programs), may divide duties of the Chairperson and Program Director between two individuals, with compensation divided respectively. In such cases, the Chairperson would be expected to evaluate the Program Director through the normal review process.

4. 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.
 - (a) Call department meetings as needed and serve as chair at such meetings.
 - (b) 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.
 - (c) Work with other members of the department and with the VPAA/Dean of the College to prepare the department's annual budget.
 - (d) Monitor the department's budget to ensure that the funds are spent appropriately and that the budget is not exceeded.
 - (e) 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.
 - (f) 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.
 - (g) Provide leadership to the department in searching for new faculty when needed and making related recommendations to the VPAA/Dean of the College.
 - (h) Evaluate faculty for retention, promotion, and tenure decisions.
 - (i) 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.
 - (j) 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.
 - (k) Provide leadership in representing, promoting, and supporting the faculty and

the overall department to relevant internal and external audiences.

- (l) Provide leadership for the department to help the admissions office (as need arises and time permits) to recruit students for the department.
- (m) Model excellence in teaching, concern for students, professional development, and service.
- (n) When possible, resolve complaints from faculty, staff, students, parents, and administrators.
- (o) Work with department members and the library staff to advocate adequate library resources for the programs offered by the department.
- (p) 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.
- (q) Supply departmental materials on courses to the VPAA/Dean of the College for inclusion in the catalog.

Section Three. 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 Four. 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 Five. 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 major changes to academic programs or such programs' creation/termination.

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 significantly change or eliminate academic programs or to add new programs.

In such cases, the procedures to be followed are:

1. Proposals may be initiated by the President, the VPAA, or any interested stakeholder.

Proposals shall be sent to appropriate department(s) for review and comment and to the Institutional Planning and Budgeting Committee (IPBC) for evaluation of

strategic merit. Proposals should be made available to appropriate department(s) at least one month in advance of the announced date of the IPBC meeting at which the proposal is scheduled for consideration.

Affected departments may provide to IPBC written documents and recommendations relevant to the proposal in advance of consideration by IPBC. These materials should be made available to IPBC at least two weeks in advance of the announced date of the IPBC meeting at which the proposal is scheduled for consideration.

Upon careful review of all materials provided, IPBC shall forward its recommendation regarding strategic merit to the Curriculum Study Committee (CSC). The recommendation, accompanied by a rationale, will include all documents considered by the IPBC, inclusive of those submitted by the affected department(s).

Curriculum Study reviews the proposal, with particular attention to its academic and staffing implications, and forwards its recommendation, with rationale, to Faculty Council, which votes to approve or disapprove the proposal.

These results are forwarded to the full Faculty, which shall vote to approve or disapprove the proposal.

The proposal is then submitted to the Committee on Academic Affairs of the Board of Trustees, along with all relevant documents and a one-page summary statement outlining the strengths and weaknesses of the proposal. The summary statement, offered as a courtesy to the Board of Trustees, will be jointly prepared by the VPAA and the Chair of the Faculty, whose signatures will certify that the summary statement accurately represents both points of consensus and areas of concern or disagreement. The summary statement will also be distributed to the affected department(s), the Faculty Executive Committee, and the President of the College.

The affected department(s) will have the opportunity to request a meeting with the Chair of 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 of Trustees, whose decision is final.

2. In cases of approved program creation, change, or elimination that involve termination of tenure-line faculty positions, the following additional procedures will be followed:
 - (a) the faculty member(s) losing a position will be notified within two weeks following the decision to terminate the position;
 - (b) the affected faculty members(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 following termination of the position, the College will make every reasonable effort to

contact the affected individuals(s) and offer reinstatement, providing the faculty member is still qualified;

- (e) a faculty member whose position is eliminated as the result of program or department reductions will be accorded one additional year of employment subsequent to the end of the academic year when notification of termination occurred, with the same salary and benefit levels as received before notice of termination.

Section Six. FINAL EXAMINATION POLICY

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

All faculty members 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 given on a study day. (Approved by the Faculty on April 22, 2008)

ARTICLE V. SELECTION AND 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 Chair meets with the VPAA/Dean of the College by September 15 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 and 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 no 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 and/or Chairperson of the Search Committee for the position. 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, Chairperson of the Search Committee for the position 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 Chair 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 Chairs and members of the Search Committee are responsible for planning the schedule of each interview. The Chair or a designated representative, 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 Chair and members of the Search Committee evaluate and rank the candidates. The Chair 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 Chair 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 Chair of the Department, Human Resources Director, and the Payroll Coordinator. Appointments are to be completed by April 15.

