

1 HISTORY, MISSION, PURPOSES AND GOALS

1.1 HISTORY

Shortly after the turn of the 20th century, two luxuriously-appointed new hotels in Forest City were involved in a "hotel war." After only four months, one of them, the Waldorf Hotel, went bankrupt. The building stood vacant until it was bought by local Lutheran pastor, C.S. Salveson and opened in the fall of 1903 as a coeducational institution to educate lay people in "both the mind and spirit." Thus, the building constructed as a hotel survives today as the main administration building of Waldorf College.

Although named Waldorf College, the school operated as an academy until 1920, when a junior college department was added. Waldorf existed as a six year institution from 1920 to 1936. In 1936, the high school department (academy) was discontinued, but in 1945 Waldorf became a four year institution when the last two years of high school were added to meet the needs of young persons whose education had been interrupted by war. That pattern was altered in 1956 when Waldorf discontinued the high school program and became once again a two year college.

Although it resisted becoming a four year college in the 1960s, Waldorf has continued its pattern of adaptation in recent years. In the late 1980s, the College developed a night school program and a relationship with Wartburg College, enabling non-traditional students to earn A.A. and B.A. degrees. In the 1990s Waldorf began a process of developing a number of innovative programs whereby students could earn B.A. degrees in three years. In 2001, Waldorf became accredited as a four-year baccalaureate college.

1.2 MISSION

Mission

Waldorf College seeks to be an engaging community of learning and faith where relationships are formed and opportunities for learning and service abound. Our mission is to educate the whole person emphasizing integrity and equipping students to succeed and to serve the communities where they live and work.

As a Liberal Arts College with Core Values

Waldorf offers a curriculum to liberate the way students think that they may develop a basic understanding and knowledge of how those in a variety of disciplines think and approach life. As a liberal arts college, Waldorf seeks to instill values of *service, community, critical inquiry, and lifelong learning* in each student and in the very culture of the college community. These values and this education prepare our graduates to understand and contribute to life in our complex and ever-changing world.

As a Residential College

Waldorf offers a carefully designed student life program, as well as extensive co-curricular,

cultural and community service activities designed to create a campus atmosphere conducive to a well-rounded educational experience. We value high academic achievement, personal growth, the building of lasting friendships, and a growing awareness of community responsibility.

As an Online College

Waldorf offers a broad range of quality online academic programs delivered in an innovative flexible format while providing a positive experience that impacts the lives of students.

As a Community that Values Religious Faith

Waldorf seeks to explore the meaning and depth that religion and spirituality can add to life. The questions religion poses for the living of life and the unique perspective Christianity can give to the living of life are explored with academic rigor. Students are encouraged to develop a deep respect for the role religious devotion can play in giving direction, purpose, and a moral foundation to life.

As a College Engaged with the World

Waldorf seeks to bring the world to our community by enrolling a significant number of international students. Waldorf actively encourages all students to experience the world through multi-discipline opportunities for travel and study abroad.

As a College Born of a Strong Academic Heritage

Waldorf has upheld the Lutheran tradition of excellence in higher education since the college was founded in 1903. This tradition values service to the community, academic excellence, freedom of inquiry, a liberating education, and learning through the exchange of ideas in open conversation.

Learn

Live

Serve

1.3 PURPOSES AND GOALS

1.3.1 Educational Goals

Waldorf College strives to educate the whole person, and sets the following goals for its students:

- Goal 1** Waldorf graduates will be able to think critically.
- Goal 2** Waldorf graduates will be competent in writing, reading, speaking, and listening.
- Goal 3** Waldorf graduates will demonstrate knowledge in the natural sciences by being able to apply the scientific method and recognizing the applications of science to everyday life.
- Goal 4** Waldorf graduates will demonstrate skills in applications of mathematics and computer literacy.

- Goal 5** Waldorf graduates will demonstrate knowledge of the behavioral or social sciences.
- Goal 6** Waldorf graduates will demonstrate knowledge of the performing and fine arts.
- Goal 7** Waldorf graduates will have a basic understanding of their own interests, abilities, and values.
- Goal 8** Waldorf graduates will have a basic understanding of community service and social responsibility.
- Goal 9** Waldorf graduates will demonstrate an understanding of religion and the questions it asks, the role it plays in shaping life and culture, and the cherished beliefs of others.
- Goal 10** Waldorf graduates will develop the skills for physical and emotional well-being.
- Goal 11** Waldorf graduates will demonstrate a global appreciation of their world.

Appropriate multiple measures of progress/accomplishment for each objective derived from the goals above have been determined and they are presented in the College's Assessment Plan .

1.3.2 **Goal Attainment**

In order to accomplish its outcome goals, the College has a strategic planning system that is designed to provide information about institutional context and relate it to specific objectives that will be pursued in the short and medium range future. (For more information about the strategic planning system consult section 2.6 of this handbook.)

2 ORGANIZATION, GOVERNANCE AND PLANNING

2.1 ORGANIZATION CHART

The governance and administrative functions and lines of authority are summarized in Figure 1, a separate addendum to the Faculty Handbook.

2.2 MAYES EDUCATION, INC

Waldorf College is owned by Mayes Education, Inc. which is a wholly owned subsidiary of Columbia Southern University, Inc. (CSU). CSU is a closely held for-profit corporation that operates Columbia Southern University which is an online university serving students across the nation and the world.

2.3 BOARD OF TRUSTEES

2.3.1 Composition and Role of the Board

The Board of Trustees consists of 9-15 voting members. The College President and legal counsel, are non-voting and are advisory to the Board. Each member holds office for a two-year period with the possibility of being reelected.

The Board of Trustees is the final decision maker in establishing and interpreting the policies of the College. The Board also elects the President and evaluates the President's performance.

2.3.2 Organization of the Board of Trustees Committees

The Board of Trustees has established five committees:

- Quality Committee
- Fiscal Integrity Committee
- Mission, Vision, and Planning Committee
- Executive Committee
- Nominating Committee

Each committee has a Chair and may have one or more College staff persons of corresponding responsibilities who serve an advisory role. The Chair of the Board of Trustees is an ex officio member of all committees and the President of the College is an advisor to all committees. The Faculty Chair and an Alumni Board member are non-voting representatives to the Board.

2.4 COLLEGE ADMINISTRATION

2.4.1 President

The President is elected by the College's Board of Trustees. She/he is the chief executive officer, reports directly to the Board, and has ultimate responsibility for the operation of all aspects of the College in accordance with policy adopted by the Board.

Working cooperatively with the administrative officers whom she/he hires, faculty, students and various committees, the President is charged with leading the institution and developing the necessary data, long-range plans and strategic recommendations necessary for the Board to effectively govern the institution. As the principal spokesperson for the College, a significant amount of the President's time is devoted to marketing-related matters: the external constituencies of the College, support for the admission program, and the development of enrollment generating programs that assure the fiscal health of the institution and achievement of its goals.

2.4.2 Vice President of Academic Affairs and Dean of the College

This position has specified institution-wide responsibilities outside Academic Affairs, as well as holding overall coordination and responsibility for all areas of Academic Affairs. Those institution-wide responsibilities include overall coordination of institution-wide program evaluation, campus-wide programs of student retention, staff development, and strategic planning. Within Academic Affairs, this position is directly responsible for curriculum development and evaluation; recruitment, hiring, orientation, and separation of faculty; faculty evaluation, promotion and Term Tenure; faculty vitality; faculty professional development; faculty activities, and faculty loads. This position is responsible for all activities of the registration and advising offices; extended campuses; the library, AACE, academic computing, development of the College's telecommunications network, adult and continuing education, co-curricular activities that receive academic credit, degree programming, online learning, and summer school. The VP of Academic Affairs also works closely with the VP of Finance on budget activities. This officer serves as the senior executive when the president is absent from the campus.

2.4.2.1 Associate or Assistant Dean for Academic Affairs

The Associate or Assistant Dean for Academic Affairs will have category 5 faculty status. This position does not qualify for membership of Faculty Forum.

When an Associate Dean or Assistant Dean is chosen from the faculty, she/he is appointed by the current Academic Dean and serves for the period that the Dean decides is appropriate, or until the Associate or Assistant Dean decides to return to teaching. At the discretion of the Rank & Tenure Committee, time served as an Associate or Assistant Dean may be counted towards promotion and Tenure salary increases (if applicable). Following the period of service, an Associate or Assistant Dean may choose to return to departmental teaching and other duties.

2.4.3 **Vice President for Operations**

This position has specified institution-wide responsibilities. Those institution-wide responsibilities include overall coordination of institution-wide operations, campus-wide support activities, staff development, and strategic planning. This position is directly responsible for admissions functions; student financial aid; grounds and maintenance; the bookstore; marketing; student recruitment; instructional technology and the staff of these support activities. Oversight of the college's food service. The VP of Operations also works closely with the VP of Finance on budget activities. Through the College's Athletic Director, this position is responsible for all aspects of intercollegiate athletics at Waldorf College.

2.4.4 **Dean of Students**

The Dean of Students and his/her staff are primarily responsible for developing, implementing, maintaining and evaluating the student life program on campus in a manner consistent with the philosophy and objectives of the College. This officer's responsibilities include:

- Supervising and evaluating international and minority student services, counseling, residential life, student social activities, student life, and health service programs.
- Coordinating the development and implementation of student conduct policies and regulations
- Advising student government
- Coordinating campus-wide scheduling of College events and facilities
- Collecting student retention and other student life statistics
- Directing the orientation and parent relations programs.

The Dean of Students also directs the Campus Center and provides for the scheduling of its facilities and special programs, as well as supervising the management of the College switchboard, student post office and recreation areas of Gatsby's Grill.

2.4.5 **Vice President/Director of Marketing and Communications**

This position, whether a VP or Director level position, oversees all public relation and marketing functions of the college. This includes website development (in coordination with IT), advertising, branding, publications, and communication with the media regarding intuiotional matters or athletic matters

2.4.6 **Vice President of Financial Affairs**

The Vice President of Financial Affairs and his/her staff oversee and carry out all of the College's financial accounting functions, budget preparation and monitoring, purchasing, personnel functions, insurance, and investments.

2.5 **INSTITUTIONAL COMMITTEE STRUCTURE**

There are three categories of institutional standing committees. Two of these categories: (1) Faculty Standing Committees and (2) College Standing Committees have elected faculty members. The third category, (3) Administrative Standing Committees, may have faculty members serving, although not elected. There are also Permanent Task Forces that have elected faculty

members and meet as-needed as well as various Advisory Groups which faculty members may be appointed to on an as-needed basis. Members of the Faculty Senate take office at the beginning of the academic year.

2.5.1 **Faculty Standing Committees**

The Faculty Standing Committees are comprised of faculty and staff members, and they deal with faculty and academic issues.

2.5.1.1 **Faculty Senate**

Membership

1. Vice President of Academic Affairs/Co-Chair (non-voting except in the case of a tie)
2. Humanities Area - 2 senators –2-year terms (voting)
 - a. Division of Humane Letters
 - b. Division of Music and Fine Arts
3. Professional Area – 2 senators – 2-year terms (voting)
 - a. Division of Business/Communication/CIS
 - b. Division of Education
4. Science Area – 2 senators – 2-year terms (voting)
 - a. Division of Natural Sciences
 - b. Division of Social Sciences
5. Registrar (non-voting)
6. Library Director (non-voting)
 - A Senate Leader is elected from the division representatives and serves as co-chair.
 - Senators must be category 1 or 2 faculty members.
 - Refer to Section 3.1.4 for more information about the Faculty Senate.

2.5.1.2 **Rank and Tenure Committee**

A. Membership

1. Vice President of Academic Affairs-Chair – (non-voting)
2. Faculty Chair (voting)
3. Past Faculty Chair (voting)
4. Three full-time Term Tenured faculty members with at least Associate Professor rank--3-year staggered terms (voting)

B. Responsibilities

1. Carries out the promotion and Term Tenure process on the schedule outlined in the "Faculty Promotion and Awarding of Term Tenure" section of this handbook (3.4).
2. Considers information concerning those faculty members who apply and are found to be eligible for promotion and/or Term Tenure, and makes recommendations to the Vice President for Academic Affairs.
3. Participates in the non-reappointment, suspension or dismissal process as outlined in 3.13.
4. Participates in the Due Process and Grievance procedures outlined in Section 3.14.

C. Organization

1. Three members shall constitute a quorum.
2. The committee shall meet as often as necessary.

2.5.1.3 **Assessment Committee**

A. Membership

1. Vice President of Academic Affairs (voting)
2. Dean of Students (voting)
3. Humanities Area - 2 faculty members –3 year staggered terms (voting)
 - a. Division of Humane Letters
 - b. Division of Music and Fine Arts
4. Professional Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Business/Communication
 - b. Division of Education
5. Science Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Natural Sciences
 - b. Division of Social Sciences
6. Registrar (non-voting)
7. Two students selected by committee—1-year term (non-voting)

A. Responsibilities

1. Implements the Assessment Plan.
2. Evaluates how well the objectives of the Plan are being met.
3. Makes recommendations for changes which will result in institutional improvement.
 - Academic recommendations from the Assessment Committee will go to the Faculty Senate.
 - Other recommendations will go to the Strategic Planning Committee.
 - Recommendations approved by the Faculty Senate are forwarded to the faculty for consideration and approval.
 - Recommendations approved by Strategic Planning go directly to the President.
 - Policy recommendations approved by the faculty and the President must be approved by the Board of Trustees.
4. Monitors and evaluates the Plan.
 - The administrative responsibility for academic issues will be addressed by the Vice President for Academic Affairs.
 - The Dean of Students will address the student development objectives.

2.5.1.4 **Core Curriculum Committee**

A. Membership

1. Assistant or Associate Academic Dean, Chair (voting)
2. Humanities Area - 2 faculty members –3 year staggered terms (voting)
 - a. Division of Humane Letters
 - b. Division of Music and Fine Arts
3. Professional Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Business/Communication
 - b. Division of Education
4. Science Area – 2 faculty members – 3 year staggered terms (voting)
 - a. Division of Natural Sciences

- b. Division of Social Sciences
- 5. Registrar (non-voting)
- 6. Two students selected by the committee—1 year term (non-voting)

B. Responsibilities

- 1. Recommends new priorities and directions for the core curriculum to the divisions and to the Faculty Senate.
- 2. Initiates proposals (or receives proposals and recommends on them) for changes in the core curriculum (goals, objectives, adding or deleting courses). These are sent to the Divisions and to the Faculty Senate.
- 3. Monitors the achievement of the goals and objectives of the core curriculum and prepares an annual report to the Assessment Committee

2.5.2 **College Standing Committees**

The College Standing Committees are made up of administration, faculty, staff, and sometimes student members. The committees deal with academic and student issues.

2.5.2.1 **Admission and Academic Progress Committee**

A. Membership

- A. Registrar—Chair (voting)
- 2. Director of the Academic Support Program (voting)
- 3. Vice President of Academic Affairs (voting)
- 4. Director of Admissions (voting)
- 5. Dean of Students (voting)
- 6. Faculty member--3-year staggered term (voting)
- 7. Faculty member--3-year staggered term (voting)
- 8. Faculty member--3-year staggered term (voting)

B. Responsibilities

- 1. Reviews admission policy and guidelines and makes recommendations to the faculty regarding admission policy, which also must be submitted to the President and Board of Trustees. This should be done before the April board meeting.
- 2. Reviews and makes recommendations on academic progress of all present low-performing students. Normal progress standards can be found in the Academic Policies section of the Waldorf College Catalog.

C. Admission Procedure

The admission procedure/policy is determined by the Board of Trustees with recommendations from the faculty.

2.5.2.2 **Athletic Committee**

A. Membership

- 1. Athletic Director—Chair (voting)
- 2. Vice President of Operations (voting)
- 3. Faculty member—3-year staggered term (voting)
- 4. Faculty member—3-year staggered term (voting)
- 5. Faculty member—3-year staggered term (voting)

6. Student selected by the committee—female (voting)
7. Student selected by the committee—male (voting)
8. All coaches (non-voting)

B. Responsibilities

1. Provides and promotes an athletic program which is in harmony with the philosophy and goals of Waldorf College and the rules of the National Association of Intercollegiate Athletics.
2. Considers the financial implications of the athletic program.
3. Oversees scheduling procedures and guidelines.
4. Develops and recommends operational policies to the Athletic Director.
5. Keeps apprised of the Waldorf grants made in the athletic program.
6. Oversees facility usage.

C. Organization

1. All coaches are considered advisory.
2. A quorum will be three faculty/staff members.
3. The committee will meet as needed.

2.5.3 Administrative Standing Committees

Faculty and staff members may serve by appointment on these committees.

2.5.3.1 President's Council

A. Membership

1. President of the College—Chair
2. Dean of Students
3. Vice President of Operations
4. Vice President of Academic Affairs
5. Vice President of Financial Affairs
6. Faculty Chair
7. Assistant to the President (non voting)
8. Athletic Director.

B. Responsibilities:

1. Advise the President.
2. Implement budgets approved by the Board of Trustees.
3. Implement strategic plans approved by the Strategic Planning Task Force and the Board of Trustees.
4. Present proposed action items to the Strategic Planning Task Force and other institutional committees.
5. Insure that the major functional areas of the College are reinforcing and supplementing one another, and not operating at cross purposes.
6. Improve campus-wide communication between all levels.
7. Serve as a liaison for the Board of Trustees.

C. Organization

1. Normally meets weekly.
2. Assistant to the President serves as secretary to the council.

3. Other members of the campus community may be brought in for discussion and information on specific topics.

2.5.3.2 Campus Planning Committee

A. Membership

1. President (voting)
2. Vice President of Academic Affairs and Dean of the College (voting)
3. Vice President of Operations (voting)
4. Vice President of Financial Affairs (voting)
5. Director of Maintenance (voting)
6. Two students selected by the committee—1-year term (voting)
7. Other members of the campus community as needed on a one-year basis (non-voting)

B. Responsibilities

1. To keep informed about current studies related to College development being conducted by other faculty committees.
2. To seek to improve the short- and long-range utilization of campus facilities.
3. To undertake both short- and long-range planning of campus and facility needs.

C. Organization

1. The members shall elect a Chair and a secretary each year.
2. The committee will meet upon call by the Chair or any member of the committee, with the first meeting held no later than November 1 of each year.
3. Three faculty or staff members shall constitute a quorum.

2.5.4 Permanent Task Forces

2.5.4.1 Harassment Resolution Panel

A. Membership (All members are voting.)

1. Faculty member, male—3-year staggered term
2. Faculty member, female—3-year staggered term
3. Faculty member, 3-year staggered term
4. Staff member, male—3-year staggered term
5. Staff member, female—3-year staggered term

B. Responsibilities

1. Hear harassment cases and render judgment as to the guilt or innocence of the accused.
2. In the event of a guilty verdict, the panel will determine appropriate consequences.
3. Committee members shall receive annual training in the area of harassment resolution at the College's expense.