12. The Chair 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 Chair 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. GENERAL PROCEDURES FOR PERIODIC REVIEW OF FACULTY MEMBERS (SEE [ARTICLES VII](#) AND [VIII](#) OF *POLICIES: GENERAL POLICIES FOR PROMOTION AND TENURE REVIEW*)

ARTICLE VII. FACULTY COMPENSATION AND BENEFITS

Section One. GENERAL INFORMATION

1. 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.
2. 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 Two. FACULTY DEVELOPMENT

1. 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:
 - (a) Sabbatical leaves of absence with pay will, at the discretion of the

administration, be granted to tenured Associate and Full Professors.

- (b) The salary in such cases will be full pay for one semester or half pay for two semesters. In cases where a faculty member is in a 12-month appointment, summer may be considered as one of the semesters. The salary will be based on the annual salary of the year in which the faculty member is on leave (current year). The application may also include a request for professional development funding to support the leave. If such a request is included, a separate application through other professional development opportunities is not required.
- (c) A sabbatical leave of absence must be approved by the respective department chairperson, the Faculty Executive Committee, the VPAA/Dean of the College, and the President.
- (d) For reasons that are educationally and administratively sound, the College will not ordinarily approve leaves for more than five percent of the total number of full-time faculty members as of September 1, for any given academic year.
- (e) 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.
- (f) 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.
- (g) A faculty member applying for a sabbatical leave shall submit the leave proposal to the Chairperson of the Academic Department by September 15. The Department Chairperson forwards the proposal to the Executive Committee of the Faculty Council by October 1. The Executive Committee reviews the proposal and reports its recommendation by November 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 the Winter meeting. The general policy is that requests for leaves must be submitted prior to the academic year in which the leave is to occur.
- (h) No faculty member shall be eligible for a sabbatical leave of absence prior to the completion of six years full-time service at the College. 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.
- (i) 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.

- (j) 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.

2. Non-sabbatical leaves of absence:

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.

3. Professional dues:

The College reimburses each faculty member with a limited stipend of at least \$200.00 for annual membership in professional or learned societies.

4. Faculty travel funds:

- (a) 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.

- (b) Individual Travel:

- i. 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.
- ii. 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.
- iii. 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.
- iv. A faculty member who must use a private car on officially authorized College business will receive mileage reimbursement per College policy.

- v. Ordinarily, faculty members are entitled to one reimbursement per year for professional development.
 - (c) Travel outside the contiguous 48 states will be negotiated with the VPAA/Dean of the College on an individual basis.
5. Advanced study and research: Advanced study and individual research are encouraged by the College. Specific assistance is made available in the following ways:
- (a) 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.
 - (b) 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.
 - (c) 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 Three. 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 *Employee Handbook*.

Section Four. 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 Five. SECRETARIAL SERVICES

Secretarial and other services are available to faculty through the Faculty Services Office.

ARTICLE VIII. COMMITTEES AND REPRESENTATIONAL POSITIONS OF THE FACULTY

The Faculty operates through standing committees, ad hoc committees and representational positions, which serve a variety of purposes. They perform an array of duties to fulfill necessary service responsibilities. Individuals are selected either through Administrative or Institutional Service Committee (ISC) appointment, departmental selection, or Faculty election.

Section One. STRUCTURE, FUNCTIONS, AND MODIFICATIONS OF COMMITTEES AND REPRESENTATIONAL POSITIONS

1. The Faculty operates through standing committees, ad hoc committees, and representational positions which serve a variety of purposes. They can act primarily as governance, advisory, regulatory, community-focused bodies, or a combination of each. Faculty also serve in representational positions that may carry advisory or regulatory functions. The permanent standing committees and representational positions will be structured as follows: Governance, Advisory, Regulatory, and Community-Focused.

2. Preparation and revision of the structure and function of committees and representational positions originating in the Faculty shall be the responsibility of the Institutional Service Committee (ISC) (see Article VIII, Section 3) in cooperation with the VPAA/Dean of the College.

(a) The Institutional Service Committee shall conduct an annual review of submitted reports and Handbook descriptions. A more comprehensive review will be completed every four years on all institutional service and reported to the Faculty.

(b) Suggestions for changes in Faculty committees shall be channeled through the Institutional Service Committee. Suggested substantive changes in the structure and descriptions shall be evaluated by the ISC 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.

(c) To form an ad hoc committee, the chair must register with the Institutional Service Committee and provide information regarding purpose, number of faculty positions needed, estimated workload, distribution of workload, and approximate duration of ad hoc committee status. ISC will provide recommendations for faculty to serve on ad hoc committees initiated by Administrators.

(d) Ad hoc committees can only exist for a total of five years, unless an extension is sought and granted by the Institutional Service Committee. To be considered a permanent Handbook committee, a proposal must be submitted and reviewed by ISC who will follow the Handbook change procedures as noted above.

3. Standing committees and positions are organized based on purpose and functions.

(a) Governance Committees

i. Committees

Committee GC-1: Faculty Council

Committee GC-2: Faculty Executive Committee

Committee GC-3: Promotion and Tenure Committee

Committee GC-4: Institutional Service Committee (ISC)

Committee GC-5: Curriculum Study Committee
Committee GC-6: Institutional Planning and Budgeting Committee (IPBC)
Committee GC-7: Enrollment Management Committee

(b) Advisory Committees and Positions

i. Committees

Committee AC-1: Faculty Salary and Fringe Benefits Committee
Committee AC-2: Academic Standing Committee

ii. Representational Positions

Position AP-1: Faculty Chairperson
Position AP-2: Representative to the Board of Trustees
Position AP-3: Parliamentarian

(c) Regulatory Committees and Positions

i. Committees

Committee RC-1: Academic Assessment Committee
Committee RC-2: Institutional Animal Care and Use Committee (IACUC)
Committee RC-3: Institutional Review Board (IRB)

ii. Representational Positions

Position RP-1: Faculty Athletic Representative (FAR)
Position RP-2: Title IX Advisor

(d) Community-Focused Committees and Positions

i. Committees

Committee CC-1: Academic Events Committee
Committee CC-2: Wellness Committee

ii. Representational Positions

Position CP-1: Faculty Marshals

Section Two. RESPONSIBILITIES OF COMMITTEES AND REPRESENTATIONAL POSITIONS

The following shall apply to the organization and implementation of the committee and representation 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 Handbook committee shall meet at least once each year or defend its existence to the Institutional Service Committee (GC-4). If a committee is not functioning, the ISC 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 September 1 each year, the Handbook 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 Institutional Service Committee, apprising them of the current membership, the duration of terms, and the officers of their respective committees.
5. Representational positions and chairpersons of every Handbook or ad hoc committee shall prepare a brief written report containing a summary of the following:
 - i. An assessment of the activities during the academic year and an evaluation of the workload,
 - ii. Any recommendation(s) for needed changes to the Handbook descriptions,
 - iii. The effectiveness of the position or committee.

Ad hoc committees will report at the end of each year. Governance and Community-Focused committees and positions will report every even year. Advisory and Regulatory committees and positions will report every odd year. These reports shall be sent to the VPAA/Dean of the College and the Chairperson of the Institutional Service Committee no later than May 15.

6. The chairperson of every standing committee shall maintain an operational handbook that details committee procedures and includes a timeline for its tasks. A copy of the committee handbook shall be maintained with the Institutional Service Committee.

Section Three. SELECTION AND MEMBERSHIP

Faculty elect representatives to some committees and representational positions. The Institutional Service Committee appoints non-elected committee members and representational positions. Regardless of selection method, only the Faculty can remove, for cause, a faculty member from committees and representational positions.

The President and/or VPAA appoints faculty members to some committees (i.e., IRB, IACUC, administrative ad hoc) and representational positions (i.e., FAR) with the recommendation of the Institutional Service Committee. The President and/or VPAA can, for cause, remove a faculty member they have appointed. The President and/or VPAA will explain, in writing, the cause for removal to the affected faculty member.

Faculty committees shall be subject to the following general regulations concerning selection procedures and memberships:

1. Faculty Responsibility. Committee participation is expected and is shared equitably 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. Selection Procedures. Prior to the January Faculty meeting, the Institutional Service Committee shall prepare and distribute a slate of nominees for the positions and committees

that have elections, having initially sought input from the Faculty on service preferences. Additional nominations shall be received from the floor at the January meeting. The names of all nominees shall then appear on the official ballot prepared by the ISC; the election shall be held during the February Faculty meeting. Full-time Faculty and eligible adjuncts (as defined in [Article VI](#) of *The Policies of the Faculty*) shall be eligible to vote. The ISC shall count the votes and report the results to the Faculty as soon as possible. In cases of ties, the ISC shall determine the winner by lot. A plurality of votes cast shall constitute election. The ISC will appoint faculty to remaining non-elected Handbook positions and committees after the election. The appointments will be presented at the March Faculty meeting. Throughout the process, preference will be given to distributing service equitably, to the greatest extent possible.

5. Terms of Office. The terms of office shall be three years, unless otherwise noted, and shall begin on August 15, with the exception Faculty Council. 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 chairperson at its first meeting.
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.