C. Organization

1. The Chair shall be elected from the committee members
2. Nominations for committee membership shall come from the Faculty Senate, and the President shall appoint members to the committee initially.
3. Vacancies shall be filled by nomination from the Faculty Senate upon the approval of the vote of the full faculty or staff as appropriate.

2.5.4.2 Strategic Planning Task Force

A. Membership (All members are voting.)

1. President—chair
2. Vice President of Academic Affairs
3. Vice President of Business Affairs
4. Dean of Students
5. Faculty Chair
6. Vice President of Operations
7. Faculty member—at large—3-year staggered term
8. Faculty member—at large—3-year staggered term
9. Faculty Senate member
10. Staff Representative—3-year term elected by the staff
11. Board of Trustees representative
12. Student representative

B. Responsibilities

1. Develop strategic and long-range plans for the College for review by the President, Board of Trustees and/or Faculty.
2. Directs the development of institutional research necessary for planning.
3. Annually considers threats and opportunities.
4. Develops strategic initiatives for consideration which will advance the College in achievement of its mission.

C. Organization

1. The President of the College serves as Chair.
2. Assistant to the President serves as secretary.
3. A quorum consists of six members, at least two of whom are faculty.
4. The committee meets upon the call of the President, usually once a month.

2.5.5 Advisory Groups

These groups may have faculty members appointed to them and meet on an as-needed basis. The individual in charge of the group may request faculty member representation. The Faculty Senate will approve these requests to ensure that faculty resources are not overcommitted.

Campus Hearing Board

Appointed by Dean of Students

Campus Ministry

Appointed by Dean of Students

Global Issues

Appointed by Dean of Students, VP of Academic Affairs, International & Minority advisors

Technology

Appointed by VP of Academic Affairs, VP of Business Affairs, IT Director

Library

Appointed by Library Director

Scholarship (Honors Day)

VP of Academic Affairs, Director of Admissions, Financial Aid Director

Institutional Research Board

A. Membership

1. Vice President for Academic Affairs, Chair
2. Faculty member
3. Faculty member
4. Member at-large—faculty or administrator

B. Responsibilities

1. Review research proposals and instruments developed by members of the Waldorf community to control for quality and appropriateness of the research.
2. Ensure that the federal government's requirement to protect human and animal subjects is satisfied. (See 3.9.10)

C. Organization

1. The faculty members shall be appointed by the Vice President for Academic Affairs.
2. The member at-large shall be appointed by the Vice President for Academic Affairs.
3. The board meets as needed.
4. The board shall seek additional expertise where necessary to evaluate a particular project.

D. Procedures

1. All faculty, students, staff, and administrators should submit their research of human and animal subjects to the Institutional Research Board for review.
2. Faculty members who have students in their classes or are supervising independent study projects involving research with human and animal subjects are responsible for seeing that these student projects are approved by this board.
3. All research proposals seeking external funding must be approved by this board prior to formal submission.

2.6 STRATEGIC PLANNING SYSTEM

2.6.1 Planning Process

There are two primary institutional-wide planning committees, the President's Council and the Strategic Planning Task Force. Other committees initiate, discuss, and develop strategic initiatives and plans also, but their focus is limited to functional areas within the College. Furthermore, when it is perceived that their proposals and plans will involve expenditure of funds or affect other areas of the College, those proposals and plans must be reviewed and discussed by the President's Council. The President's Council and Strategic Planning Task Force routinely solicit and encourage ideas and concerns from individuals and groups throughout the faculty and staff, including other committees.

A two-day strategic planning retreat is held each summer, in May or June. Before starting to develop and consider strategic initiatives for the coming year(s), the task force: reviews the previous years in depth (including the planning process and its results); examines various institutional data and discusses possible implications of the past year's planning assumptions; reviews and modifies as appropriate, and examines in depth, the strategic initiatives formulated the previous year; and formulates the strategic plan for the coming year(s).

The President's Council devotes much of its attention to non-strategic matters and to implementation. The Strategic Planning Task Force meets monthly. Both groups are advisory to the President.

Each administrative area is charged with collecting planning data for the committee on an on-going basis. In addition, as certain needs for data arise, special studies are sometimes commissioned for a particular administrative unit.

2.7 AMENDMENT POLICY

The Faculty Handbook may be amended to reflect responses to changing circumstances. Sections 1.0 through 2.4.6 may only be amended by the Board of Trustees. Changes in Sections 2.5 through 3.14 may be initiated by any member of the faculty, the President, or Board of Trustees.

Any amendment proposed by a faculty member shall be presented to the Faculty Senate who may recommend approval of the proposed change, modify the proposed change, or reject the proposed change.

Those changes for which the Faculty Senate recommends approval shall be presented to the faculty for vote. Notice of the proposed amendment shall be sent to all faculty at least two weeks before the Faculty Meeting at which the vote is scheduled. The amendment must receive a vote of two-thirds of those persons authorized to vote at a Faculty Meeting at which there is a quorum.

An Amendment approved at the Faculty Meeting will be presented to the Board of Trustees who may approve, modify or reject the proposed amendment. If the Board elects to modify the Amendment, the amendment shall be returned to the faculty for reconsideration. Each August at the faculty retreat, the Academic Affairs Office shall announce the replacement pages that can be printed from the website reflecting amendments passed by the Board of Trustees during the previous academic year.

2.7.1 Distribution and Maintenance of the Faculty Handbook.

The Faculty Handbook is an important part of the legal and professional relationship between the college and the faculty. In an effort to assure proper maintenance of the handbook and assure complete communication to faculty, the following process for distribution will be followed.

Distribution:

- A PDF file will be prepared of the current enforceable handbook. In order to assure that the PDF file has not been modified after it is printed, an MD5 sum will be generated (<http://en.wikipedia.org/wiki/Md5sum> or <http://tools.ietf.org/html/rfc1321>) and the MD5 sum file will be included as an accompanying file with the PDF version of the handbook.
- The PDF file and the MD5 sum file will be made available by any reasonable electronic means, such as Moodle, Academic Affairs web-page, etc. and at least one of these means will include the MD5 sum file.
- A matching disk and hardcopy will be placed in the library for reference use.

Addendum/ Errata :

In the event of changes mid-year to the handbook due to appropriate action or to correct errors:

- The Faculty will receive a PDF file of the updates by email or other appropriate means.
- The Library copy will be updated with the electronic information as well as paper copies of the changes.

Annual Update:

During the month after the completion of Spring term a meeting of the VPAA, Faculty Chair and Senate Leader will be called to go over all the Faculty Meeting and Board of Trustee minutes to assure all changes to Faculty Handbook have been recorded. If there are any changes from the previous year, this committee will publish a new version of the document and distribute copies as outline in the Distribution section.

3 FACULTY POLICIES, PROCEDURES AND GUIDELINES

3.1 WALDORF COLLEGE FACULTY GOVERNANCE SYSTEM

The faculty governance system for the College is designed to promote shared governance, mutual respect and accountability. It is based on a strong commitment to this shared governance and is intended to efficiently and effectively allow the faculty of Waldorf College to fulfill the mission of the college. While policies and procedures are essential for the academic community, it is equally important to understand the spirit in which they are carried out. Waldorf College is more than a place of employment. It is a place of vocation, where each member of the community lives out their call to serve.

3.1.1 Categories of Faculty

There are seven categories of faculty members at Waldorf College.

- Category 1. Full-time term tenure faculty members who teach or have load equivalent of more than 22 hours per the nine month school Year,
- Category 2. Part-time faculty who teach at least 12 hours per year, and who have the same qualifications as full-time faculty. Shared positions are to be considered a category of part-time faculty.
- Category 3. Full-time non-term tenured track faculty who normally meet all the qualifications for full-time faculty but are hired on a fixed term basis.
- Category 4. Part-time faculty who do not teach 12 hours per year or may not meet all of the qualifications for full-time faculty.
- Category 5. Full-time librarians possessing a minimum of a master's degree, and administrators with faculty rank.
- Category 6: Full-time off-campus online faculty, who normally meet all the qualifications for full-time faculty but teach off campus, carry a maximum 120 student load or equivalent and perform other duties as assigned.
- Category 7: Part-time off-campus adjunct faculty who normally carry a maximum load of 120 students, and who may not meet all of the qualifications for full-time faculty.

All faculty members of categories 1, 2, 3, and 5 are entitled to vote. Categories 4, 6, and 7 faculty members have the privilege of the floor in Faculty Meetings and at Faculty Forum.

At the beginning of each academic year, the Vice President for Academic Affairs shall establish and distribute a listing of the members of the Waldorf faculty for that year.

3.1.2 Faculty Officers

- A. The President of the College shall serve as President of the Faculty.

- B. The Vice President for Academic Affairs serves as Faculty Convenor and Parliamentarian and co-chairs the Faculty Senate with the Senate Leader.
- C. The Faculty Chair serves as chair of the Faculty Forum.
- D. The Faculty Senate Leader co-chairs the Faculty Senate with the Vice President of Academic Affairs.
- E. Although not a member of the faculty, the Administrative Assistant for Academic Affairs records and distributes minutes of each formal faculty business meeting.

3.1.2.1 **Faculty Chair**

The Faculty Chair is a position of honor and distinction in addition to serving important leadership functions for the faculty. This person is elected annually by the faculty at the Faculty Meeting in the spring of the year and takes office after the Spring commencement. No person may serve more than three consecutive terms as Faculty Chair. She/he serves as the ombudsman for the faculty, chairs the Faculty Meeting in the absence of the President and the Vice President of Academic Affairs, chairs Faculty Forum, and represents the faculty perspective to the Administration. She/he receives three credits of release time each year.

Responsibility:

- A. Convenes and chairs meetings of the Faculty Forum.
- B. Prepares a report of Faculty Forum discussion for Faculty Meetings.
- C. Presents Propositions, passed at the Faculty Forum, at Faculty Meetings and will determine whether proposed amendments are friendly to or hostile to the proposition.
- D. She/he communicates suggestions and concerns expressed at the Faculty Forum to the relevant administrator or committee.
- E. Serves as the faculty representative to the Board of Trustees, writes a report and is invited to attend open sessions of quarterly meeting of the Board of Trustees.
- F. Serves as a member on the Rank and Tenure Committee.
- G. Serves as a member on the Strategic Planning Committee.
- H. Advises the Vice President of Academic Affairs as a member of the Dean's Council.
- I. Upon request, serves as a spokesperson for the rights and concerns of individual faculty members.
- J. When a Faculty Chair is unable to attend a Board of Trustees meeting she/he should:
 - 1. inform the Vice President for Academic Affairs of that fact.
 - 2. contact the previous Chair and request that she/he attend the relevant Trustees meeting. If the previous chair is also unable to attend, the current chair will seek an alternate from among the senators.
 - 3. inform the Vice President for Academic Affairs concerning the name of the alternate before the Trustee meeting begins.
 - 4. receive a full report from the alternate regarding his/her participation in the meeting.

3.1.2.2 **Faculty Senate Leader**

The Faculty Senate Leader will be the voice of the Faculty Senate and will co-chair this body with the Vice President of Academic Affairs. The Faculty Senate Leader will be elected each year by a majority vote of the voting members of the senate. She/he may serve consecutive terms. The Faculty Senate Leader will receive 3 credits of release time each year.

Responsibilities:

- A. Co-chairs the Faculty Senate with the Vice President of Academic Affairs.
- B. Prepares a report on Faculty Senate activities for Faculty Meetings.
- C. Serves as a member of the Strategic Planning Committee.
- D. Advises the Vice President of Academic Affairs as a member of the Dean's Council.

3.1.3 **Dean's Council**

The Dean's council will serve in an advisory capacity to the Vice President of Academic Affairs and Dean of the college. The council will consist of the Faculty Chair and the Faculty Senate Leader. The VPAA may choose to include Associate Dean(s) in the meeting of the council. This group will provide advice to the VPAA and advice with regard to the routing of governance issues that are not clearly defined by policy. When determining routing paths, precedence should be a determining factor so that similar issues generally follow similar paths. However, these decisions will have the appropriate freedom given the needs of the institution at the time, as determined by the VPAA. Meetings of the council may be formally scheduled or occur informally.

3.1.4 **Faculty Senate**

3.1.4.1 **Purpose**

The Faculty Senate is the main deliberative, legislative, and investigative body of the faculty in the policymaking matters that have been placed within its jurisdiction and oversight. It will also act as an advisory body to the VPAA for academic policymaking.

3.1.4.2 **Membership, voting rights and compensation**

- A. There are three academic areas (Humanities Area, Professional Area, and Science Area) that shall have equal representation on the Faculty Senate. Six senators, two from each of the three academic areas, will have the right to the floor and the right to vote. Senators will be elected by their respective divisions. In extraordinary circumstances when a senator may not be found within the ranks of that division, the division faculty may recruit and elect a faculty member outside of their division who is within their same area of the college.
- B. Senators must be category 1 or 2 faculty members. Divisions may ask the Senate to make an exception to this requirement.
- C. The Library Director and Registrar will have the right to the floor.
- D. Vice President of Academic Affairs will have the right to the floor and will vote in ties.
- E. Following senate elections, held in the spring at the end of the academic year, the Faculty Senate Leader will be elected each year from the ranks of the senators by a majority vote of the voting members. A Senator may serve as Chair of the Senate for only three consecutive years. Senators serve for two years and may be elected to consecutive terms.
- F. Senators will receive a stipend of \$1000 per annum.

3.1.4.3 Meetings

- A. Four voting members shall constitute a quorum.
- B. The Faculty Senate Leader and the Vice President of Academic Affairs will schedule meetings, set the agenda and co-chair the faculty senate.
- C. The agenda will be sent electronically to all faculty members 3 class days before the meeting unless an emergency situation is declared by the VPAA.
- D. Meetings will be held as necessary to conduct its business, but will normally be scheduled one to two times per month during the academic year.
- E. The Administrative Assistant for the Vice President of Academic Affairs will maintain the senate minutes. They will be distributed electronically to all members of the faculty.
- F. All senate members have a responsibility to attend meetings. When attendance is impossible, a replacement will be found from within their divisions.
- G. The Senate must be informed of visiting delegates (defined as all non-faculty who are not part of the Senate) 24 hours before set meeting time.

3.1.4.4 Resolutions

The Faculty Senate will record all passed motions as senate Resolutions. Resolutions may be sent to the Faculty Meeting for further deliberation, amendment, and/or approval; or if no further action is needed, the resolution will be communicated at the next Faculty Meeting.

For tracking purposes and accountability, the exact language of each resolution will be recorded and numbered, starting with "Resolution Number 101". The Resolution will then move through the governance system or be referred to under that tracking number. The Office of Academic Affairs will keep record of all Resolutions passed at Faculty Senate and will record subsequent actions taken on them. This record will be made available to the members of the Faculty. Resolution numbers may be re-circulated when a number such as "Resolution Number 999" is reached.

3.1.4.5 Senate Functions

- A. Legislative. Motions passed by the Senate will be recorded as Resolutions. These will be reported to the general faculty at subsequent Faculty Meetings. Resolutions that require a vote at Faculty Meetings shall come to the faculty as a motion. The motion will be read by the Senate leader or VPAA with discussion presided over by the President. The VPAA and the Senate leader will determine whether proposed amendments to the Resolution are substantive enough to send back to Faculty Senate.
- B. Informative. The Faculty Senate will act as a clearing house for larger campus reports of the faculty or faculty committees. The Faculty Senate will communicate these larger campus issues for which they are responsible at the Faculty Meetings in cooperation with the Faculty Chair.
- C. Advisory. The Faculty Senate may be used as an informal advisory group by the College President or the Vice President of Academic Affairs.
- D. Investigative. The Faculty Senate performs research and investigative functions. They may conduct background research for decision-making and changes in policy. In addition, a faculty senator may request that the senate investigate an issue or concern. If the senate approves this request, the senate

leader may meet with or send a letter of inquiry into the parties involved in the issue or concern. The senate leader will report the response to the Faculty Senate. If there is further concern, the Faculty Senate may send a letter of concern to the College President, which will be a request to have a meeting between the Senate Leader, VPAA, Faculty Chair, College President, and appropriate parties involved in the concern or confusion. The College President will be the final arbiter.

3.1.4.6 **Senate Responsibilities**

- A. **Curriculum.** Makes recommendations to the faculty regarding curricular changes, new courses and new curricula, and termination of courses and programs. Initiates research concerning the organization and content of the College curriculum to reflect the needs of a changing student body. Reviews and acts on recommendations from the divisions and Faculty Forum regarding curricular changes.
- B. **Salaries.** Evaluates the faculty's current status in the areas of salary and fringe benefits, and makes recommendations concerning salaries to the VPAA.
- C. **Faculty Meetings.** At the request of the Vice President for Academic Affairs, provides input for Faculty Meeting agendas. Senate resolutions will be placed on the agenda.
- D. **Faculty Elections.** Serves as the nominating committee and organizes faculty elections.

3.1.5 **Faculty Forum**

3.1.5.1 **Purpose**

Faculty Forum is a gathering of faculty members at which issues can be addressed without the presence of administrators. The Faculty Forum may initiate some college deliberation and legislation through majority passage of a Proposition. This allows Faculty Forum conversations to begin constructive processes and to provide faculty with a mechanism to place issues on the agenda of faculty or senate meetings. Concerns deemed important by many faculty members may also be shared with an appropriate administrator by faculty representatives.

3.1.5.2. **Attendance**

- A. The Faculty Forum consists of all faculty members teaching six or more hours per year, full-time teaching faculty who are on leave for a sabbatical or special project (e.g., curriculum) purposes, the Library Director, Category 5 full-time librarians and the Director of the Academic Achievement Center.
- B. Members of the Administrative Cabinet may not attend unless explicitly requested to do so by the Faculty Chair.
- C. Deans may not attend unless invited by the faculty chair.
- D. No quorum is necessary.

3.1.5.3 **Meetings**

- A. Faculty Forum will meet at least once each semester. The Faculty Chair, or designated substitute if she/he cannot be at the meeting, is to call and direct all Faculty Forum meetings.
- B. The Faculty Chair sets the agenda for the Forum meetings.
- C. The Dean's Council may send an agenda item to the Faculty Forum through the Faculty Chair.
- D. The Forum may initiate some college deliberation and legislation through majority passage of a Proposition.
- E. The Faculty Forum may provide informal input into the faculty governance system through conversation with the Faculty Chair and through various informal measures, such as "straw polls",
- F. Special meetings may be called as needed.

3.1.5.4 Propositions

Propositions are passed by a simple majority vote of the faculty members in attendance at a Forum meeting and may be sent to the Faculty Meeting for further deliberation, amendment, and/or approval; or may be sent to the Faculty Senate to complete further investigation and action on the issue. If the Senate acts on the Proposition it becomes a Senate Resolution. The Faculty Chair brings the Propositions to the Faculty Meeting and will determine if amendments are friendly or hostile. The Faculty Chair will bring propositions intended for the Faculty Senate to the Dean's Council.