Section Four. DESCRIPTION OF FACULTY COMMITTEES AND REPRESENTATIONAL POSITIONS

The approved description of each standing committee and representational position shall be as follows:

A. Governance Committees

Committee GC-1: Faculty Council

1. Membership

- (a) Elected by Department: 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.
- (b) Designated: The VPAA/Dean of the College
- (c) *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.)

2. Functions

- (a) 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.
- (b) Communicates its final decisions to the Faculty.
- (c) May exercise the option to refer any matter to the Faculty for approval.
- (d) Supervises the overall academic performance of the College, including such matters as:
 - i. Establishing priorities among the various Faculty responsibilities.
 - ii. 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.
 - iii. Investigating any similar academic matters that the Council may deem it advisable to consider.
- (e) 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)
- (f) Elects sub-committees as needed, including an executive committee.
- (g) Elects a representative to the Faculty Executive Committee in April. The nominee with the highest number of votes shall fill the position. In the case of a tie, the election shall be decided by lot.

Committee GC-2: Faculty Executive Committee

1. Membership

- (a) Elected by Faculty and Faculty Council: Five members as follows;
 - i. Two members elected by and from the Faculty Council to serve a two-year term. One member shall be elected each Spring Term at the first Faculty Council meeting following the beginning of the new term of Faculty Council on April 1. The nominee with the highest number of votes shall fill the Executive Committee position. In the case of a tie, the election shall be decided by lot.
 - ii. Three at-large members elected from the Faculty in the spring semester for two-year, staggered, terms.
- (b) Designated: Faculty Chairperson, who will also be the chairperson of the Executive Committee.
- (c) Faculty Membership Stipulations:
 - i. All members must be faculty on the tenure track.

- ii. Must have at least one, but no more than two, untenured faculty serving at any one time.
- iii. At least one member must be of the rank of professor.

2. Functions

- (a) Meets at the request of the chairperson or upon the request of any other member of the Executive Committee.
- (b) Serves as an advisory committee to the VPAA/Dean of the College.
- (c) Prepares the agenda for meetings of the Faculty Council and, in consultation with the VPAA/Dean of the College, prepares the agenda for meetings of the Faculty.
- (d) Reviews Faculty sabbatical and leave requests and makes recommendations to the VPAA/Dean of the College.
- (e) Serves as a default committee for review of competitive proposals or nominations for awards that are not specifically designated to be reviewed by other committees.
- (f) Serves as the default working group for Faculty Council's supervisory functions.
- (g) Serves as a body of appeal in various situations as outlined in the *Policies and Procedures of the Faculty of Thiel College*.
- (h) To assure effective communication between the Faculty and senior administrators, meets at least once per semester with the President and monthly during the fall and spring semesters with the VPAA/Dean of the College. Normally, these are separate meetings.
- (i) Prepares the Faculty Report for the Board of Trustees Committee on Academic Affairs according to the guidelines provided by that Committee.

Committee GC-3: Promotion and Tenure Committee

1. Membership

- (a) Elected by Faculty: Six members.
- (b) Faculty Membership Stipulations:
 - i. All genders to the greatest extent possible.
 - ii. As wide a range of disciplines as possible.
 - iii. All must be tenured.
 - iv. At least one member must be of the rank of professor.

2. Functions

- (a) Makes recommendations to the VPAA/Dean of the College for promotion, tenure, and emeritus/a status.
- (b) Reviews faculty in the following circumstances:
 - i. Examines appropriate records of candidates for promotion and tenure, the nature of such records being stipulated in *The Policies of the Faculty* ([Articles V-VIII](#)).
 - ii. Reviews a faculty member on tenure track annually and informs him/her of progress, or lack of it, toward tenure.

- iii. Conducts periodic reviews of all faculty members (except adjuncts) according to the schedule stipulated in *The Policies and Procedures of the Faculty*.
 - iv. Reviews faculty members applying for tenure and promotion to Associate Professor and those applying for promotion to Full Professor.
- (c) 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 faculty member and the VPAA/Dean of the College.
 - (d) Offers advice on matters of hiring and continuance related to academic performance should it be asked to do so when requested by the VPAA/Dean of the College and/or the department Chairperson involved.
 - (e) In cases involving allegations of academic incompetence, acts as an advisory body to the VPAA/Dean of the College and/or Faculty Executive Committee if requested.

Committee GC-4: Institutional Service Committee

1. Membership

- (a) Elected by the Faculty: Four members. Committee members may not serve more than two terms consecutively.
- (b) One of these members will serve as chairperson.
- (c) Faculty Membership Stipulations:
 - i. Two members must be tenured.

2. Functions

- (a) Annually prepares lists of nominees for vacancies on all relevant Handbook committees and representational positions in accordance with the "general regulations concerning selection procedures and membership" ([Article VIII](#), Section Three of *The Procedures of the Faculty*); solicits additional nominations from the floor at the January Faculty meeting; prepares an official ballot that includes all nominees; assists the presiding officer in the election, which is held at the February Faculty meeting of the academic year; counts ballots; and announces election results. Appoints faculty to remaining non-elected Handbook positions and committees, where appropriate (see Selection Procedures, [Article VIII](#), Section Three of *The Procedures of the Faculty*).
- (b) 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 One of *The Procedures of the Faculty*).
- (c) 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.
- (d) Recommends Faculty members to ad hoc committees or as representatives of the Faculty for specific purposes.

- (e) Assumes responsibility for the continuous functioning of ad hoc committees, Handbook committees and Handbook representative positions. If an entity is not functioning, the Institutional Faculty Committee shall report the situation to the Faculty Council for action by the Faculty.
- (f) Receives annually committee reports concerning current membership and organization, meeting frequency, and committee effectiveness (see [Article VIII](#), Section Two, e) of *The Procedures of the Faculty*); also, maintains a file of committee operational handbooks (see [Article VIII](#), Section Two, f) of *The Procedures of the Faculty*).
- (g) 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 VIII](#), Section One, 2b of *The Procedures of the Faculty*.)

Committee GC-5: Curriculum Study Committee

1. Membership

- (a) Elected by the Faculty: Five Faculty members. Committee members may not serve more than two terms consecutively.
- (b) *Ex Officio*:
 - i. VPAA/Dean of the College or designated representative from the Records Office who holds voice but no vote.
 - ii. Library Director or designated representative who holds voice but no vote.
- (c) One of the faculty members shall serve as chairperson.
- (d) Faculty Membership Stipulations:
 - i. Must hold the rank of at least Assistant Professor.
 - ii. Must include at least one from each of the following areas: Humanities, Social Sciences, and Natural Sciences.
 - iii. Committee members must have been full-time members of the Faculty at least one year prior to election.

2. Functions

- (a) Conducts continuing examination of all matters pertaining to the curriculum, including a review of all course changes proposed by departments.
- (b) 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.
- (c) Receives recommendations from the Institutional Planning and Budgeting Committee (IPBC) 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 IPBC's recommendation, to the Faculty Council.

- (d) Receives proposals from IPBC concerning the discontinuation of existing programs, reviews them, and returns recommendations with rationale, either in support of or opposition to IPBC's recommendation, to IPBC for a final recommendation. The IPBC then forwards the proposal, with all supporting materials, to the Faculty Council.
- (e) Approves curriculum changes in existing academic courses and programs before sending them to the Faculty Council for final consideration.
- (f) Reviews proposals for course modifications/alternative delivery for on-line and hybrid courses and with its recommendations sends them to Faculty Council for final consideration.
- (g) Reviews on-line consortium courses for approval.
- (h) Maintains a file of all committee actions.

Committee GC-6: Institutional Planning and Budgeting Committee (IPBC)

1. Membership

- (a) Elected by the Faculty: Four Faculty members.
- (b) *Ex Officio*:
 - i. The President
 - ii. The Vice President of Academic Affairs
- (c) Administrative Staff Representatives: The President will appoint four administrative staff representatives. Each representative will serve a two-year staggered term.
- (d) The Vice President for Finance and Administration will serve as a co-chair and fill one of the administrative staff positions on the Committee.
- (e) The Committee will annually elect from the Faculty representatives the other co-chair, who must have tenure.
- (f) Faculty Membership Stipulations:
 - i. At least one member of the Faculty must be tenured.

2. Functions

- (a) Planning
 - i. Evaluate appropriate linkage between budgetary allocations (i.e., personnel, facilities, equipment, travel, etc.) and progress toward achievement of institutional goals and objectives as outlined in strategic plans.
 - ii. Work with other campus committees and groups (i.e., Faculty Salary and Benefits Committee, *Great Colleges to Work For* Task Force, Curriculum Study Committee, etc.) by providing an assessment of all proposed academic and administrative programs and initiatives with a net budgetary impact greater than \$5,000.
- (b) Budgeting and Finance
 - i. Provide oversight for the systematic preparation, implementation, and execution of the annual operating and capital budget.

- ii. Facilitate communication among stakeholders by providing and gathering information and by sharing preliminary budget assumptions with the Thiel community through customary campus communication systems.
 - iii. Review institutional financial reports including annual audits and interim financial statements.
- (c) The Committee will meet as the workload requires but not less than once per semester.