For tracking purposes and accountability, the Faculty Chair will record the exact language of the passed motion at the Faculty Forum and number it accordingly, starting with "Proposition Number 1". The proposition will then move through the governance system under that tracking number. The Office of Academic Affairs will keep record of all propositions passed at Faculty Forums and will record subsequent actions taken on them. This record will be made available to the Faculty Chair. The Faculty Chair may re-circulate proposition numbers and start with "Proposition Number 1" when a number such as "Proposition Number 99" is reached.

3.1.6 Faculty Meetings

3.1.6.1 Attendance

- A. All faculty in categories 1, 2 and 3 in 3.1.1, and the President of the College or the VPAA are expected to attend each Faculty Meeting.
- B. All faculty in categories 4, 5, 6, and 7 (see section 3.1.1.) are invited to attend faculty meetings.
- C. Other Waldorf personnel may be invited to attend meetings and, by action of the faculty, be given the privilege of the floor.
- D. Members of the Administrative Cabinet may be invited by the College President to the faculty meeting and may be given the floor, but shall have no vote.

3.1.6.2 Voting

- A. All faculty of categories 1, 2, 3 and 5 (section 3.1.1) are entitled to vote at faculty meetings. Categories 4, 6, and 7 have the privilege of the floor.

- B. All elections and votes on faculty senate resolutions or faculty propositions will be done through written ballot unless the rules are suspended by the will of the faculty.
- C. A faculty member may appoint another faculty member as his/her proxy for a particular meeting. This information must be presented in writing, dated and signed, to the President at the start of the meeting. The President shall read the list of the day's proxies at the beginning of the meeting.
- D. A quorum for voting is 50% of those entitled to vote.
- E. All written ballots collected in a faculty meeting will be retained until the end of the meeting. Votes may be preliminarily counted by a person designated by the chair of the meeting. The preliminary count may be announced at the sole discretion of the chair. At the conclusion of the meeting, the votes will be recounted and certified by a committee. The members of the committee will consist of the VPAA (or chair of the meeting), Faculty Senate Leader, and the Faculty Chair. In the event of absence, any subset of two of the committee will be deemed to constitute the entire committee. All faculty members are invited to witness the recount.

3.1.6.3 **Regular Meetings**

- A. Regular meetings, which are chaired by the College President, or Vice President of Academic Affairs, are held at least once a month during the academic year
- B. Items may be placed on the agenda by the VPAA, Faculty Senate and/or the Dean's Council. Resolutions from the Faculty Senate and propositions from the Faculty Forum requiring further action will be included on the agenda.
- C. Propositions and resolutions come to Faculty Meetings in the form of motions and can be passed, rejected, or amended.
- D. Propositions are presented by the Faculty Chair who will determine if amendments to the proposition are friendly or hostile.
- E. Resolutions are presented by the VPAA or the Senate Leader who will determine if amendments are friendly or hostile.
- F. Faculty members may bring items they wish to be considered for the agenda to his/her senator.
- G. Reports will be written and attached to the agenda. Time at the faculty meeting will be set aside to provide a synopsis of the reports and respond to questions. If there is not time for the reports faculty members will be encouraged to read the report and direct questions to those responsible for the report.
- H. The faculty meeting agendas and attachments will be distributed to faculty no less than five calendar days before each meeting. Only items on the agenda may be brought to a vote. In exceptional circumstances this rule may be suspended upon majority vote of the faculty present.
- I. Faculty meetings will last no more than one hour and fifteen minutes unless the faculty determines otherwise by a vote from the floor.
- J. If there is not time for announcements, they will be distributed via e-mail.
- K. Minutes for the meeting will be maintained by the Administrative Assistant for the Vice President of Academic Affairs. They will be distributed for review before the next scheduled faculty meeting.
- L. A typical Agenda will include:
 - I. Devotions-(maximum 5 minutes)
 - II. Action Items

- III. Discussion Items
- IV. Reports
 - President's Report
 - Academic Dean's Report
 - Task Force/Committee Reports
 - Faculty Reports
 - Other
- V. Announcements
- VI. Adjourn

3.1.6.4 **Special Meetings**

- A. Special meetings of the faculty may be called by decision of the President or the Vice President for Academic Affairs, or upon receipt of a petition signed by five faculty members.
 - Special meetings may be for business purposes, faculty vitality purposes such as special growth seminars or workshops, intellectual discussion purposes, or for other felt needs.
- B. Annual Fall Retreat
 - Prior to the opening of the fall semester the College arranges a retreat for its faculty and administrative officers.
 - The retreat is organized by the Vice President for Academic Affairs
 - All full-time adjunct faculty are expected to attend as part of their contractual obligation. Part-time faculty are encouraged to attend.

3.1.7 **Area and Divisional Organization**

There are three academic areas (Humanities Area, Professional Area, and Science Area) that shall have equal representation on the Faculty Senate. The Faculty have agreed to a model in which each area is subdivided into two divisions with each division having their own senator. The divisions are shown below. Upon the decision of the division senators of an area, an area may caucus together. In extraordinary circumstances during elections when a senator may not be found within the ranks of a division, the division faculty may recruit and elect a faculty member outside of their division who is within their same area of the college. If there is future need for additional divisions and representation, each area will be given an additional senator to maintain parity; the faculty of each area will then have to decide if they wish to create a third division within their area or simply use the additional senator as an at-large senator within the area.

Each faculty member is assigned to only one academic department with each department assigned to only one division.

3.1.7.1 **Areas and Divisions**

Professional Area

Business & Communications Sciences Division

- Business/Economics Department
- Communications Department

Education Division

- Education Department
- Physical Education Department

Academic Achievement Center Professional Staff

Science Area

Natural Sciences Division

Biology Department
Chemistry Department
Math Department
Physics Department

Social Sciences Division

Psychology Department
Sociology Department
Wellness Department

Humanities Area

Music and Fine Arts Division

Art Department
Music Department
Theatre Department

Humane Letters

English Department (including ESL)
Foreign Languages
History
Religion
Writing Center Professional Staff

3.1.7.2 Senate Representation and Elections

- A. Senators serve the division they represent at Faculty Senate meetings. They are the defacto division chairs of the divisions they represent.
- B. Senators schedule, set the agenda, and chair division meetings.
- C. Senators are expected to provide reasonable communication concerning Senate action and discussion with the faculty members in the division they represent.
- D. Senators are elected with a written ballot by voting members of the division they represent for two year terms at a spring caucus no later than two weeks before commencement. Terms are staggered to ensure continuity on the senate. A senator may serve consecutive terms.
- E. If a Senator resigns, division elections should occur within two weeks of the resignation
- F. Normally senators represent the division in which they are assigned, unless by extraordinary circumstances they have been recruited and elected by another division in their area to represent them. In such occurrences, that senator shall serve the division that elected him/her.

3.1.7.3 Divisional Caucuses/Meetings

- A. At least one meeting will be held in the fall no later than two weeks after the start of classes to provide a forum for constituents to know their senator and to discuss concerns or issues that should be addressed in the Faculty Senate.
- B. If a division is scheduled for the election of a senator, it will have a spring caucus no later than two weeks before commencement. If a division chooses to select its senator from outside of the division, they will caucus with the other division in their area.

- C. A monthly meeting time will be reserved for divisions, but divisions will not meet unless there is an issue to address.

3.1.7.4 **Attendance and Voting**

- A. Faculty senators may call mandatory division caucuses where attendance may be reported to the VPAA. As professional faculty members are responsible for information conveyed at caucuses and are expected to attend caucuses when scheduled.
- B. All faculty in categories 1, 2 and 3 in 3.1.1 have voting privileges.
- C. Faculty in category 4, 6, and 7 (see section 3.1.1.) are invited to attend division meetings. They have the privilege of the floor.

3.1.7.5 **Changes in Organizational Structure**

Petitions to change the organization of the areas or divisions in the event of great disparity in representation and/or voice may be sent to the Faculty Senate. These petitions will be investigated with any proposed changes and be authorized by the general faculty. Changes may include reassigning departments to different divisions or areas. However, the basic philosophy will be that the three areas deserve equal representation at a liberal arts college regardless of faculty population.

3.1.8 **Departments**

Departments further the mission of the college through their disciplines. Each department has the responsibility for maintaining and improving the quality and integrity of their major and minor programs and their courses that serve the core curriculum within the standards and policies set by the Board of Trustees.

3.1.8.1 **Departmental Decisions/Authority**

Academic departments are given the authority to make specific decisions about their programs within the policies and guidelines provided by the Board of Trustees. The VPAA and the faculty members of the department will communicate these changes to the Senate. These decisions include:

- **Program Proposals** – All proposals for a major or a minor must be approved by the Board of Trustees. Section 3.2.1.3 outlines the procedure.
- **New Course Proposals** – New courses must be approved by the department's faculty members with a majority vote before being sent to the Senate for approval.
- **Course Descriptions** – Any course that is not part of the core or is not required by another department's major may be changed by a majority vote of the faculty members of the department. Courses that are part of the core must have changes approved by the Core Curriculum Committee. The department may change course descriptions that are required by another department's major in consultation with the faculty members of the other department. All course description changes must be done in consultation with the Registrar and the VPAA.

- Course Names and Numbers– Changes in the name or number of a course may be made by a majority vote of the department's faculty members in consultation with the VPAA and the Registrar. The VPAA will take any changes in number from a lower to an upper division to the Senate. There must be assurance that other majors, minors, or endorsements are not negatively impacted.
- Course Deletion – The faculty members of a department may remove a course from the catalog by a majority vote of the department and with the approval of the VPAA.

3.1.8.2 Other Departmental Responsibilities

- Approve and prioritize departmental budgets.
- Participate in departmental assessment and write and/or approve assessment reports and plans, including both residential and online programs.
- Work with the library director in library acquisitions for the program.
- Serve as assigned on department/program faculty search committees.
- Plan class scheduling with the Registrar.
- Assist in student recruitment for the department.
- Mentor junior faculty members.
- Monitor the departmental web page and other public relations materials.
- Textbook selection

3.1.8.3 Department Chair

Department chairs are recommended by a majority vote of the faculty members in the department and then appointed by the VPAA. Full time department faculty members are eligible to serve as department chair with part-time faculty members considered with permission of the VPAA. The chairs will serve 3-year rotating terms. However, they may be elected and appointed for consecutive terms. Compensation in the form of overload pay, additional faculty growth money or release time may be provided for the Chair of the department. The VPAA will determine if compensation is warranted. Factors that will be considered in determining compensation will include number of faculty members in the department, number of students in the department, number of adjuncts teaching for the department, number of majors, minors, tracks, endorsements etc., licensure or accreditation work required, clerical support available, and lab and equipment management.

Below are the responsibilities of the department chair:

- Schedule and chair departmental meetings.
- Serve as a liaison to administration, committees, and other departments
- Plan, manage and monitor departmental budget
- Encourage and plan for faculty growth within the department.
- Secure or be consulted by VPAA for adjunct/night faculty.
- Assist in evaluation of departmental adjuncts/night faculty.
- Manage faculty load in cooperation with VPAA and teaching faculty.
- Lead curriculum development in the department's program(s);

- Chair departmental search committees.
- Manage the departments review and assessment plan
- Manage the departmental recruiting program.
- Oversee solutions to departmental problems.

3.1.9 **Committee Assignments**

Responsible, active participation on one or more College and/or faculty committees is a normal part of the load of faculty members. In the interest of equity and fairness, committee work is spread across the entire faculty.

3.1.9.1. **Eligibility**

All faculty of categories 1, 2, 3 and 5 (section 3.1.1) are eligible to serve as faculty representatives on College committees with the exception of administrators with faculty rank.

– Senators must be faculty in category 1 or 2 (3.1.1)

The Faculty Senate can make an exception to the eligibility requirements stated above.

3.1.9.2 **Classes of Committees**

As outlined in Section 2.5, faculty serve on faculty committees, College committees, and advisory groups in addition to any temporary ad hoc task forces.

- College Committees:** College committees may include up to three elected faculty representatives, who are elected at-large to three-year terms. Exceptions include committees where the Faculty Chair or the Senate Leader are designated members. In the event of additional college committees being formed, the number of additional faculty to be committed to these new committees will need to be endorsed by the Faculty Senate. Upon this endorsement, the full faculty will elect their new representatives. The Faculty Senate may request informal reports from the faculty members serving on college committees.
- Faculty Committees:** Faculty committees will have five or six elected faculty representatives who are elected at-large or elected as representatives of their division for three-year terms. The formation of additional standing faculty committees shall require the approval of the Faculty Senate. Upon approval, the faculty will elect their representatives. Faculty committees will make at least one report per annum to the Faculty Senate.
- Task Forces:** Permanent task forces exist for a specific task to be carried out and will not meet unless there is an appropriate task at hand. Faculty representatives may be released from other duties and shall be elected at-large for three-year terms. Temporary task forces are formed by the College President, VPAA, or Faculty Senate for a specific mission. A report, proposal or specified action will be presented when the task force has completed its assignment. Members of these task forces are appointed by the College President, VPAA or the Faculty Senate. Temporary Task Forces should not extend their academic work beyond two academic years. With approval of the chair of the task force, faculty representatives may request that an issue be sent to the Faculty Senate or the Faculty Forum.

- D. **Advisory Groups:** Advisory groups including faculty members may be formed on campus. The names of faculty representatives must be registered with the Office of Academic Affairs along with a short statement of purpose and a statement of protocol of how the faculty representatives are expected to function (voting rights, etc.). The College President or the Faculty Senate may initiate concerns about the faculty composition of these advisory groups to their chairs. With approval of the chair of the advisory group, faculty representatives may request that an issue be sent to the Faculty Senate or the Faculty Forum.

3.1.9.3 Nomination and Election Procedures for College and Faculty Committees

- A. The Senate will serve as the nominating committee.
 - 1. At-large faculty members will be nominated by the Faculty Senate and elected by the entire faculty.
 - 2. Divisional representatives on committees will be nominated and elected by divisions on a staggered basis. In rare instances, and with permission of the VPAA, a division may choose to leave a committee seat open.
- B. Nominations from the Faculty Senate will be brought to the March faculty meeting.
- C. Nominations from the floor are encouraged.
- D. Committee elections will be held by secret ballot.
- E. Those elected in March take office in August and serve through the election of their successor.

3.1.9.4 Other Nominations

Should there be a need for faculty representation on any other committee, the floor will be opened for further nominations, and the representative will be elected by secret ballot to serve for the academic year.

3.2 FACULTY RIGHTS, DUTIES, AND RESPONSIBILITIES

3.2.1 Formulation of Curriculum and Academic Policy

The faculty shall determine the curriculum, requirements for the promotion and graduation of students, and conduct the academic program of the College. The faculty may at any time propose such rules and regulations, not in conflict with the Articles of Incorporation, Bylaws, or any other legally binding agreement of the College to the Board of Trustees, as may be deemed proper and necessary for the conduct of the academic program.

3.2.1.1 New Course Proposal Policy

Departments must submit proposals for new courses to the Faculty Senate by February 1 for fall semester; October 15 for spring semester and by January 15 for the summer semester.

For new course proposals to be considered by the Faculty Senate, the majority of members in the department must have voted favorably for the proposal in a departmental meeting. In addition, if the course proposal will be a part of another major or minor or an

education endorsement, the appropriate parties will have the opportunity to review the proposal in advance. If the proposed course will change requirements to the core, the Core Curriculum Committee will have an opportunity to review the proposal. These course offerings will be approved by a majority vote of the Faculty Senate.

New Course proposals to be considered by the Faculty Senate shall be distributed to the faculty as part of the Senate agenda by e-mail three days before the scheduled meeting. Faculty who have concerns about a particular course proposal may register them with his/her senator prior to the meeting. If an individual or department disagrees with the decision of the Senate, the decision can be appealed to a full faculty meeting.

Experimental courses ("X" courses) are intended to provide the opportunity to try a new course without approving it for inclusion in the catalog. "X" course proposals require departmental approval and then must be forwarded to the Senate for approval. The due dates listed above for course proposals do not apply to "X" course proposals. Courses that are approved as "X" course offerings may be offered for one year. To offer this course again, the policy for the course approval shown above would need to be followed.

The VPAA will inform the Board of Trustees of all new course proposals approved by the faculty.

3.2.1.2 Establishment of Maximum Class Size

In consultation with the Vice President for Academic Affairs and the Registrar, each department shall adopt a maximum section size for each course. If initial enrollment is in excess of this number, the College shall open another section of the course or close the course at the stipulated maximum enrollment. Each individual instructor may opt to allow additional students to enroll in a course at their discretion.

3.2.1.3 The Addition of New Bachelor Degree Programs, Minors, and Endorsements to the Curriculum

3.2.1.3.1 New Bachelor Degree Programs

The addition of new majors to the College curriculum must be approved by a majority vote of the faculty. Proposals for new majors may be submitted by a faculty member of a member of the Academic Affairs office. Such proposals will be presented to the Faculty Senate who will refer the proposal to the Faculty Forum and Strategic Planning Committee for discussion. Following the opportunity for feedback from both bodies, the Faculty Senate will make a recommendation to the faculty. If the proposal is passed by the faculty, it will be presented to the Board of Trustees for approval.

3.2.1.3.2 New Minors or Endorsements

New minors or endorsements that require new courses or additional college resources must be approved using the process for New Bachelor Degree programs outlined under 3.2.1.3.1 above.

New minors or endorsements that use existing courses and do not require additional resources must first have the approval of the department and any other department affected by the proposal. Once this approval is given, the Faculty Senate will make a recommendation to the faculty. If the proposal is passed by the faculty, it will be presented to the Board of Trustees for approval.

3.2.1.4 **Faculty Handbook**

Changes to the Faculty Handbook require Senate, Full Faculty, and Board of Trustee approval. However, changes to section 3.1 Faculty Governance System may be changed and approved by the Faculty Senate and Full Faculty without Board of Trustees' approval unless considered and rejected by the Board of Trustees.

3.2.1.5 **Academic Freedom**

Faculty members at Waldorf College are entitled to freedom in scholarly inquiry and research and in the publication of the results. Although they have freedom in the classroom to discuss matters in their respective subject fields, they are expected to use reasonable caution in dealing with controversial matters which have little relation to their subject. Faculty should present the subject matter of their courses as announced to their students and as approved by the faculty in their collective responsibility for the curriculum. Faculty should also respect the Lutheran and Christian character of the College in their teaching. College faculty members are citizens, members of a learned profession, and representatives of an educational institution. When they speak or write as citizens, they are free from institutional censorship or discipline, but they must recognize that their position in the community imposes distinct obligations. As persons of learning and as educational leaders, they should remember that the public may judge their profession and their institution by their statements. Hence, faculty members should endeavor at all times to be accurate, exercise appropriate restraint, show respect for the opinions of others, and make reasonable effort to indicate they are not spokespersons for their institution.