Committee GC-7: Enrollment Management Committee

1. Membership

- (a) Elected by the Faculty: Six Faculty members.
- (b) Designated:
 - i. VPAA/Dean of the College
 - ii. Vice President for Student Life and Athletics
 - iii. Vice President for Enrollment Management, Co-Chair
 - iv. Director of Financial Aid
 - v. Director of the Thiel Learning Commons
 - vi. Director of Athletics
- (c) All elected and designated members will have voting privileges.
- (d) One faculty member will serve as co-Chair of the committee.
- (e) Faculty Membership Stipulations:
 - i. Representation from Science, Technology, Engineering and Math (STEM), Social Sciences, Humanities, Professional disciplines, and Graduate Programs.

2. Functions

- (a) Related to Admissions and Recruitment:
 - i. Changes in admission standards will be developed jointly by the President and the Enrollment Management Committee and are subject to Board of Trustee approval.
 - ii. Reviews annually the policies and guidelines for admission to the College.
 - iii. Advises the Vice President for Enrollment Management on maintenance of standards for admission to College.
 - iv. Establishes a sub-committee of two faculty members, the VPAA/Dean of the College, and the Vice President for Student Life and Athletics to review applications for admissions for applicants not meeting pre-determined standards.
 - v. Reviews progress in recruitment.
- (b) Related to Financial Aid:
 - i. Reviews applicants and recommends awards for restricted scholarships for which no other body has been designated.
 - ii. Reviews annually policies and guidelines for allocation of financial aid.

- iii. Reviews with the Director of Financial Aid financial aid standards.
- (c) Related to Retention:
 - i. Originates and directs study of issues and of policies affecting student retention.
 - ii. Reviews annually policies, guidelines, and programs affecting student retention.
- (d) Recommends policy changes when appropriate.
- (e) The Faculty Co-Chair will serve as liaison between the Enrollment Management Committee and the Enrollment Management Committee of the Board of Trustees.

B. Advisory Committees and Positions

Committees

Committee AC-1: Faculty Salary and Fringe Benefits Committee

1. Membership

- (a) Appointed by ISC: Four faculty members.
- (b) *Ex Officio*:
 - i. VPAA/Dean of the College
- (c) Faculty Membership Stipulations:
 - i. Two members must have tenure.
 - ii. Non-tenure track faculty members with voting privileges can choose to serve.

2. Functions

- (a) 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.
- (b) 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.
- (c) 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 and Investment of the Board of Trustees.
- (d) 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.
- (e) 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.

- (f) 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.
- (g) Two members will serve on the college-wide Retirement Committee.

Committee AC-2: Academic Standing Committee

1. Membership

- (a) Appointed by ISC: Two Faculty Members.
- (b) *Ex Officio*:
 - i. VPAA/Dean of the College as Chairperson or designated representative;
 - ii. Vice President for Student Life and Athletics;
 - iii. Registrar;
 - iv. Director of the Learning Commons

2. Functions

- (a) Assists the VPAA/Dean of the College in maintaining high standards of academic performance.
- (b) Examines the academic records of all students with deficient grades (as defined in the Academic Catalog) to determine whether such students should be placed on probation, retained, suspended, or dismissed.
- (c) Makes recommendations to the VPAA/Dean of the College or to the Faculty concerning matters related to academic standards.
- (d) Reviews applications for readmission to the College, appeals, and petitions for exceptions to academic regulations. If time permits, the full committee may convene to discuss these issues. If it is impractical for the full committee to meet, the Chairperson is empowered to make such decisions.
- (e) Faculty members will serve on the ACT 101 Advisory Council.

Positions

Representative Position AP-1: Faculty Chairperson

1. Membership

- (a) Elected by the Faculty: One faculty member to serve a two-year term. Consecutive terms of service shall be limited to two.
- (b) Faculty Membership Stipulations:
 - i. Must be a tenured Faculty member.

2. Functions

- (a) Serves as spokesperson for the Faculty.
- (b) Serves as chairperson of the Faculty Council.
- (c) Serves as chairperson of the Faculty Executive Committee.
- (d) 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 One of *The Procedures of the Faculty*)

Representative Position AP-2: Representatives to the Board of Trustees

1. Membership

- (a) Elected by the Faculty: Two Faculty members, approved by the Board of Trustees.
- (b) The Chairperson of the Faculty shall attend as a substitute representative if one of the representatives is unable to attend a particular meeting.
- (c) Members have voice but no vote.

2. Functions

- (a) Serves the Faculty by officially representing it to the Board of Trustees.
- (b) 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 or the President of the College.
- (c) Reports to the Faculty following semi-annual meetings of the Board of Trustees, presenting any pertinent information regarding discussions and actions of the Board.
- (d) See [Article II](#), b, 3 of *The Policies of the Faculty*

Representative Position AP-3: Parliamentarian

1. Membership

- (a) Appointed by ISC: One Faculty member to serve a one-year term ([Article III](#), Section Two of *The Procedures of the Faculty*).