3.2.1.6 **Procedure for Faculty Action**

With the exception of the addition of new courses (see 3.2.1.1), agenda items for Faculty Meetings may be brought to the Faculty Senate by any member of the Senate; the Vice President for Academic Affairs, the Senate Leader, and the Faculty Chair may bring items directly from individual faculty.

Proposals approved by faculty that are considered major in scope (for example, changing a program or program name--as contrasted to changing, adding or deleting a course) must be passed on to the Board of Trustees (along with the Administration's recommendation) for approval by that governing body.

3.2.1.7 **Final Exam Week**

All classes will be assigned examination times during finals week. Faculty members must administer appropriate assessments during that time period. While exceptions may be made for individual students with three tests in one day, instructors may not reschedule the final test date and/or time without permission from the Vice-President of Academic Affairs.

3.2.1.8 **Other Rights**

All faculty members (as is true of all members of the Waldorf Community) have a right to expect that they will be treated with honor, respect, fairness and equity, and enhancement of human dignity as befits creations of God and members of a learned community. They are entitled to an academic environment free from obscene and/or sexist language and from harassment of all kinds. All faculty members should be accorded an atmosphere of

friendliness and cordiality, mutual trust and respect, openness and honesty, loyalty and support, punctuality and dependability, appreciation for individual differences and other points of view, and Christian values and ideals. They are also entitled to a neat, attractive, clean and orderly physical environment.

Full-time faculty members provide a number of office hours each week for conferences with advisees, conferences with students in their courses, interaction with other students (e.g., students in clubs to which they are advisors), and interaction with colleagues. To facilitate such interactions, the College provides an equipped private office for each full-time faculty member.

3.2.2 General Duties and Responsibilities of Faculty

3.2.2.1 Classroom Responsibilities

Faculty members are in complete authority in their officially-assigned classes, bearing full responsibility for carrying on all classroom activities in an effective manner. Specific responsibilities include studying, planning, making logistical arrangements, developing a comprehensive syllabus and otherwise preparing for each class session; conducting classes; maintaining discipline; assessment during the semester; conducting semester finals; and keeping attendance records. When a student's attendance or progress is unsatisfactory, the faculty member shall submit a CA/AR form to the office of the Vice President for Academic Affairs.

All faculty are expected to meet their classes at the appointed times and places (changes must be approved by the Registrar's Office). In the event that a daytime faculty member needs to cancel a class, she/he shall notify the Office of Academic Affairs as soon as possible. If a class meets prior to 8:00 a.m., the Switchboard should also be notified. No evening class instructor may cancel a class without approval of the Director of Adult and Continuing Education, and absences due to illness or an acceptable emergency should be reported to the Office of Adult and Continuing Education. When faculty members are to be absent through his/her own choice, a Faculty Planned Absence Form must be submitted and approved in advance by their Division Chair. The faculty member is responsible for making appropriate alternative arrangements ahead of time. She/he is expected to either make prior arrangements for a special assignment (e.g., a library reading assignment) to be carried out during the class period, or arrange for a colleague to take the class on a gratis or exchange basis.

If a faculty member requests leave to be absent from class for three or more consecutive class periods, the Vice President for Academic Affairs shall consult with the other members of the absent faculty member's department before granting approval.

3.2.2.2 Student Advising

All full-time faculty members are to be assigned student advisees whom they counsel concerning choice of courses, relating courses and program to career and life goals, and coping with academic and other problems. To meet these responsibilities, faculty members must be accessible to their advisees, establish good rapport with them, understand

curricular requirements, and know the best course sequences for various majors and minors. All academic advisors receive special orientation and instruction and are provided with a handbook. Updates to this handbook are distributed by the Registrar's office and it is the responsibility of each advisor to keep his/her handbook current. Student advisement is an important non-classroom responsibility. Faculty should refer students to the Counseling Service for problems beyond their level of expertise.

3.2.2.3 Faculty Office Hours

All faculty members shall provide a reasonable number of office hours each week for conferences with advisees, conferences with students in their courses, interaction with other students, and interaction with colleagues. In addition, faculty are expected to provide scheduled private office appointments for individual students with questions and need for help or assistance.

3.2.2.4 Access to Student Records

Access to a current student's file is restricted to the student, members of the Academic Affairs Office, or the student's faculty advisor, and at other times with permission requested from the Vice President for Academic Affairs.

3.2.2.5 Admission And Financial Aid File

It is the policy of the Admission and Financial Aid Office that only professional staff members of the office complex are allowed open access to a prospective student's file. If a faculty or staff member wishes to obtain information on a student from that student's file, the faculty or staff member must receive permission from either the Vice President of Admission and Enrollment Management or the responsible admission counselor. The admissions staff person will pull the file for the faculty or staff member, and in a private office setting share the required information. The admission staff person will then return the student's file.

3.2.2.6 Keeping the VPAA Informed

All faculty members should help keep their faculty records up-to-date. They should inform the Division Chair and the Vice President for Academic Affairs of their professional achievements and of changes in their levels of expertise. Up-to-date syllabi for courses taught must be submitted to the Academic Affairs Office at the beginning of each semester.

3.2.2.7 Serving as a Model

Every faculty member is expected to serve as a model of Christian values, showing respect for the potential and worth for all persons. In their actions, bearing, character, concerns, integrity, interactions, living scholarship, standards, thinking, and values, all faculty members are expected to be a positive model.

3.2.2.8 Faculty/Student Relationship: A Guiding Philosophy

Introduction

As a small, private Christian college in the Lutheran tradition of higher education, Waldorf College recognizes that the faculty/student relationship is one of honor and privilege, intended to provide valuable and fulfilling educational opportunities for the student. Because the integrity of this relationship is a foundation of Waldorf's educational mission, this institution insists that faculty/student relationships be conducted in a manner that is consistent with the goals and ideals of the college while affirming and advancing a liberal arts education.

Rationale

Waldorf College desires to encourage and support the success of every student and faculty member. This desire recognizes the power differential inherent in the relationship between faculty and students. Faculty members have a maturity advantage, an age advantage and a grading advantage over their students. This relationship, therefore, by nature, vests considerable trust in the faculty member, who in turn, bears authority, responsibility and accountability as mentor, educator, example and evaluator.

To uphold and maintain the integrity of the faculty/student relationship, faculty have a duty to avoid any apparent or actual conflict between their professional responsibilities and personal relationships with students through the exercise of critical self-discipline and judicious governance of themselves in the presence of students, colleagues and the community at large.

Issues

While many faculty/student relationships can have multiple interpretations, there are a few interactions covered/inferred by the college's sexual harassment policy and/or state law which can always be described as wrong. These include

- Romantic or sexual relationships with students
- Providing alcohol to or consuming alcohol with under-age students
- Becoming inebriated with students

Because human relationships include an element of subjectivity, faculty are encouraged to think critically and collaboratively about the faculty/student dynamic. Faculty are encouraged to be particularly attentive to interactions that include alcohol, housing, socialization, and personal communication (inclusive of, but not limited to comments about body type, appearance, and clothing). Social, personal, or economic relationships between faculty and students that do not have academic purposes or that do not support the mission of the college may put the faculty/student relationship in jeopardy. These relationships can have a negative impact on students, the classroom climate and learning environment, and may cast doubt on the College's academic integrity. For these reasons, faculty members should evaluate any interaction with students to validate its academic purpose and its contribution to furthering the College's mission. In these situations, each faculty member is asked to assess interactions through questions relative to mission, perception and power.

Guiding Questions

- Mission
 - How do my interactions with students support or detract from the mission of the college?

- Perception
 - Would I be comfortable with a given interaction or relationship if it was between my daughter or son (or other young person important to me) and another member of the faculty?
 - Would I be comfortable if the interaction or relationship in question was published in the local newspaper?
 - Would my colleagues and people in my community feel that this was a healthy (proper) interaction or relationship?

- Power
 - Does my behavior make any person(s) vulnerable (physically, emotionally, mentally, or spiritually)?
 - Does my behavior exacerbate the power differential between myself and student(s)?
 - Who is the primary beneficiary of this interaction or relationship?

Discipline Specific Concerns

Recognizing that various disciplines and departments within the college may, by their nature, have specific circumstances that warrant special consideration, departments are encouraged to collaboratively identify and be attentive to those issues that are inherently particular to them.

Collaborative Guidance

While it is acknowledged and understood that reasonable people will often times come to differing conclusions when considering the same subjective circumstances, it is also recognized that perception is a reality and cannot be ignored. Appearances of impropriety cast doubt on a faculty member's academic decisions concerning a particular student's performance, the faculty member's overall professionalism and credibility, and the genuineness of the student's accomplishments where said faculty member is directly supervising the student.

In a spirit of collaboration and cooperation, faculty are encouraged to seek the insight, thoughts, and guidance of colleagues regarding any faculty/student interaction or relationship (by themselves or others) that may raise questions of appropriateness or validity. This will produce a climate of mutual conversation, discernment, and

accountability. Faculty are also encouraged to reflectively think through interactions with the current or previous Faculty Chair, or one of the Campus Counselors.

When circumstances, facts and conduct come into question with the institution's expectations of professional, intellectual and academic excellence (described above), as well as the emotional and spiritual well being of the student, administrative measures shall be taken to ensure due process and appropriate consequences (Faculty Handbook, Sections 3.13 and 3.14).

3.2.2.9 **AAUP Code of Professional Ethics**

Although no set of rules or professional code can either guarantee or take the place of the faculty's member's personal integrity, Waldorf College believes that the "Statement on Professional Ethics" promulgated by the American Association of University Professors in April of 1966, which follows, may serve as a reminder of the variety of obligations assumed by all members of the academic profession:

1. Members of faculty, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end they devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although they may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, the members of faculty encourage the free pursuit of learning in their students. They hold before them the best scholarly standards of their discipline. They demonstrate respect for the student as an individual, and adhere to their proper role as intellectual guide and counselor. They make every reasonable effort to foster honest academic conduct and to assure that their evaluation of students reflects students' true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect students' academic freedom.
3. As colleagues, members of faculty have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of their associates. In the exchange of criticism and ideas they show due respect for the opinions of others. They acknowledge their academic debts and strive to be objective in their professional judgment of colleagues. They accept their share of faculty responsibilities for the governance of their institution.
4. As members of their institutions, members of faculty seek above all to become effective teachers and scholars. Although they observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. They determine the amount and character of the work they do outside and inside their institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of their service, they recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
5. As members of the community, the members of the faculty have the rights and obligations of any citizen. They measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as a private person, they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

3.2.2.10 Harassment Policy And Procedures

A. Policy Statement

Waldorf College is committed to creating and maintaining an atmosphere in which all members of the community are treated with dignity and respect. As part of this commitment, harassment is regarded as reprehensible and will not be tolerated by the Waldorf College community. To further the College's educational goals and its commitment to preventing harassment of any kind, harassment education will be provided no less than annually. As an educational institution Waldorf believes that meaningful education and proactive conversation is imperative to creating a respectful community.

This policy applies to all members of the College community--students, faculty, staff, administrators, and members of the Board of Trustees. Members of the college community who are traveling abroad on college business or due to a college course are expected to comply with this policy regardless of local laws and/or customs. It also applies to any persons not affiliated with the College who may have occasion to be present on campus and interact with students, faculty, and staff.

Harassment is especially serious when it threatens relationships between teacher and student or supervisor and subordinate. In such situations, harassment exploits unfairly the power inherent in a faculty member or supervisor's position. Through grades, salary or wage increases, recommendations for advanced study, promotion and the like, a supervisor or faculty member may have a decisive influence on the student's, faculty member's, or staff member's career at Waldorf College and beyond.

While harassment most often occurs in situations of a power differential between the persons involved, it may occur between persons of the same or similar status. The College will not tolerate behavior between or among members of the community which creates a hostile, intimidating, or divisive atmosphere which may prove disruptive to the College community.

B. Definitions

Complainant. A member of the College community who believe he/she may have been subject to, witnessed or been informed about harassment

Harassment. The College defines harassment as any behavior, which creates an intimidating, hostile, or offensive work, learning, or campus living environment, and which is based on race, ethnicity, gender, age, disability, religion, sexual orientation, veteran's status or any other legally protected characteristic if such conduct would be offensive to a reasonable person. Additional information on Sexual Harassment and the College's policy related to Consensual Relationships can be found at the end of this policy.

Harassment Resolution Task Force. An elected group of three faculty and two staff members which serves as an impartial fact-finding body on all Harassment complaints.

Recipient. Formally known as the Designated Complaint Recipients, these members of the College community are individually designated to receive all harassment complaints. They are:

- the Vice President for Business Affairs,
- the Dean of Students,
- the Vice President for Academic Affairs,
- the College President,
- any Dean or other College officer, or
any member of the Board of Trustees.

Respondent. The person(s) accused of alleged harassment.

C. Reporting Requirements/Response Procedures

If you believe that you have been harassed and do not feel comfortable undertaking a conversation with the other person regarding your feelings related to their behavior, you should report the conduct to a Recipient. Members of the College community who believe they may have witnessed or been informed about harassment should report the conduct to a Recipient. Whether you initiate a conversation or make a report to a Recipient, you need not fear coercion or reprisal, as none will be tolerated by the College.

Upon receipt of the complaint, the Recipient will counsel the Complainant on the three campus-based resolution options available to them and provide information regarding counseling and other support services available at the College and through the community. Although the resolution options are presented in a suggested order, the most appropriate option(s) may be chosen in a given situation. In addition to campus-based responses, there are also legal options for the person who experiences harassment. Persons who wish to pursue their legal remedies are urged to seek competent counsel in a timely fashion, as the College does not provide legal advice or representation regarding these matters.

If the Complainant does not wish to pursue the matter, the Recipient will attempt to determine whether facts support the complaint as the College has an obligation to eliminate harassment even if a particular Complainant does not so request. The Recipient will speak with the Respondent, in order to determine whether facts support a complaint and prepare a written summary of the conversation with both the Complainant and the Respondent. The Recipient will prepare a written report for the President and the Chair of the Harassment Resolution Task Force (Chair) of all complaints. This written report will contain summaries of conversations, as well as any other information. The written report may contain a recommendation from the Recipient about whether or not the claim seems to have been resolved in the process of conversations. The Recipient may initiate formal procedures by filing a complaint with the Chair, and the Recipient will serve as a Complainant thereafter. All complaints of harassment of any kind will be promptly investigated.

The Harassment Resolution Task Force is charged with the responsibility of hearing, mediating, and resolving issues or complaints involving harassment that are resolved through the Formal Procedure, below. Persons determined to be in violation of the College's harassment policy will be subject to disciplinary action ranging from verbal or written reprimand to sanctions culminating in termination or dismissal, and the possibility of referral to the appropriate authorities.

Resolution Option A: Direct Response

To facilitate resolution the complainant may choose to confront the alleged harasser directly, either in person or in writing, specifically identifying the behavior or incident found objectionable and, if desired, the remedy sought, in an effort to resolve the complaint. If the complaint is not resolved through a direct response or the Complainant feels uncomfortable about taking this action, the complainant should report the behavior to a Recipient, as defined above. In the case of a complaint involving a student and alleged harassment by a faculty or staff member; the Direct Response is not recommended due to the inherent power differential which exists.

Resolution Option B: Informal Procedure

Informal procedures will generally involve efforts to mediate a resolution that both the Complainant and the person accused (Respondent) can agree upon. The mediation will not involve face-to-face meetings between the parties unless the Complainant agrees. The Chair and a pre-selected member of the Harassment Resolution Task Force will meet with the Complainant and then with the Respondent and the Respondent's immediate supervisor. In the case of students, the Vice President of Student Life will act as the Respondent's supervisor. Every effort will be made to resolve the situation informally in whatever manner might be most efficient. If the Respondent admits to the action, and the Complainant is satisfied with an informal resolution, then the Chair in conjunction with the Respondent's supervisor and the President⁽¹⁾, will determine the appropriate sanction, which may be remedial, rehabilitative and/or disciplinary. The President's⁽¹⁾ decision will be final. If the Chair has been unable to mediate a resolution within fifteen (15) days of receipt, the Chair will so inform the Complainant and the Respondent that the case has moved to the Formal Procedures stage. The results of the informal resolution will be documented. This documentation will be maintained according to guidelines under "Records" later in this policy. Informal procedures must be completed within fifteen (15) business days of receipt of the complaint by the Chair.

Resolution Option C: Formal Procedure

If Informal Procedures did not produce a mediated resolution that was acceptable to both the Complainant and the Respondent or if the incident is of such a nature that informal resolution is not appropriate, the case will proceed automatically to the formal stage. A written, signed and dated complaint, prepared by the Complainant and/or the Recipient, must be filed with the Chair and the case will then be referred to the Harassment Resolution Task Force. The Task Force will investigate the complaint as impartial fact finders not representing either the Complainant or the Respondent involved. If the charges are found to be valid, the President⁽¹⁾ in consultation with the Task Force, and the Respondent's supervisor will determine the appropriate action to be taken. The President's⁽¹⁾ decision will be final. Formal procedures must be completed within sixty (60) business days from the date the written, signed complaint was filed with the Chair.

D. Protection of Complainant and Others

All reasonable action will be taken to ensure the Complainant and those providing information on behalf of the Complainant or supporting the Complainant in other ways will suffer no retaliation as the result of their activities in regard to the process. The Complainant will be kept informed during the process. In extraordinary circumstances and at any time during the filing of a sexual harassment complaint, the President⁽¹⁾ of the College may suspend any administrator, faculty member, staff member, or student accused of harassment if it appears reasonably certain that harassment has occurred and that serious and immediate harm might ensue if the Respondent were not suspended.

(1) The Chair of the Board of Trustees will assume the role of the President for cases in which the President is a party to the complaint.

E. Retaliation

Retaliation against an individual for a good faith report or complaint of alleged harassment or for participating in an investigation, or against an individual accused of committing harassment is prohibited by College policy, as well as by state and federal law. Retaliation is a serious violation which can subject the offender to sanctions independent of the merits of the harassment allegation. It is a violation of this harassment policy to retaliate against:

- any member of the Harassment Resolution Task Force
- a person who has or is complaining of alleged harassment (Complainant),
- a person who is or has been accused of harassment (Respondent) or
- any person involved in assisting, participating or cooperating in an investigation of harassment or and may be grounds for further disciplinary action.

Retaliation can take many forms, including threats and other forms of intimidation, unwarranted denial or reduction of rights and privileges, disadvantageous treatment and the like. When retaliation is charged, the complaining party should utilize the complaint resolution mechanisms specified in this policy.