2. Functions

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

C. Regulatory Committees and Positions

Committees

Committee RC-1: Academic Assessment Committee

1. Membership

- (a) Appointed by ISC: Four faculty members.
- (b) *Ex Officio*:
 - i. Vice President for Academic Affairs/Dean of the College or designated representative
 - ii. Middle States Commission on Higher Education (MSCHE) Liaison Officer or designated representative
- (c) All faculty members will have voting privileges.
- (d) One member will serve as chair. One faculty member will serve on the Thiel Assessment Steering Committee when needed.
- (e) Faculty membership Stipulations:
 - i. Two members must have quantitative analysis skills.

2. Functions

- (a) To act as a resource to academic and non-academic departments, individual faculty, academic programs, and committees for the purpose of assessing student academic outcomes and program evaluation.
- (b) To help each area formulate an assessment plan, which may include creating a schedule, writing reports, collecting and scoring artifacts, and other assessment activities.
- (c) To receive evaluation reports from all academic programs.
- (d) To propose recommendations facilitating ongoing assessment practices which enhance institutional effectiveness.
- (e) To provide training and educational opportunities for faculty and staff to facilitate awareness of assessment issues and practices.
- (f) To remain current and knowledgeable about the latest assessment tools, practices and guidelines.
- (g) To report regularly to the Faculty and create a forum for meaningful discussion of assessment-related issues.
- (i) To review and periodically update the Academic Assessment Handbook.

Committee RC-2: Institutional Animal Care and Use Committee (IACUC)

1. Membership

The Thiel College IACUC shall consist of the following members in accordance with the policy set forth by the Office of Laboratory Animal Welfare (OLAW):

- (a) Appointed by the Institutional Officer, typically the President, or designated representative:

Up to 4 Faculty members, who all serve three-year renewable terms.

- (b) Veterinarian with experience in the use of experimental animals.
- (c) A member of the community: Excluding Thiel College employees to represent the interests of the community but could include alumni and friends of the college.
- (d) 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.
- (e) The Chair will be chosen from among the Thiel Faculty on the Committee.
- (f) Faculty Membership Stipulations:
 - i. Faculty members who have experience in animal experimentation and/or research ethics. In most cases, faculty membership would be expected to include at least one representative from the following departments: Biology, Neuroscience, Psychology, and Philosophy.

2. Functions

- (a) Semiannual inspections of animal care and use facilities and evaluation of animal care and use programs.
- (b) Make recommendations to the Institutional Official for any corrections or modifications needed in program or facilities.
- (c) 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.
- (d) Review and approve, require modifications in, or withhold approval of proposed significant changes regarding the use of animals in ongoing activities.
- (e) Suspend animal use activities that are not in compliance with applicable standards.
- (f) Review concerns involving the care and use of animals at Thiel College.
- (g) Keep records and maintain the confidentiality of committee proceedings and activities.
- (h) Submission of reports to the Institutional Official or designated representative.
- (i) The IACUC shall meet as often as necessary to fulfill its responsibilities, but at a minimum shall meet at least once every six months for semi-annual facility inspection in accordance with federal regulation under OLAW.

Committee RC-3: Institutional Review Board (IRB)

1. Membership

- (a) Appointed by the Institutional Officer, typically the President, or designated representative: Up to four Faculty members, who all serve three-year renewable terms.
- (b) The Chair of the IRB would be chosen from among the membership of the IRB and will serve continuously until such time as they are unable or unwilling to serve in this capacity.

- (c) All members of the IRB would be voting members. A majority will be 1 plus half of the voting members.
- (d) Faculty Membership Stipulations:
 - i. At least one 1 member whose primary concern is scientific.
 - ii. At least one 1 member whose primary concerns is in a nonscientific area.
 - iii. At least 1 member knowledgeable of vulnerable populations (for example: children, prisoners, pregnant women, or disabled persons).
 - iv. At least 1 member sensitive to issues and community attitudes including diversity of race, gender cultural backgrounds.

2. Functions

- (a) 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. Research involving human subjects **CAN NOT** proceed without the approval of the IRB.
- (b) Approve any modifications of research protocols involving human subjects.
- (c) Suspend research activities that do not meet applicable standards.
- (d) Review concerns about the use of human subjects for research.
- (e) Maintain records of meetings and approved activities.
- (f) Review and modify guidelines and procedures periodically and when necessary.
- (g) Submit an annual report summarizing the IRB's work to the Chair of the Institutional Service Committee and to the Institutional Officer who will submit it to all relevant federal agencies when necessary.
- (h) Ensure the appropriate training of IRB members and researchers using human subjects.
- (i) 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.

Positions

Representative Position RP-1: Faculty Athletic Representative (FAR)

1. Membership

- (a) Appointed by the President: Two full-time faculty representatives with five-year terms.
- (b) Membership Stipulations:
 - i. The FAR must not hold an administrative or coaching position in the Athletics Department.
 - ii. The FAR must be interested in and engaged with undergraduate student athletics.

2. Functions

- (a) Serves as a liaison between the Thiel College Athletic Department, faculty, and administration.
- (b) Regularly attend the President's Athletic Conference (PAC) FAR meetings.
- (c) Represents the college in conference and NCAA affairs.
- (d) Reports to the faculty and administration on the academic well-being of student-athletes.
- (e) Ensures, either directly or indirectly, that student-athletes meet all College, NCAA, conference, financial aid, and intercollegiate competition requirements.
- (f) Serves as a representative of athletics on committees for the college, conference, and NCAA.
- (g) Supports with waiver requests and compliance investigations.
- (h) Administer surveys to student-athletes as directed by the NCAA and perform other duties assigned by the NCAA.
- (i) Be available to serve on search committees for athletic positions if needed and as requested by the Athletics Department.

Representative Position RP-2: Title IX Advisor

1. Membership

- (a) ISC will solicit volunteers annually.

2. Functions

- (a) Assist and navigate either the complainant or respondent throughout the Title IX process.
- (b) May provide support for their advisee during all meetings, interviews, and the entirety of the investigation.
- (c) Perform cross examination only during the live hearing and may not represent or ask questions for their advisee at any other point.
- (d) Keep up to date with Title IX policies and procedures.
- (e) Maintain privacy throughout the Title IX process.
- (b) Volunteers serve as advisors only if need arises but will receive training on Title IX procedures regardless.

D. Community-Focused Committees and Positions

Committees

Committee CC-1: Academic Events Committee

1. Membership

- (a) Appointed by ISC: Three faculty members.
- (b) *Ex Officio*:
 - i. Vice President for Academic Affairs/Dean of the College or designated representative
- (c) One of the faculty members will serve as chair.

2. Functions

- (a) Invite members of the Campus Events and Programming Steering Committee and other interested parties (e.g., Marketing representative, Events representative) to planning session at first annual meeting.
- (b) Set academic programming 1 year in advance to include at least 6 Academic Common Hours, typically held on the first Thursday of every month, with faculty input.
- (c) Plan specifics of events (e.g., invited speaker, cultural exchange, community engagement), location, payments, confirmation details, and general scheduling.
- (d) Obtain feedback from students regarding proposed events.
- (e) Coordinate marketing for events.
- (f) Regularly obtain feedback from attendees when possible to inform future events.
- (g) Oversee and use Endowed Academic Programming funds.

Committee CC-2: Wellness Committee

1. Membership

- (a) Appointed by Institutional Service Committee: Two faculty members.
- (b) Director of Health and Wellness or designated representative
- (c) Director of Counseling Center or designated representative
- (d) Staff with an interest in health and wellness

2. Functions

- (a) The Wellness Committee plans 2-3 health and wellness activities for faculty and staff each semester.
- (b) The committee generally will plan 1-2 activities that benefit a local non-profit organization, such as the Red Cross, the American Heart Association, or other non-profits that the committee deems appropriate.

Positions

Representative Position CP-1: Faculty Marshals

1. Membership

- (a) Appointed by ISC: Two Faculty members, elected for six-year terms, one serving as Faculty Marshal and one serving as Assistant Faculty Marshal.

- (b) The terms of the Marshals shall be staggered such that in their fourth year the Faculty Marshal will train the newly elected Assistant Faculty Marshal. The latter will assume the Faculty Marshal role in their second year and the former Faculty Marshal will serve as the Assistant for the remaining two years of their term.

2. Functions

- (a) Cooperates with the President and the VPAA/Dean of the College in planning and directing Opening Convocation, Founders' Day Convocation, Academic Honors Convocation, and Commencement.
- (b) Notifies the Faculty of the time, place, and other arrangements regarding academic processions.
- (c) Maintains membership on the Convocation Committee.
- (d) The Assistant Faculty Marshal assists the Faculty Marshal 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).

ARTICLE IX. 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, with the exception of substantive changes to committee structures and descriptions which must also be forwarded to Faculty Council for action before the full Faculty vote (see Article VIII, Section 1). A majority of the faculty members present is required to change *The Procedures of the Faculty*.

ARTICLE X. 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 XI. 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.

Revised 07/03/2012; 11/07/14; 05/2017; 07/2018; 12/2021; 6/2023