F. False Accusations

Due to the nature of harassment, complaints cannot always be substantiated. The lack of corroborating evidence should not discourage complainants from seeking relief through the procedures outlined in this policy. Failure to prove a claim of harassment is not equivalent to a false allegation, however, charges found to be intentionally dishonest or made maliciously without regard for the truth will subject the complainant and/or person(s) providing false or intentionally misleading information to disciplinary action. While Waldorf College will seek, insofar as possible, to protect from retaliation persons who make allegations of harassment and/or are involved in investigating or resolving such allegations, the College will also seek to protect those accused from the effects of unfounded or frivolous allegations. It is a violation of this policy for anyone to knowingly make false accusations of harassment and disciplinary action may be imposed for making such false accusations. Such false or malicious accusations may also subject the person making such false allegations to civil liability.

G. Confidentiality

Every reasonable effort will be made to preserve the confidentiality and to protect the rights of students, faculty, staff and administrators involved in the filing, investigation and resolution of complaints of harassment. However, if the Complainant chooses to speak publicly regarding the case, the College shall not be held liable. To the extent reasonably possible, Waldorf College will treat all information received as confidential. However, where it is necessary, in the College's sole discretion, to disclose particulars in the course of the investigation, such disclosure will be made. The parties to a complaint of sexual harassment should treat the matter under investigation with discretion and respect for the reputation of all parties involved in the process.

H. Records

No record of a complaint shall be placed in the Personnel File of an administrator, faculty member, or staff member or in the personal file of a student if the complaint is found to be unsubstantiated and without merit. If a complaint is substantiated, an official notation will be placed in the Personnel File of the administrator, faculty member, or staff member, or in the personal file of the student, against whom the complaint is filed, and any official disciplinary action will be noted in the file.

If a Complainant chose to use the Direct Response and also communicated this situation to a Recipient, the only record that will be retained will contain the following:

- the name of the Complainant,
- the name of the individual against whom the complaint was made,
- the date the complaint was first brought to the attention of the College,
- a general statement of the nature of the complaint,
- a statement that the Complainant chose to use the direct response
- a statement on the results of the direct response.

If a complaint is found to be unsubstantiated and without merit at either the informal or formal level, the only record that will be retained will contain the following:

- the name of the Complainant,
- the name of the individual against whom the complaint was made,
- the date the complaint was first brought to the attention of the College,
- a general statement of the nature of the complaint,
- a statement that the complaint was found to be unsubstantiated and without merit and the level at which such determination was made.

If, after initial counseling on options or unsuccessful mediation, the Complainant does not wish to pursue the complaint and the Recipient does not initiate formal procedures, the only record that will be retained will contain the following:

- the name of the Complainant,
- the name of the individual against whom the complaint was made,
- the date the complaint was first brought to the attention of the College,
- a general statement of the nature of the complaint,
- a statement that the Complainant elected not to pursue the matter after initial counseling on options or unsuccessful mediation and that the Recipient, after an investigation, had determined not to initiate formal procedures.

The College shall retain all records generated at any level in the handling of a complaint of harassment. These records shall be kept in a locked file in the President's Office⁽¹⁾. The President⁽¹⁾ will maintain these records, and he/she alone has access to them unless he/she grants access to another person. Upon receipt of a new complaint file, the President⁽¹⁾ will notify the Recipient if another file pertaining either to Complainant or Respondent exists. The Recipient will then review those records to determine if there is a need to initiate additional formal procedures. Access to harassment records is severely restricted, and may be obtained only through written permission of the President⁽¹⁾. Under ordinary circumstances, access to records may be granted only when the information contained therein may be necessary and pertinent to the conduct of an investigation of harassment, and only to the following individuals or groups:

- (1) those who act as Recipients of claims of harassment
- (2) the members of the Harassment Resolution Task Force

The President¹ has sole discretion to determine whether the need to know outweighs the need for confidentiality. In extraordinary circumstances, access to records may be granted if it is deemed necessary to prevent serious and immediate harm to the Complainant or other members of the campus community. In all cases where access to records has been granted, a statement will be affixed to the file indicating that the contents thereof are privileged and confidential, and a record will be maintained of any individual(s) obtaining access, the date, and the reason the particular record was reviewed.

Definition Of Sexual Harassment

Sexual harassment can take many forms and the determination of what constitutes sexual harassment will vary according to the particular circumstances. Sexual harassment may generally be defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature or which is directed toward a person because of his/her gender, when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education;
- submission to or rejection of such conduct by an individual is used as a basis for academic or employment decisions affecting that individual; or
- such conduct has the purpose or effect of substantially interfering with an individual's academic or work performance or creating an intimidating, hostile, or offensive learning or employment environment.

Sexual harassment may involve behavior by a person of either gender against or toward a person of the same or opposite gender. Conduct alleged to be sexual harassment will be evaluated by considering the totality of the particular circumstances, including the nature, frequency, intensity, location, context and duration of the questioned behavior. Although repeated incidents generally create a stronger claim of sexual harassment, a serious incident, even if isolated, can be sufficient. For example, a single suggestion that academic or other educational or employment rewards or reprisals will follow the granting or refusal of sexual favors, will constitute sexual harassment and grounds for action under this policy. Generally speaking, the person

¹ The chair of the Board of Trustees will assume the role of the President for cases in which the President is a party to the complaint.

exhibiting the sexually harassing conduct does not have to intend or realize that the conduct is offensive in order for the conduct to constitute sexual harassment.

College Policy on Consensual Relationships

Because consent cannot be given freely in a situation where one person has power over another, romantic and/or sexual relationships between the following are prohibited: faculty and staff with currently enrolled students and students being recruited, supervisors with any person she/he supervises, Board of Trustees members with administrators, faculty, staff, and students or any other College employee with someone over whom she/he has a position of power or control.

Consensual relationships of a romantic or sexual nature, between a Waldorf College employee and a current Waldorf student, or between supervisors and those they supervise may be construed as, or may in fact be, harassment. Because a unique position of power or control exists in such relationships, the term "consent" is made ambiguous. Consequently, to claim a consensual relationship is not an acceptable defense against charges of harassment.

The following are exceptions to the above policy:

1. This policy does not apply to relationships between spouses.
2. A consensual relationship of a romantic nature between a student employee of Waldorf College and another Waldorf student is not prohibited.

3.2.2.11 **College-Sponsored Activity Student Absence Policy**

If a faculty member or a staff member is planning an activity which would require students to be gone from campus during a regular class day, she/he would need to provide the following information:

- State the purpose of the trip and if it is a required trip.
- State the destination, and on what days students will be gone.
- Provide a list of the students expected to go on the trip.

This information should be provided to the dean who has responsibility for the area planning the trip (for example, student activities - Dean of Students; class-related activities, music, theatre, or athletic activities - Vice President for Academic Affairs) at least a week in advance of the trip. The dean would then approve/deny permission for the trip. The office of the appropriate dean would then distribute a list of the student names for approved activities to the faculty. If a student is on an approved activity, faculty members will be expected to work with the student to make up missed work. If a faculty member feels the student on the list cannot afford to miss a particular class, she/he will contact the Vice President for Academic Affairs to discuss the issue and determine if the student should be allowed to go. For activities such as athletics where a travel squad may not be known until the day before the event, a list of all members on the team will be provided to the faculty at the beginning of the season along with a schedule. A separate list stating the travel team will be provided to the faculty when available.

3.2.2.12 **Drug-Free Workplace Policy**

In compliance with the Drug-Free Workplace Act of 1988, the Board of Trustees of Waldorf College has established a policy and awareness program to insure a drug-free workplace. Waldorf College prohibits the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance (including alcohol) while on the College campus or in the immediate vicinity thereof, at any College function, on any College trip, or when in any way representing the College. At this time, the rules do not require employers to institute mandatory drug-testing programs.

As a condition of employment, employees are given a copy of this statement and must abide by the terms therein. In addition, employees must notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.

The dangers of drug abuse in the workplace include, but are not limited to: personal addiction and/or, physical and emotional injury to co-workers, and decreased job performance which could result in damage or destruction of College property. With the previous consideration in mind, no person shall be present on the College campus while under the influence of drugs or alcohol.

Waldorf College recognizes its duty to address problems of drug use in such a manner as to safeguard to the greatest extent possible its capacity to carry out its educational mission with Christian concern. Consequently, while discipline will be taken, the College's interest goes beyond a disciplinary response to the problem. Therefore, the College will provide educational and informational help about drugs and the danger of their use and will require the use of counseling services and/or chemical dependency services that are available. (See Employee Handbook).

Waldorf College reserves the right to immediately terminate any employee convicted of drug abuse violations occurring in the workplace. However, under certain circumstances, in lieu of dismissal, Waldorf may choose suspension and/or mandatory treatment counseling.

B. Exception to the Policy

At all times faculty, students, and staff shall observe local laws in regard to possession and consumption of alcohol. Persons affiliated with the College are expected to exercise reasonable restraint in this use of alcohol. The blanket prohibition of alcohol shall not apply to Oak Knoll.

3.2.2.13 Copyright Policy

All employees of the College, including but not limited to staff, faculty and administrators, shall conduct their activities on behalf of the College research or writing activities in such a fashion so as to meet and comply with all the requirements of the United States copyright law and regulations.

As a condition of employment, each employee agrees to accept responsibility for reading and understanding the requirements of the copyright law and the policy statement and guidelines of the College, as outlined below. As determined by the College, such acts shall be considered “good faith compliance” by the College, and the employee shall not be required to indemnify the College for any damages, judgments, or costs which may be obtained against the College for the acts of the employee.

If, however, an employee willfully, intentionally, negligently, or without good faith, violates the copyright provisions, the employee shall be solely liable for all losses, damages, judgments, and costs of whatsoever kind or nature that may be incurred. Should the College be named in any legal or equitable action arising from such wrongful infringement, the employee agrees to save, hold harmless, and indemnify the College against all losses, damages, fees (including attorney fees) or other penalties, monetary or otherwise, that may be incurred as a result of such conduct.

The primary purpose of the federal copyright law is to promote the creation and dissemination of knowledge and ideas; not to protect the economic interest of authors and artists. Article I, Section 8, Clause 8 of the Constitution specifies the purpose of copyright protection is to promote the progress of science and the useful arts.

FAIR USE: The photocopying of copyrighted material is a right granted under the copyright law’s doctrine of fair use. To determine fair use the following factors need to be considered:

- the purpose and character of the use, for commercial or nonprofit educational use;
- the nature of the copyrighted work;
- the amount and substantiality in relation to the work as a whole;
- the effect of the use upon the potential market.

CLASS USE: Photocopied material may be distributed to a class without prior permission under the following conditions:

- the distribution of the same material does not occur every semester;
- one copy per student enrolled in the class;
- the material includes a notice of copyright (copyright labels or a stamp are available in the library);
- students are not assessed a fee beyond actual costs;
- material put on reserve four weeks or more in advance of use must have written permission.

Reserve: The library reserve shelf shall be thought of as an extension of classroom readings and is on reserve for the convenience of students. If the request is for one copy to be placed on reserve, the library may photocopy an entire article, chapter or poem. Multiple copies may be on reserve if there is one copy per eight students in the class, the amount of material used is reasonable in relation to the total amount assigned for the course, and the material contains the copyright notice and does not affect the market for the work.

Music: Copies of music are permitted as an emergency to replace copies for any reason which are not available for an imminent performance as long as replacement copies are purchased later. For academic purposes other than performances, faculty may duplicate a single copy of an entire performable unit if the unit is unavailable except in a larger work and if it is out of print as confirmed by the copyright owner. Multiple copies of no more than ten percent of the whole work may be made as long as the excerpt does not comprise a performable unit.

Software: It is illegal to duplicate software on disk, tape or in RAM so that two or more students can simultaneously utilize a program intended for a single user. It is also illegal to boot up a series of microcomputers with one disk. Without permission from the copyright owner it is illegal to make duplicate copies of a computer program for distribution to and use by anyone other than the owner of that master copy. The only legal duplicated copy of the master copy is the backup made for archival purposes.

Video: Use of videocassettes and films is permitted so long as certain conditions are met:

- must be shown as part of the instructional program only to students and educators by students, instructors, or guest lecturers;
- must be shown either in a classroom or other school location devoted to instruction in a face-to-face setting or where students and teacher(s) are in the same building;
- a legitimate (not illegally reproduced) copy with the copyright notice included must be used;
- off-air recordings are made only at the request of an individual instructor for instructional purposes;
- videotaped recordings are to be shown to students within the first 10 school days of the 45-day retention period (tapes must be erased after these 45 days);
- recordings are to be shown to students no more than two times during these 10 days, and the second time only for necessary instructional reinforcement;
- all copies of off-air recordings must include the copyright notice on the broadcast program as recorded.

Internet: Please be aware that the House of Representatives and the Senate both have digital copyright legislation pending that will impact “fair use” of the networked environment for library and educational institutions.

For more information on copyright, please contact the Luise V. Hanson Library.

3.2.3 **Additional Responsibilities for Full-time Faculty**

3.2.3.1 **Supporting Positive Student Conduct**

Waldorf College endeavors to promote and maintain high standards of student conduct. The standards of the College will be contained in the Student Handbook (see the Academic Integrity Policy). It is the responsibility of each faculty member to support the standards.

3.2.3.2 Program Promotion And Student Recruitment

The faculty are encouraged to collaborate with the College-wide plans for student recruitment, institutional promotion, and academic program development.

3.2.3.3 Attendance at Campus Events

A large variety and number of artistic, intercollegiate and intramural athletic, musical, religious, social, and athletic events occur on campus each semester. It is expected that each faculty member will attend a reasonable number and variety of these events each semester. Such attendance provides excellent opportunities for informal interaction with students, and reflects support for professional colleagues and those students involved in the activity.

Chapel

Chapel Services provide one of the unique occasions for the campus community to gather for public worship as well as mutual support and encouragement. Faculty, through their participation as chapel speakers and worshipers, have a special opportunity to interact with and support students in terms of their emotional and spiritual needs.

Chapel Services are held in the Hagen Recital Hall. Full-time faculty members are encouraged to serve as chapel speakers when asked, and to share the full range of their own gifts (i.e. musical, etc.) at whatever level each faculty person feels appropriate. Because the College community thrives on a variety of disciplines and perspectives, faculty participation in chapel services expands the spiritual horizons and understandings of the whole College community.

Convocations

The College normally sponsors four major convocations each semester. These convocations are intended to educate students about national and global issues, and other topics of concern.

3.2.3.4 Informal Interaction With Students

Waldorf College encourages faculty members to interact informally with students. Examples of desirable faculty initiatives include: greeting students in a friendly and caring manner when meeting them on or off campus; serving as a student class, club or activity sponsor or Collegium Faculty Associate; participating in the programs of campus organizations or residence halls; inviting students to one's home; soliciting student participation in departmental activities and projects; and attending diverse campus events.

3.2.3.5 Scholarship and Creative Activity

Goal: The goal of the faculty development program at Waldorf College is to fulfill the College's mission as a lively community of learning and faith by enhancing student learning through continued professional growth and development of the faculty.

The continued professional development of our faculty will:

- Improve teaching effectiveness
- Encourage innovative methods of pedagogy
- Engage faculty in new knowledge in their discipline
- Promote a culture that values the ideal of life long learning
- Model academic learning and the scholarly approach to solving problems

Faculty Growth and Development through Scholarship

Within their area(s) of expertise, all full-time ranked faculty (category 1) shall be responsible for continued growth and development through scholarship. Scholarship shall be broadly defined as creative, research, or professional activity which results in a product that is shared with ones peers in a written, oral, or performance presentation and is subject to critique or review. Scholarship may originate in any one of the four ways described in the special report *Scholarship Reconsidered: Priorities of the Professoriate* (Boyer, E., 1990, The Carnegie Foundation. Princeton, New Jersey) and summarized below:

1. Scholarship of Discovery: This is "traditional" scholarship through which new knowledge is generated by conducting original research or creating other types of original works.
2. Scholarship of Integration: This involves the critical evaluation, synthesis, analysis, or interpretation of the research or creative work produced by others; it is often interdisciplinary or multidisciplinary in nature and includes the varieties of artistic interpretation and performance.
3. Scholarship of Application: This involves applying disciplinary expertise to the exploration and/or solution of institutional, community or social processes or problems; it involves activities that are tied directly to one's special field of knowledge and it demands the same level of rigor and accountability as is traditionally associated with research activities.
4. Scholarship of Teaching: This involves the use of ones expertise as a teacher to develop, transform, and extend teaching activities and other aspects of pedagogy in new and more effective ways; it includes research and other creative work which focuses on the improvement of teaching and learning.

Growth opportunities which do not fit clearly within one of the four categories listed above may be presented to the R & T Committee for approval prior to engaging in the growth activity.

To facilitate professional development, the College provides a variety of benefits and opportunities for faculty members, such as faculty workshops, and consultation and conference travel reimbursement (see 3.6.2). All full-time members of the faculty are expected to take advantage of relevant professional development opportunities, to keep the Vice President for Academic Affairs informed of their development needs, and to suggest ways to better facilitate professional development.

3.2.3.6 Training in the Area of Sexual Harassment Resolution

Faculty are expected to avail themselves for periodic college provided opportunities for training in all aspects of Sexual Harassment.

3.2.3.7 **Emergency Drills**

Drills are conducted periodically. It is the responsibility of each faculty member to know the emergency procedures.

3.2.3.8 **Faculty/Staff Parking**

Faculty and staff are required to have a parking sticker to identify their vehicles. Contact the Student Services secretary in the Campus Center to secure parking stickers.

3.2.4 **Policy on Awarding of Honorary Doctorates At Waldorf College**

Waldorf College awards the honorary doctorate to distinguished persons deemed to be deserving of such high recognition by the College. Any member of the Faculty, Administration, or Board of Trustees may nominate candidates for an honorary degree.

Nominations for honorary degrees will be administered by the Academic Dean, who will assist those making nominations in compiling appropriate information in support of the nomination and include rationale to support the nomination in terms of Waldorf's Mission. All nominations will be considered first by the Faculty Senate, who will recommend candidates to the faculty. The faculty will act on those nominees recommended by the Faculty Senate at the October faculty meeting. Nominations receiving a majority vote of the faculty are recommended to the Board of Trustees. Honorary degrees may be awarded only with the approval of a majority vote of the faculty and the Board of Trustees.

Criteria for selection include the following:

1. Outstanding achievement in the arts, science, commerce, government, industry, the non-profit sector, the Church, or the academy;
2. A life noteworthy for its orientation to service, either through the character of career achievements or voluntary efforts of benefit to the broader community;
3. Support for the mission of Waldorf College;

The following guidelines shall govern the awarding of honorary degrees:

1. Honorary degrees may be awarded at Opening Convocation or at Commencement, with exceptions to be determined by the Board of Trustees.
2. Current members of the faculty, Administration, or Board of Trustees are not normally eligible for an honorary degree; however, exceptions may be made by a two-thirds vote of the faculty and Board of Trustees.
3. Normally, no more than one honorary degree may be awarded in any one academic year, with exceptions to this guideline to be determined by the action of the faculty and Board of Trustees.
4. The Honoree must be present in order for the degree to be awarded, except, perhaps, in cases of personal emergency.
5. A member of the faculty will prepare and present the citation, and the Chair of the Board or his/her designate and the President will present the degree.

3.3 **NEW FACULTY**

3.3.1 **Search Procedures**

Please see Waldorf's Employee Search Process Handbook (available at the President's office).

3.3.2 **Appointment Policies and Procedures**

3.3.2.1 **Initial Faculty Appointments**

The initial rank and appointment category (see below) assigned to new faculty are determined by the Vice President for Academic Affairs after discussion with the relevant division or department or program chair and the President. Initial appointments of full-time (9 month) faculty will be made in one of the following appointment categories:

3.3.2.1.1 **Initial Categories of Appointment**

1. Term Tenure Track – Term Tenure eligible appointments are made in this category for positions which are expected to exist on a continuing basis.

Term Tenure is awarded only after completion of a probationary period and after favorable review by the Rank and Tenure Committee, the VPAA, and the approval of the President. The typical probationary period is five years with a tenure decision made in the spring of the fifth year. Yearly reviews are conducted by the VPAA (see section 3.7.2.2). A formative tenure review is held in the spring of the third year of the appointment to provide guidance to the person on areas of strength and of concern. This review will be conducted by the Rank and Tenure Committee.

The VPAA may offer a new hire the option of electing to shorten the probationary period if the person has held prior full-time, teaching positions at the rank of hire at other colleges. Any shortening of the term tenure probationary period is to be specified in writing at the time of appointment and signed by the VPAA. As a general guideline, one year may be deducted from the probationary period by the VPAA for each two years of full-time teaching at the rank of hire at another institution. However, the probationary period is never to be shorter than three years. The same guidelines may be applied by the VPAA in offering to shorten the time necessary in rank before eligibility for promotion. Individuals who are denied term tenure may be offered the opportunity to continue receiving term contracts and after another two years reapply for term tenure. Individuals denied term tenure for a second time will be offered a final one year non-term tenure track contract for the year following the denial of term tenure.

1a. Renewal of Term Tenure

Individuals may apply to renew term tenure in March before the final year of their term tenure appointment. Just as with the original appointment, a favorable recommendation of the Rank and Tenure Committee and the VPAA, and the approval of the President are required for term tenure to continue. Individuals will be notified of the term tenure renewal decision by November 1 of the final year of their term tenure appointment.

2. Annual & Term Tenure Contracts –

Annual contracts are issued for a specific period, usually one year (either 9 or 12 month) contracts whose responsibilities are listed in 3.2.2, and carry no obligation or promise of further employment. Annual contracts may be offered by the College at any time; however, continuing faculty are to receive their contracts in March of each year. A person offered an annual contract will have three weeks to accept or reject the contract. Persons appointed in this category may continue indefinitely on a series of sequential 1-year annual contracts, but subject to annual renewal based on performance and need for the position.

Term tenure status is to be recommended by the Rank and Tenure Committee and the VPAA to the President who must also give approval, but the final decision to approve term tenure is made by the Board of Trustees. Term tenure shall be granted by the Board of Trustees for a three or five year period. Term tenure contracts confer no expectation of reappointment from contract term to contract term. Separation may occur as described in this Handbook within the term of the contract.

3.3.2.1.2 Initial Rank

1. The rank specified in the position description will be applied.
2. If the search committee recommends a candidate who has held faculty rank in another collegiate institution higher than the rank in the position advertised and the VPAA and President concur, the person will generally be hired at the highest rank they have held.

3.3.2.1.3 Initial Salary

1. The VPAA will be guided by the remuneration policies of the Faculty Handbook. Refer to section 3.12.2. The President ultimately determines the salary offered.
2. Competition for faculty in certain specialty areas may require that the VPAA move above the Faculty Handbook remuneration policies in a few cases.

After agreement with the President about all aspects of the offer, the VPAA makes an offer by phone or email. Upon acceptance, the VPAA contacts the Director of Human Resources and initiates preparation of a written contract, which is reviewed and approved by the VPAA, signed by the President, and then sent out by the Human Resources Office. Normally, no formal announcement of appointment (nor letters of regret to the other candidates) occurs until after a signed contract has been received back by the College.

3.3.2.2 Continuing Faculty Appointments

- A. Continuing faculty who are not term tenured shall receive an annual contract in March specifying the following conditions that will apply in the next academic year:
 1. Rank
 2. Department or program of appointment
 3. Salary
 4. The length of the appointment

Continuing faculty will have three weeks to accept or reject the contract.

- B. Continuing faculty who are term tenured shall receive a term contract in March specifying the following conditions that will apply in the next academic year:
1. Rank
 2. Department or program of appointment
 3. Salary
 4. The year that the term tenure expires
 5. The length of the appointment in months

Continuing faculty will have two weeks to accept or reject the contract.

3.3.3 **Orientation of New Faculty**

The Vice President for Academic Affairs organizes a formal orientation seminar of at least a half-day for all new faculty, to occur prior to the beginning of the academic year. Each new faculty member may choose an experienced "faculty mentor" from outside the division to provide friendship and support as desired and needed. In addition, the Department Chair organizes a special orientation program for his/her new faculty member(s) that supplements the campus-wide information presented in the VPAA's orientation seminar and provides discussion related to departmental policies and procedures. Although part-time daytime faculty are not required to attend the orientation seminar, they are strongly encouraged to attend. Orientation of evening faculty is coordinated and carried out by the Director of Adult and Continuing Education.

3.3.4 **Equal Employment Opportunity/Affirmative Action**

See the Equal Employment Opportunity Policy Section of The Employee Handbook.

3.4 **FACULTY PROMOTION AND AWARDING OF TERM TENURE**

3.4.1 **Grandfather Clause**

Faculty granted tenure prior to August 1, 2009, will be granted three years of term tenure if their tenure was granted on or after August 1, 2006 or five years of term tenure if their tenure was granted prior to August 1, 2006. For these purposes, Faculty tenure at Waldorf College will be taken into consideration. Faculty in a tenure track prior to August 1, 2009 will receive one full year of probationary period for term tenure for every year worked at Waldorf in the tenure track prior to August 1, 2009 up to a maximum of four years.

3.4.2 **Definition of Term Tenure**

At Waldorf College, term tenure is a symbol of high regard for the principles of academic freedom, personal and professional integrity of faculty members and of a commitment and concern for the growth and well-being of the College. *Term tenure contract status* denotes a contract status afforded to those full-time ranked faculty members who are offered one of two types of appointments: a term tenure contract of three-year duration or a term tenure contract of five-year duration. Term tenure is granted by Board of Trustees upon recommendation of the President, who is advised by the Rank and Term Tenure Committee, and the VPAA.

A faculty member on a term tenure contract may not be reduced in rank or contract term except for redirection, reduction, or discontinuation of a department or program, financial exigency as determined by the President, or adequate cause for dismissal, all described in 3.13. Term tenure contracts confer no expectation of reappointment from contract term to contract term. Separation may occur as described within the term of the contract.

A faculty member is assigned to a department/discipline or program area(s) based on his/her education and specialization. Accordingly, term tenure is herein understood to be within the department/discipline or program area(s) of the individual's primary teaching assignment at the time tenure is granted. The department/discipline or program area(s) in which the faculty member is granted tenure shall be specified in the letter from the College to the individual informing her/him that tenure has been awarded.

3.4.3 **Process**

The procedure for promotion to another rank and for awarding term tenure is initiated by the individual faculty member. A written application must be filed with the Vice President for Academic Affairs by **October 15** of the school year in which the new rank or tenure decision will be made.

The Rank and Tenure Committee determines who is eligible to be considered for promotion and for tenure, reviews all available information about each candidate and makes promotion and tenure recommendations to the Vice President for Academic Affairs.

The Vice President for Academic Affairs shall forward the Rank and Tenure Committee's recommendation and his/her own recommendations to the President for review. The President shall approve or deny each recommendation and report this to the Vice President for Academic Affairs and to the Rank and Tenure Committee. Those approved by the President are presented by the Vice President for Academic Affairs to the Board of Trustees for action at the Board's spring meeting. If the Vice President for Academic Affairs, President or Board of Trustees turns down the Rank and Tenure Committee's recommendation, a written explanation shall be provided to the Rank and Tenure Committee. If, at any stage, the application is turned down, the applicant shall be informed of the reasons for the denial by the Vice President for Academic Affairs. Individuals who are denied term tenure may be offered the opportunity to continue receiving term contracts and after another two years reapply for term tenure. Individuals denied term tenure for a second time will be offered a final one year non-term tenure track contract for the year following the denial of term tenure.

3.4.4 **Eligibility**

Persons who have continuing full-time faculty status and teaching responsibilities are subject to the rules below governing eligibility for tenure and promotion.

3.4.4.1 **Eligibility for Promotion**

A faculty member wishing to be promoted should submit a letter of application to the Rank and Tenure Committee in care of the Vice-President for Academic Affairs no later than **October 15** of the academic year in which the decision will be made. If the applicant is judged by the Rank and Tenure Committee to meet the eligibility criteria (section 3.4.4) and experience and education requirements (section 3.5) for promotion they are so notified by the Committee and may continue in the promotion review process (see 3.4.7).

3.4.4.2. **Eligibility for Tenure**

This section pertains only to continuing faculty members (category 1 in 3.1.1). To be eligible to apply for term tenure, a faculty member must be on a tenure track appointment and must have completed the term tenure probationary period specified at the time of initial appointment (Section 3.3.2.1). The applicant must submit a letter of application to the Rank and Tenure Committee in care of the Vice-President for Academic Affairs no later than October 15 of the academic year in which the decision will be made. If the applicant is judged by the Rank and Tenure Committee to meet the eligibility criteria (section 3.4.4) and experience and education requirements (section 3.5) for term tenure, they are so notified by the Committee and may continue in the tenure review process. A faculty member may apply simultaneously for promotion and tenure as long as the eligibility requirements for both are met.

3.4.5 **Selection Criteria for Promotion**

The Rank and Tenure Committee will use the following criteria, listed in order of priority. Quality and effectiveness of teaching is the top priority for the institution with the other criteria examined in context of how they contribute to student learning.

1. Quality and effectiveness of teaching
2. Educational attainment

3. Scholarship and Creative Activity
4. Support of the mission and objectives of the College
5. Institutional responsibility
6. Community involvement

These 6 criteria are interpreted as follows:

3.4.5.1 Quality And Effectiveness Of Teaching

- A. Demonstrates mastery of subject matter.
- B. Demonstrates ability to stimulate the intellectual development of students in the area of one's own discipline as well as to contribute to the institution's educational goals to encourage life-long learning.
- C. Is effective in communicating the skills, methods and intellectual content appropriate to one's discipline.
- D. Is effective in student advising, informal academic contact with students, supervision of internships and independent study, and evaluation of and communication regarding student progress and work.
- E. Exhibits effectiveness in course design, course examinations and grading.
- F. Relates professional educational goals to the needs and goals of students as whole persons.
- G. Assists and supports students in engaging faith and reason in learning as appropriate.

3.4.5.2 Educational Attainment

Educational attainment shall be judged according to the standards set forth in section 3.5.6.

3.4.5.3 Scholarship and Creative Activity

Scholarship and Creative Activity shall be evaluated according to the definition of faculty growth and development found in 3.2.3.5 with examples given in Appendix N.

3.4.5.4 Support Of The Mission And Objectives Of The College

- A. Inspires in students a concern about their moral and ethical values.
- B. Develops, supports, or participates in programs and activities that reinforce the college mission.
- C. Supports and can articulate the College's objectives as a Christian College in the Lutheran Tradition of liberal arts and sciences.
- D. Encourages and supports student leadership and service activities.
- E. Exhibits commitment to the College, to its ideals and objectives and to one's colleagues.
- F. Contributes to the life of the College as a community and to strengthening the sense of community on campus.
- G. Provides leadership in achieving the goals of the College, including constructive criticism and recommendation for change.

3.4.5.5 Institutional Responsibility

- A. Promotes and exhibits effective and regular interaction with students and peers.
- B. Participates in and supports vital College programs such as chapel, convocations,

- C. concerts, lectures, athletic events, etc.
- D. Communicates positively to prospective and current students concerning the goals of Waldorf College's student recruitment and admission program.
- E. Participates in committee work, sharing in the responsibility for program development and institutional governance.
- F. Shows willingness to be a part of institutional advancement as requested.

3.4.5.6 Community Involvement

- A. Contributes to extending the resources of the College to the wider community.
- B. Models integrity, conviction, and community concern.
- C. Participates in and provides leadership for church, civic, community, and service organizations.
- D. Encourages community and public service.
- E. Represents the college effectively and positively in the community.

3.4.6 Selection Criteria for Term Tenure

The process and criteria for awarding tenure are the same as those used for faculty promotion. Term tenure is not to be granted simply for fulfilling the minimum qualifications; the faculty member must be viewed as an exceptional teacher, advisor, and model for students in order to be tenured. Furthermore, the term tenure decision involves assessment of both current and projected institutional needs. Any department may be fully tenured, but program, departmental, divisional, and College needs must be given full consideration. Annual reviews must occur during the probationary period, giving appropriate feedback to the faculty member.

3.4.7 Process for Review of Applications for Promotion and/or Term Tenure

1. The faculty member seeking promotion or term tenure must submit a written letter of application applying for promotion and/or term tenure to the Vice President for Academic Affairs no later than **October 15** of the academic year in which the decision will be made. The letter should be accompanied by a current vita or resume'.
2. The faculty member shall make an appointment with the Vice President for Academic Affairs to discuss his/her application prior to **November 1**.
3. Upon receiving the application and reviewing the application process with the candidate, the Vice President for Academic Affairs will submit the application to the Rank and Tenure Committee. This will be done no later than **November 1**.
4. The Rank and Tenure Committee checks criteria to determine eligibility and makes a recommendation to the candidate regarding any additional information needed.
5. By **November 7**, the Vice President for Academic Affairs informs the faculty candidate as to whether or not she/he is eligible.
6. By **January 15** submit the professional portfolio to the Office of Academic Affairs (See section 3.7.1.4).
7. The Rank and Tenure Committee will review all submitted materials. This will be done by **March 1**.
8. If the committee considers it necessary to interview the applicant, this will be done.

9. The Rank and Tenure Committee will forward its recommendations for promotion and tenure, with supporting reasons to the Vice President for Academic Affairs no later than **March 31**.
10. The committee's recommendations shall be reviewed by the Vice President for Academic Affairs, who shall make a separate recommendation and report this to the Rank and Tenure Committee.
11. The Vice President for Academic Affairs shall forward the Rank and Tenure Committee's recommendation and his/her own recommendations to the President for review. The President shall approve or deny each recommendation and report this to the Vice President for Academic Affairs and to the Rank and Tenure Committee.
12. If an application for promotion or term tenure is declined at the Vice Presidential or Presidential level, the Vice President for Academic Affairs shall provide the applicant and the Rank and Tenure Committee with a written explanation of the reasons for this action. A copy of this letter will also be placed in the applicant's faculty file. This shall be done before the spring meeting of the Board of Trustees.
13. If an application for promotion is approved at the administrative level, the President will make recommendation of the individual to the Board of Trustees at the spring meeting.
14. Formal notification and announcements of promotions in rank will be made following the spring meeting of the Board of Trustees (preferably at commencement).
15. Each candidate's dossier shall be treated with strict confidentiality by those authorized to review it--the members of the Rank and Tenure committee, the VPAA, and the President. At any time the candidate may request the Vice President for Academic Affairs to discuss the general contents of the dossier and the reasons for whatever decision may have been made.

3.4.8 Process for Review of Applications for Renewal of Term Tenure

1. By March 31 of the year preceding the last year of a term tenure contract, the faculty member applying for renewal of term tenure will submit a brief letter of three to five pages addressing the six criteria for term tenure to the Office of Academic Affairs
2. The VPAA will provide a summary of teaching evaluations to the Rank and Tenure Committee. The Rank and Tenure Committee will review all submitted materials.
3. If the committee considers it necessary to interview the applicant or ask for additional supporting materials, this will be done.
4. The Rank and Tenure Committee will forward its recommendations for promotion and tenure, with supporting reasons to the Vice President for Academic Affairs
5. The committee's recommendations shall be reviewed by the Vice President for Academic Affairs, who shall make a separate recommendation and report this to the Rank and Tenure Committee.
6. The Vice President for Academic Affairs shall forward the Rank and Tenure Committee's recommendation and his/her own recommendations to the President for review. The President shall approve or deny each recommendation and report this to the Vice President for Academic Affairs and to the Rank and Tenure Committee.
7. If an application for promotion or term tenure is declined at the Vice Presidential or Presidential level, the Vice President for Academic Affairs shall provide the applicant and the Rank and Tenure Committee with a written explanation of the reasons for this action. A copy of this letter will also be placed in the applicant's faculty file. This shall be done before the fall meeting of the Board of Trustees.

8. If an application for promotion is approved at the administrative level, the President -will make recommendation of the individual to the Board of Trustees at the fall meeting.
9. Formal notification and announcements of promotions in rank will be made following the fall meeting of the Board of Trustees (no later than Nov.1).
10. Each candidate's dossier shall be treated with strict confidentiality by those authorized to review it--the members of the Rank and Tenure committee, the VPAA, and the President. At any time the candidate may request the Vice President for Academic Affairs to discuss the general contents of the dossier and the reasons for whatever decision may have been made.

3.5 **Faculty Rank**

3.5.1 **Rank of Professor**

A. **Education**

Faculty awarded Professor rank should possess an earned doctorate or an institutionally-accepted equivalent in their field or a related field as specified in 3.5.6. This requirement may be waived in rare instances involving outstanding merit and distinction.

B. **Experience**

Normally, those appointed Professors will have a minimum of twelve years of successful college teaching with at least six years of teaching experience at the rank of Associate Professor.

3.5.2 **Rank of Associate Professor**

A. **Education**

Faculty awarded Associate Professor rank shall possess the degree level specified in 3.5.6. This requirement may be waived in rare instances involving outstanding merit and distinction.

B. **Experience**

Normally, those appointed associate professor will have a minimum of (1) Five years of successful full-time college teaching or its equivalent that includes appropriate professional field experience, with (2) at least three of those years of successful college teaching being at the rank of Assistant Professor at Waldorf College.

3.5.3 **Rank of Assistant Professor**

A. **Education**

Faculty awarded Assistant Professor rank shall possess the degree level specified in sec. 3.5.6.

B. **Experience**

The demonstrated ability or promise of successful college teaching is the primary criterion for awarding this rank.

3.5.4 **Rank of Instructor**

A. **Education**

Normally, faculty assigned Instructor rank shall possess the degree level specified in sec. 3.5.6.

B. **Experience**

Prior teaching experience is desirable but not required.

3.5.5 Professor Emerita or Professor Emeritus

A faculty member who retires, usually after ten or more years of outstanding service at Waldorf, is eligible for promotion to Professor Emerita or Professor Emeritus. Such appointments are made by the Board of Trustees. Professors Emeriti may take part in academic processions and may, with their consent, be appointed to serve on special faculty committees. They also retain their campus e-mail accounts and library and faculty activity ticket privileges. Office space on campus may be provided on a semester by semester basis.

3.5.6 Degree expectations by Academic Field

The expectation for term tenure or promotion to Associate Professor or Professor rank is possession of an earned terminal degree in the field of one's principle teaching activity and that standard is expected as the general rule for most academic fields. However, a terminal degree is rare in certain professional fields and that fact may be taken into account in making promotion and term tenure decisions in these fields. The table below clarifies the degree expectation by academic field for full-time faculty. Continuing formal education beyond the Master's degree is desirable for all faculty and particularly for those in the excepted fields for a terminal degree; therefore the rank of Professor is reserved for those who demonstrate that level of commitment. For initial appointments where initial appointment requirements are not met, there will be a letter placed in their file specifying a time to reach the requirements.

Academic Field	Initial Appt. Instructor/Assistant	Term Tenure Associate/Professor
Art		
Studio	MA, MFA, or PhD	MFA or PhD
Graphic	MA + Exp, or MFA	MFA
History	PhD	PhD
Biology		
	PhD	PhD
Business		
Economics	PhD	PhD
Management	MBA	MBA +(CMA, MA, CPA or MS)
Criminal Justice	MA or MS + Exp	PhD
Fire Administration	MA or MS + Exp	PH D, MS + Exp, EFO
Chemistry		
	PhD	PhD
CIS		
	(MA or MS)+Exp	PhD or (MA or MS)+ Exp
Communications		
Applied	(MA or MS)+Exp	PhD or (MA or MS)+ Exp
Theory	PhD	PhD
Develop. Studies		
	MA	EdS, EdD, or PhD
Education		
	MS	EdD or PhD
English		
Literature	PhD	PhD
Creative Writing	MFA or PhD	(MFA or PhD)+Pub
Health/Wellness		
	MA, MS, MPH, or PhD	MA, MS, MPH, or PhD
History		
	PhD	PhD
Academic Field	Initial Appt. Instructor/Assistant	Term Tenure Associate/Professor

Mathematics	PhD	PhD
Modern Languages	MA or PhD	PhD
Music		
Theory/History	ABD, PhD, or DMA	PhD or DMA
Performance	(MA or MS) +Prof Exp	DMA +Prof Exp
Organizational Leadership	MA or MS	PhD or DBA
Physical Education	MA or MS	PhD
Physics	PhD	PhD
Psychology	PhD	PhD
Religion/Philos	MA+MDiv	ThD or PhD
Sociology	MSW or PhD	PhD
Speech	PhD	PhD
Theatre	MA or MFA	MFA or PhD

3.6 **FACULTY VITALITY PROGRAM**

3.6.1 **Fall Faculty Workshop**

A two-day workshop is held the week before the start of classes each fall. Attendance is required for full-time faculty.

3.6.2 **Conference Attendance**

Each year faculty are encouraged to attend a local, state, regional, and/or national conference which relates to their discipline or to pedagogy. All faculty travel funds must be approved by the Vice President for Academic Affairs before the expense is incurred.

3.6.3 **Recognition Awards**

3.6.3.1 **Waldorf Board Of Trustees Outstanding Faculty Award**

Criteria:

1. Faculty members must be nominated by March 1 of an academic year.
2. This nomination may be made by any member of the faculty or administration.
3. The nomination must be made in a letter which then becomes a document supporting the nominee.
4. Nominations from the previous year can be reconsidered if the committee talks to the previous nominator.
5. The decision will be based on:
 - a) Excellence in teaching as evidenced by the methods outlined in 3.7.
 - b) Creativity and innovation in the process of teaching.
 - c) Dedication to Waldorf College as evidenced by participation in College activities.
6. The Rank & Tenure Committee will assist the Vice President for Academic Affairs in making the decision.
7. The award of \$500.00 will be presented to the honored faculty member at the annual employee recognition event.

3.6.3.2 Holmen Faculty/Staff Excellence Awards

The Holmen Faculty/Staff Excellence Awards are given by Dr. Kenneth and Linda Holmen, in honor of his parents, Dr. Holger (Hap) and Sylvia Holmen. Hap Holmen served Waldorf as a faculty member in the Industrial Education department from 1949 to 1970.

The Holmen Faculty/Staff Excellence Awards will be presented annually to deserving faculty and staff members. Two awards may be presented annually, although this is not required, and sharing of the award is permitted if the selection committee is unable to choose one person over another. The two different categories for the award and criteria for each are listed below.

Selection of award recipients will be made by a committee of five members of the faculty and staff and two sophomore students. Only one of the three faculty/staff members shall carry over for a second year. Normally, current award winners serve as selection committee members the following year.

1. **The Holmen Professional Excellence Award:**

This award is presented to faculty or staff members who exhibit excellence in professional development, quality of professional knowledge and performance, professional integrity and manner, leadership in their field, and/or publication and scholarship. Their service and leadership to professional organizations on a regional or national level is taken into consideration.

2. **The Holmen Community Service Award:**

This award is presented to faculty or staff persons who are distinguished in their service to Waldorf, the Forest City community, the church, civic organizations, service organizations and volunteer efforts.

These awards may be presented as a recognition of one's accomplishments or as a stipend to cover costs of further study, service, or professional involvement.

3.7 **FACULTY EVALUATION**

Faculty evaluation will be conducted as a way of improving student learning and fostering growth in members of the faculty. Evaluation will be both formative and summative. The formative evaluation will provide feedback for faculty members as they grow in their professions. The summative evaluation will be used to make decisions about tenure and promotion applications and to make judgments in determining continuation of a faculty member's contract. Faculty members will be evaluated on the six criteria found in section 3.4.5 of this Handbook. They include quality and effectiveness of teaching, educational attainment, scholarship and creative activity, support of the mission and objectives of the College, institutional responsibility and community involvement.

The General Policy and Philosophy on College Personnel Evaluation can be found in section 3.7 of the Employee Handbook.

3.7.1 **Evaluation Indicators**

Effective evaluation of faculty members includes a self-evaluation, student evaluation, and peer review (1997, Scholarship Assessed by Glassic, Huber, Maeroff). At Waldorf College, tools used in the evaluation of members of the faculty will include student course satisfaction surveys, advisor evaluation surveys, classroom observations, and the professional portfolio.

3.7.1.1 **Student Course Satisfaction Surveys**

Student satisfaction course surveys will provide information about student perceptions of the faculty member's classroom effectiveness. Faculty without term tenure will be surveyed each semester. Term tenured faculty members will be surveyed the year before renewal, at his or her own request, and/or at the request of the VPAA. The Administrative Assistant for the Vice President for Academic Affairs will distribute the survey forms to members of the faculty. Faculty members will explain the instructions to class, give the packet of forms to a designated student, and then leave the room. The designated student will collect the surveys, place them in the provided envelope, seal it, and sign his/her name across the seal. The student will then deliver the sealed envelope to the Academic Affairs Office. Student surveys may also be distributed electronically.

3.7.1.2 **Advisor Evaluation Surveys**

To provide feedback to advisors and to assess their effectiveness, advisor evaluation forms will be administered for all students during the Spring semester. The Registrar will administer the forms during the registration process. The advisor evaluations will be used during the promotion and term tenure process and during yearly reviews.

3.7.1.3 Classroom Observations

The VPAA, members of the Rank and Tenure Committee, and/or members of the individual's department will observe a class period and review the instructional approaches used by the faculty member. Class organization, instructional strategies, communication skills and overall effectiveness of the class will be evaluated with observations recorded. Prior to the observation, the faculty member will be asked to provide the context for the class period and share the goals and objectives for the day. Following the observation, the observer will meet with the faculty member to review the class period. The record of the observation will be used during the promotion and term tenure process and during yearly reviews.

3.7.1.4 Professional Portfolio

The professional portfolio is documentation that gives evidence of the quality and effectiveness of a faculty member's contributions to the College and his/her discipline. The portfolio will be used as part of promotion and term tenure process. It is recommended that faculty members begin building this portfolio when they are first employed and that they update it periodically. Areas to include in the portfolio are as follows:

1. Up-to-date curriculum vita
2. Exhibits that demonstrate effectiveness of teaching
 - a. Course syllabi
 - b. Sample teaching materials, which may include online course development
 - c. Summary of student course satisfaction surveys with interpretive comments (provided by the Office of Academic Affairs).
 - d. Advising evaluation summaries (provided by the Office of Academic Affairs)
 - e. Classroom observation reports and summaries
3. Exhibits that demonstrate scholarship and creative activity that could include, but are not limited to, copies of publications or conference presentations, programs from performances, letters from peers evaluating professional contributions, and copies of creative works.
4. Statement that articulates the faculty member's role in supporting and furthering the College's mission as a Christian college in the Lutheran tradition of higher education of arts and sciences.
5. Listing of committee work and activities to support the institution.
6. Summary of community involvement activities.
7. Self-evaluation related to the six criteria. This should include strengths, areas where growth is needed, a plan for professional growth, and a summary of activities completed in response to previous feedback from the VPAA, Department Chair and/or the Rank and Tenure Committee. Use of peer mentor input is recommended in preparing the self-evaluation.
8. Peer Response – letters of support

An applicant for promotion and/or term tenure must request letters from

 - a. His/her Senator
 - b. All full-time members of his or her department
 - c. A faculty colleague outside of the department
 - d. Optional – letters from outside the college.

Note: Based on AAUP's recommendation, applicants will have access to letters of support written for them.

3.7.2 **Process and Timeline**

The type of evaluation process varies depending on the category of appointment and the point in a faculty member's career.

3.7.2.1 **Term Tenure Track –non-tenured faculty**

In the first two years faculty members will be evaluated annually by the VPAA. The evaluation will include administration of student course satisfaction surveys, advisor evaluation surveys (if applicable), classroom observations, and feedback from the department chair. The VPAA will meet with the faculty member to review the information gathered and to begin discussion about the development of a professional portfolio. A summary of the findings and recommendations for growth will be placed in the faculty member's file.

A third year review will be conducted by the VPAA and the Rank and Tenure Committee in the third year of an appointment. The timing of the review will be coordinated with the VPAA. Portfolios for the fall semester review must be received by **October 1**, and portfolios for the spring semester review must be received by **January 15th**. This review will include student course satisfaction surveys, advisor surveys, classroom observations by Rank and Tenure members, and a review of the professional portfolio. Following the review, a letter will be written to the faculty member from the Rank and Tenure Committee indicating areas of strength and weakness. If a faculty member is not meeting minimum expectations in an area, this will be clearly stated.

In the fourth year of an appointment the evaluation will be conducted by the VPAA. The type of evaluation will be determined by the results of the third-year review.

In the fifth year the tenure review will be conducted by the Rank and Tenure Committee and the VPAA.

Term tenure is granted by Board of Trustees upon recommendation of the President, who is advised by the Rank and Term Tenure Committee, and the VPAA. Term tenure contracts confer no expectation of reappointment from contract term to contract term. Separation may occur as described in this Handbook within the term of the contract.

Individuals who are denied term tenure may be offered the opportunity to continue receiving term contracts and after another two years reapply for term tenure. Individuals denied term tenure for a second time will be offered a final one year non-term tenure track contract for the year following the denial of term tenure.

3.7.2.2 **Non-term-tenure Track Faculty Members – annual contracts**

Non-tenure track faculty members will be evaluated by the VPAA. The VPAA will determine the appropriate evaluation process, however, student course satisfaction surveys will be administered each year. The VPAA will determine if the annual contract will be renewed.

3.7.2.3 **Promotion and Term Tenure**

Faculty members who have applied for promotion and/or term tenure will be reviewed by the VPAA and the Rank and Tenure Committee. This review will include student course satisfaction surveys, advisor surveys, classroom observations by Rank and Tenure members, and a review of the Professional portfolio. The process for applying for promotion and term tenure is listed in section 3.4.7 of this Handbook.

Renewal of Term Tenure

Faculty members who have applied for renewal of term tenure will be reviewed by the VPAA and the Rank and Tenure Committee. This review will include student course satisfaction surveys, advisor surveys, and a review of the self evaluation based on the six criteria. The process for applying for renewal of term tenure is listed in section 3.4.7.2 of this Handbook.

3.8 **WORKLOAD**

3.8.1 **Faculty Load**

- A. Normally, full-time faculty shall teach 24 credit hours, advise students, hold scheduled office hours for a minimum of 5 hours weekly, and serve on College wide committees. The faculty load shall be computed as:
 - Advising - 10% of time (normally 15 - 20 advisees),
 - Committee responsibilities - 10% of time (normally one standing and one ad-hoc committee.)
 - Teaching - 80% of time (24 credit hours per year)
- B. Part-time faculty who teach at least 12 hours per year may be required (at the discretion of the Dean of the College) to advise students and serve on College wide committees.
- C. Normally, adjunct faculty shall have no out of class responsibilities

3.8.2 **Computation of Faculty Teaching Load**

The normal full-time instructional load is 24 semester credit hours per year, including equivalencies listed in 3.8.2.3. Variances from that normal load, as determined by the Vice President for Academic Affairs in consultation with the appropriate faculty member(s), depend on one or more of the following factors:

3.8.2.1 **Normal Credit Load**

The normal faculty credit load is 1 hour per semester hour of the course/section taught.

3.8.2.2 **Exceptions in Computing Faculty Credit Load**

- A. Time on Task
For laboratories where the time in the lab is not the same as the number of credits registered for by the students, credit load shall be 5/8 of the time-tabled lab time.
- B. Greater than normal advising load
1 hour teaching credit per 5 student advisees beyond 20.
- C. Independent/Directed Study
Normally, Independent/Directed Study does not count toward load, but is compensated per credit at the Independent/Directed study rate set by the VPAA.
- D. Supervision of Field Experiences, Practicums, and Student Teaching in Education
For student teaching supervision, 3 credits will be allowed for every four student teachers being supervised (NCATE Standard). For field experiences, course practica, and pre-student teaching, 1 credit will be allowed for every four students in these courses; this is in addition to the normal load of 1 credit per semester hour for these courses.

E. Designing online courses.

A one-credit release may be granted in exchange for designing an online course. The faculty member will also teach the initial section of each course with a capped enrollment of five students. If a faculty member increases a course enrollment beyond the cap, the faculty member will be compensated at the going online adjunct rate.

3.8.2.3 Credit for Non-Classroom Activities

Contracts for faculty may include the following equivalencies:

A. <u>Music</u>	<u>Credits</u>
Band Director	10 (per year)
Choir Director	10 (per year)
Vocal or instrument lessons — 1 credit per 3 student semester hours taught	

B. <u>Theatre</u>	<u>Credits</u>
Directing a major production (one of four/annual)	3 each
Costume design and management	3 (per year)
Scenery design and management	3 (per year)
Lighting design and management	3 (per year)

C. <u>Athletics (per season)</u>	
Assistant Coaches	3
Athletic Director	12 (per year)
Baseball	8
Football	9
Golf	3
Men's Basketball	9
Men's Soccer	6
Softball	7.5
Volleyball	6
Wellness Center	6 (per year)
Women's Basketball	9
Women's Soccer	6
Wrestling	8

D. <u>Media Practica</u>	
Yearbook	3 (per year)
Newspaper	3 (per year)
Radio Station	3 (per year)
TV Station	3 (per year)

E. <u>Faculty Chair/Div. Chair</u>	
Faculty Chair	3 (per year)
Division Chair	3 (per year)

A. <u>Other</u>	
Honors College Director	12 (per year)

Includes 6 credits of Honors instruction: PHL 289 (4 sections), HON 200 (curriculum, teaching, coordinating), Inquirere (honors curriculum, coordinating)

Art Gallery Director	3 (per year)
Artist Series Director	3 (per year)

3.8.2.4 **Additional Overload or Release Credit**

Additional load credit or release time may be granted for:

- excessive amount of class preparation time required
- greater than normal time spent on committee work
- curriculum and course development
- student recruitment
- special research and scholarship products
- excessive time spent as an independent/directed study advisor
- additional department, division, or College responsibilities
- number of separate preparations required
- development of new bachelor's programs
- development of new online courses (see 3.8.2.2.E)

3.8.3 **Outside Employment/Consulting**

This policy for outside and supplemental employment shall apply to faculty members while under contract at Waldorf.

Full-time faculty should not accept any regular or continuing employment, or engage in self employment in excess of 10 hours during a contract week without prior written consent from the Vice President for Academic Affairs, and should not consider accepting any position which would result in the reduction of the level of performance in their regular faculty contracted responsibilities. No full-time faculty member shall teach in a credit program for another institution without permission from the Vice President of Academic Affairs. Part-time faculty are expected to inform the VPAA of teaching responsibilities for other institutions.

The outside activities should be related to the faculty member's discipline or to her/his special needs or interests and/or should benefit the college. The time and energy required to perform these tasks will be the primary basis for allowing the exception. The same guidelines may be used to evaluate involvement in professional associations.

The following procedure will apply for faculty to receive approval for those activities.

For regular or continuing outside employment, the faculty member should submit a proposal to the Vice President for Academic Affairs. The VPAA shall annually evaluate each request on its own merit and its benefits to the faculty member and the College. If approved, the faculty member will be given a letter of approval for that activity. The letter will be signed by the Dean and shall detail any special limits to the involvement in the activity. If the activity is not approved, a letter will be sent to the faculty member by the Dean, stating the reasons for the denial. If a faculty member's request is denied, the faculty member may submit an appeal to the President.

3.9 **OTHER WORK-RELATED POLICIES**

3.9.1 **Scheduling Events and Scheduling Facilities**

All events and activities on campus must be placed on the Activities Calendar maintained in the Dean of Students' Office. This is required whether the activities require campus facilities or not. This procedure is necessary to avoid activity and/or facility conflicts. Activities are scheduled by contacting the Student Services Secretary. Normally, facilities will be scheduled on a first-come-first-serve basis. Conflicts will be resolved by the Dean of Students.

- Activities scheduled in the field house should also be scheduled with the Athletic Department Secretary.
- Activities scheduled in the Hagen Recital Hall should also be scheduled with the Music Department Secretary.
- Activities scheduled in Smith Theatre should also be scheduled with the Theatre Department.
- The Atrium Conference Room is reserved only through the Admission Office.
- Facilities at Oak Knoll are only reserved through the President's Office.

3.9.2 **Weather and Other Emergency Warning System**

See Weather and Other Emergency Warning System Section of the Employee Handbook.

3.9.3 **Cancellation of Classes Due to Inclement Weather or Other Emergencies**

Severe weather, natural disaster or other emergencies may result in classes being canceled for a day or part of a day. In addition to the announcements described in Section 3.9.1, if the cancellation and/or closure of the College occurs prior to or during the working day, announcement will be made over KZOW radio, FM 91.9 and KLOW radio, FM 107.3. If a severe winter storm is in progress in the morning, announcements affecting the normal operations of the College will be broadcast on KZOW, FM 91.9 and KLOW, 107.3. The decision to cancel classes will be made by the Vice President for Academic Affairs. The decision to cancel night classes due to poor weather will be made by the Director for Adult and Continuing Education.

3.9.4 **Academic Regalia**

Attendance at the opening convocation prior to the beginning of classes in the fall, and at Baccalaureate and Commencement in the spring is required of all full-time faculty members. Each person must have appropriate academic attire, including cap, gown and hood of the appropriate degree, discipline, and graduate institution of highest degree. The College will provide rental apparel at no charge for those who do not have their own appropriate academic regalia.

3.9.5 **Ownership of Scholarly Products**

It is the policy of Waldorf College not to interfere with long-standing and traditional rights of the faculty and staff to write, create, produce or otherwise generate works or products which have copyright, are patentable, or of commercial value, on their own initiative. Any such materials written, created, produced or otherwise generated by a member of the faculty or staff shall remain the exclusive property of the faculty or staff member, and that person shall have the sole right of ownership and disposition, unless the materials are written, created, produced or otherwise generated "for hire."

The rights to the online course shall be shared between Waldorf College and the course writer. Waldorf College retains the right to offer the online course whenever it deems necessary without the need for approval from the course writer. The course writer retains the right to use the course materials, which include but are not limited to notes, slides, readings, exercises, assignments, test questions, for other purposes, including but not limited to residential classroom teaching, online teaching, and professional publications and presentations at Waldorf College or another institution without the need for approval from Waldorf College.

Materials written, created, produced or otherwise generated "for hire" are defined as inventions, creations, manuscripts, software, or other works or things of commercial value which are written, created, produced or otherwise generated by persons, including but not limited to faculty and staff members, who are: engaged by the College specifically to write, create, produce or otherwise generate such materials or to conduct the research or other activity which produced anything included in the material(s); are released from other College responsibilities in order to write, create, produce or otherwise generate the materials; or engage a substantial use of College resources in the writing, creation, production, or generation of the materials. Any copyrighted, patented or otherwise commercially valuable materials written, created, produced or otherwise generated "for hire" shall belong completely and exclusively to the College subject to this policy.

Copyrighted materials include but are not limited to books, pamphlets, brochures or other printed materials; films; video or audio tapes; computer programs or computer-based instructional materials; musical compositions; and any and all copyrighted materials covered by the copyright laws of the United States or any foreign government, as amended. Patented works include but are not limited to inventions, creations and any and all things patentable under the patent laws of the United States or any foreign government as amended. Materials of commercial value are any materials which the College in its sole discretion, determines to have commercial value.

Materials written, created, produced or otherwise generated pursuant to or under the sponsorship of an outside agency or governmental grant shall be subject to the copyright, patent and exploitation terms and conditions of said grant, contract or agreement. If no such terms and conditions are stated, then the materials produced by the faculty or staff member shall be subject to the terms of this policy.

Faculty or staff members who write, create, produce or otherwise generate copyrighted, patentable or other commercially valuable material using College resources shall be governed by the following principles in determining what constitutes substantial use of resources:

- A. The following resources may be used by faculty and staff members for their creative and/or intellectual pursuits at institutionally authorized levels without accounting for "substantial use" under this policy:
1. Personal office space
 2. Local telephone calls
 3. Typewriters (but not secretarial service)
 4. Personal computers
 5. Word processors
 6. Library facilities
 7. Other faculty or staff members as consultants
- B. The following College resources, when used by the faculty or staff members for the writing, creation, production or generation of copyrighted, patentable materials are substantial use of College resources and the faculty or staff member shall keep accurate and detailed records reflecting his/her use of the resources. Records of utilization must include actual hours or quantity of use and estimated or actual cost or value of each resource used:
4. College secretarial services
 5. Plant and animal specimens
 6. College supplies including but not limited to paper, copying cost, etc.
 7. Chemical supplies
 8. Long distance telephone calls
 9. Video and movie cameras
 10. Postage
 11. TV studio (personnel and supplies)
 12. Computer software (other than that normally included on College personal computers),
 13. Blank diskettes, blank film, blank video/audio tapes
 14. Electronic music synthesizers
 15. College vehicles
 16. Any other College resource not included in Section A above, or any resources used at greater than institutionally authorized levels.

Any faculty or staff member who writes, creates, produces or otherwise generates any copyrighted, patentable, or potentially commercially valuable materials while in the employ of the College, shall submit a written statement to the Vice President for Academic Affairs describing the circumstances under which the materials were generated and circumstances under which the College resources have been or will be utilized, the extent of the utilization, and the necessity of the use.

The Vice President for Academic Affairs shall, within thirty (30) calendar days following submission of the written description, make a decision and notify in writing the faculty or staff member whether the materials were written, created, produced or otherwise generated "for hire." If the Dean finds that the materials were written, created, produced or otherwise generated as works "for hire," the material then shall become the property of the College according to the terms and conditions of this policy. The faculty or staff member, upon such assignment of rights, shall be entitled to receive a fixed percent of the net profits, as defined herein above, if any, derived from the commercial exploitation or dissemination of the materials.

While the College has obtained rights of whatsoever kind or nature in copyrighted, patentable, or commercially valuable materials which have been written, created, produced or otherwise generated by faculty or staff members, then the terms of this policy shall be binding upon all parties in regard to the copyrighted, patented or commercially valuable materials until all of the following conditions have been met:

1. For a minimum of two calendar years from the date of assignment;
2. Until such a time as the College has recovered all the expenses and costs attributable to the writing, creation, production, generation and/or exploitation of the materials;
3. For so long as the faculty or staff member is employed by the College plus an additional two calendar years from the calendar date of cessation of employment for whatever reason;
4. Until the College's copyright, patent, or contract rights expire.

The Faculty Senate shall review this policy periodically and recommend changes.

3.9.6 **Sale of Employee-Created Materials to College Students**

Faculty and staff members sometimes create materials in which they hold commercial interests and which might be used in courses or programs which the faculty or staff member is teaching or administering for the College. It is the policy of the College that faculty or staff members may require students to purchase materials in which the faculty or staff member holds a commercial interest for courses taught or programs administered by that faculty or staff member. In this situation, however, the faculty or staff member shall assign all income rights for all the materials sold to the College. Any income thus received shall be credited to the budget of the department which produced the materials.

3.9.7 **Fundraising Policy**

While the College encourages employee fundraising in its behalf, proper coordination and approval is necessary to avoid conflicts and confusion. Therefore, all fundraising activities conducted on behalf or in the name of the College by any employee shall be subject to the coordination of the Development Office. Grants or gifts may not be accepted on behalf of the College unless approved by the President.

3.9.8 **Use of the College Name and Seal**

The College's name and seal are the exclusive property of the College and, consequently, may not be used in connection with goods or services offered or bank accounts held by any outside organization or individual without the prior permission of the President. Faculty members publish a considerable number of reports in the forms of bulletins, circulars, scientific articles, monographs, and books, some of which are copyrighted and others of which are not. Material from such recognized publications is, of course, quotable, and proper recognition should be given to both the individual author and to the College in connection with the quotations.

College stationery may not be used in connection with "outside activities" except with respect to those academic and scholarly activities described.

3.9.9 **Solicitation Policy**

In order to minimize personal inconvenience and interference with orderly College operations, no employee shall sell, solicit, or promote subscriptions, pledges, memberships or other types of support for any drives, campaigns, causes, or organizations on institutional property during working time unless prior College approval is received from the President, Vice President for Academic Affairs, or Dean of Students. Distribution or circulation of leaflets, pamphlets, circulars, cards or other literature is not permitted during working time or in work areas, unless specifically authorized by the College President or his/her designated representative.

3.9.10 **Protection of Human and Animal Subjects in Research**

Waldorf College accepts its responsibility to safeguard the rights and welfare of human and animal subjects involved in all research projects conducted at this institution either: a) under the direction of any employee or agent of this institution in connection with her or his

institutional responsibilities, or b) research conducted at the College by an outside agent. It is recognized that the establishment and maintenance of acceptable ethical practice remains the primary responsibility of the individual investigator who is responsible for collaborators, assistants, employees, and students, all of whom incur parallel obligations.

Faculty members proposing to conduct research, or have students conduct research (e.g., through an independent study project) that will involve human or animal subjects shall have their proposal approved by the Institutional Research Board (see section 2.5.2.7).

The proposal shall include:

- A. an explanation of the purposes of the research and
- A. a description of the procedures. In addition, if the proposed project involves human subjects, the request should include:
 - 1. the expected duration of the subject's participation
 - 2. a description of any reasonable, foreseeable risks or discomfort to the subject
 - 3. a description of any benefits to the subject
 - 4. a statement regarding confidentiality of records or reports
 - 5. a statement regarding compensation or treatment if injury occurs
 - 6. a statement that participation is voluntary

The researcher is responsible for following any guidelines required by the board in its written approval.

3.9.11 **College Property**

College equipment is purchased and maintained for the sole use and education of our students.

3.9.12 **After Hours Use of a Classroom**

Classrooms are closed to students after the building for the classroom has closed. If an instructor feels that such use of a classroom is necessary, the instructor must be present to oversee its use, to make certain all students vacate the premises when the class is completed, and to make certain the building and classroom are locked when she/he leaves.

Prior approval for such after-hours use must be requested by the instructor, via a phone call and submittal of a designated form to the Director of Buildings and Grounds, so that the security service can be properly informed.

3.9.13 **Guidelines for College Van Usage**

- A. Vans and cars must be reserved through Maintenance and are housed there. Vans will be assigned on a first-come, first-served basis with the exception that vans may not be reserved in advance beyond the current school year.
- B. If there are insufficient College owned vehicles to meet the needs of all departments on a particular day, rental of additional vehicles from Pritchards of North Iowa may be possible. Such rentals will be charged at the prevailing rate and will be arranged through the Maintenance office if the vehicles are available.
- C. Gas cards are available for long trips.

3.10 **FACULTY LEAVES** (for faculty only)

3.10.1 **Sabbatical Leave**

3.10.1.1 **Purpose**

A sabbatical leave is intended to provide permanent faculty members with opportunities for intellectual refreshment and renewal, professional growth, research, writing, professionally related travel, and/or career related experiences.

3.10.1.2 **Eligibility**

Every permanent faculty member who has completed six academic years of continuous service to the College is eligible to apply for a sabbatical.

3.10.1.3 **Length**

A sabbatical may be for a maximum of one semester.

3.10.1.4 **Related Issues**

- A. If multiple requests for sabbaticals for the same semester come from the same division or department, the College may require them to be taken in alternate semesters.
- B. The number of sabbaticals, if any, granted each year will depend upon the College's ability to fund them. This is determined by the President and the VPAA.

3.10.1.5 **Criteria For Selection**

- A. Primary criteria will include the following:
 - 1. The need for professional rejuvenation and growth, for research and furthering one's expertise, or for work on one's terminal graduate degree.
 - 2. The length of service to the College.
 - 3. The goals to be accomplished through the sabbatical and their relationship to the needs of the College.
- B. Related considerations:
 - 1. Replacement. The ability of the College to find a competent replacement for the time of the absence or to make other appropriate arrangements.
 - 2. Prior sabbatical leave and/or field experience leave. If the number of years the last sabbatical are greater for one applicant than for another, the former may be given priority.
 - 3. Previous commitments. The applicant may be expected to complete projects already begun at the College before taking a sabbatical.

3.10.1.6 **Conditions To Be Accepted**

- A. By the applicant:
 - 1. To submit an acceptable application as outlined in 3.10.1.4.
 - 2. To return to and teach at the College for at least twice the length of the sabbatical.
 - i) If this is not done, salary and the College's cost of fringe benefits and other support received during the sabbatical must be repaid on a prorated basis within one calendar year of departure unless special

circumstances warrant an exception.

- ii) If the recipient cannot do so due to death or permanent or total disability, the above (i) shall not apply.
- iii) All exceptions must be negotiated with the College prior to the granting of the leave.

B. By the College:

1. To pay full salary and fringe benefits for one semester.
2. To treat the faculty member in all matters exactly as she/he would have been treated if she/he had not been on a sabbatical.

3.10.1.7 **Process For Selection**

A. **Pre-Application**

An applicant should submit an outline of the proposed sabbatical by May 1 (16 months in advance of the sabbatical year) . The Vice President for Academic Affairs/Dean of the College will notify the applicant by June 1 as whether or not to submit a formal application.

B. **Application**

1. It shall normally be made on or before September 15, one calendar year proceeding the academic year involved.
2. It shall be presented in written form to the Vice President for Academic Affairs/Dean of the College.
3. It shall normally include:
 - i) A concise description of the purpose of the sabbatical
 - ii) A complete description of the study or the project to be undertaken
 - iii) A brief explanation of the future benefits for the applicant and for the College.

C. **Procedure:**

1. The Rank & Tenure Committee shall review all pre-application and application material. This review shall normally be completed by October 1 and the recommendations forwarded to the President.
2. The President shall normally make recommendations for actions to the Board of Trustees at its fall meeting.
3. The applicant shall normally be notified as soon as it is practical following this meeting of the Board of Trustees.

3.10.2 **Field Experience Leave**

3.10.2.1 **Purpose**

Field experience leave is intended to offer faculty members practical opportunities through outside employment which will provide growth and/or experience in their related discipline.

3.10.2.2 **Eligibility**

Faculty who are full-time or part-time and have completed three full years at Waldorf shall be eligible.

3.10.2.3 **Length**

Normally, a field experience leave may be for one semester or for up to two academic years.

3.10.2.4 **Pay and Fringe Benefits**

- A. Because a field experience leave is intended to provide alternative employment to Waldorf, and therefore compensation, it is expected the field experience employer will provide adequate or better salary and fringe benefits.
- B. The salary will be paid by the field experience employer directly to the faculty member.
- C. Fringe benefits provided by Waldorf - will be based on the applicable fringe benefit policy.

3.10.2.5 **Process and Criteria**

- A. Applicant must submit to the Vice President for Academic Affairs an acceptable written application describing how the field experience will be used. This should be submitted a full academic year in advance, but in no case less than three months in advance.
- B. Applicant will return to the College for at least one year of full-time service following the field experience.
 - 1. If this is not done, the College's cost of fringe benefits received during the leave must be repaid on a prorated basis within one calendar year of departure unless special circumstances warrant that an exception be made to a shorter time period for which payment is required.
 - 2. If the recipient cannot do so due to death or permanent or total disability, the above i.) shall not apply.
 - 3. All exceptions must be negotiated with the College prior to the granting of the leave.
- C. Consideration may be given to prior field experience leave.
- D. The faculty members shall list his/her field responsibilities to be reviewed by the selection committee.
- E. The review/selection committee shall be the Rank & Tenure Committee.
- F. The President shall normally make recommendations for actions to the Board of Trustees.
- G. The applicant shall normally be notified as soon as it is practical following this meeting of the Board of Trustees.

3.10.2.6 **Leave and Term Contracts**

Unless prohibited by law, for any leave in excess of a semester, time on leave will not be deducted from remaining years left on a term tenure contract.

3.10.3 **Leave Without Pay**

3.10.3.1 **Purpose**

Leave without pay provides opportunities for faculty members to pursue limited-term projects without jeopardizing a continuing relationship with the College.

3.10.3.2 **Conditions**

- A. Where the purpose of the leave falls under the Family Medical Leave Act (see the Employee Handbook), the provisions of the act shall apply.
- B. Plans shall be made with the Vice President for Academic Affairs in consultation with the appropriate Department and Division Chairperson well in advance of the requested leave (preferably a full academic year in advance.)
- C. Normally the usual fringe benefits shall continue during the leave, subject to applicable fringe benefits policies. If the leave is financed by a government or foundation grant, the applicant may be required to contribute toward certain fringe benefits.
- D. As with all leaves, the administration of the College reserves the right to grant, to modify, or to reject the application.
- E. As with all leaves, normal channels of appeal shall be available to the applicant.
- F. Normally a leave of this type shall be for no longer than one academic year. Exceptions may be made, such as for a research project financed by a foundation which requires more than one year to complete.
- G. Applicant will return to the College for at least one year of full-time service following the leave.
- H. If this is not done, the College's cost of fringe benefits received during the leave must be repaid on a prorated basis within one calendar year of departure unless special circumstances warrant that an exception be made to a shorter time period for which payment is required.
- I. If the recipient cannot do so due to death or permanent or total disability, the above shall not apply.
- J. All exceptions must be negotiated with the College prior to the granting of the leave.

3.10.3.3 **Process**

- A. The Rank & Tenure Committee should review applications for leave without pay and make recommendations to the President through the Vice President for Academic Affairs. If a member of this committee is applying for a leave without pay, that member must absent herself/himself from the deliberations regarding that application.
- B. The President shall make recommendations to the Board of Trustees for action.

3.10.3.4 **Fringe Benefits While On Leave**

Retirement Plan

- 1. The College will not make any contributions during the period of the leave, subject to the terms of the retirement plan.
- 2. The individual on leave may make personal contributions into the retirement plan; however, the contract is vested and will remain in place without further contributions.
- 3. Fringe benefits provided by Waldorf - will based on the applicable fringe benefit policy

3.10.4 **Terminal Leaves**

- A. Under special circumstances, the College may grant a terminal leave with or without pay. Terminal leaves may be for up to one year.

- B. Terminal leaves convey no expectation of continued relationship to the College beyond the period of the leave, even if the period of terminal leave extends beyond the seven years probationary period for the faculty member involved.
- C. All terminal leaves will be reviewed by the Rank and Tenure Committee.
- D. The conditions regarding fringe benefits in Section 3.10.2.4 shall apply.

3.10.5 **Sick Leave**

See Employee Handbook.

3.10.6 **Bereavement Leave**

In the case of death of any member of the immediate family--defined as father, mother, sister, brother, husband, wife, child, father-in-law, mother-in-law, grandfather or grandmother--the faculty member is to be granted three days of leave with pay. Additional personal leave time may be granted as approved by the Vice President for Academic Affairs.

3.10.7 **Civil Duty Leave**

See Employee Handbook.

3.10.8 **Military Leave**

All faculty members who also serve as members of the National Guard or of the Military Reserves are entitled to leave and reinstatement benefits in accordance with applicable federal and state law.

3.10.9 **Maternity Leave**

See Employee Handbook.

3.11 **FRINGE BENEFITS**

See Employee Handbook. In addition, the following fringe benefit is offered to faculty.

3.11.1 **Reimbursement of Moving Expenses**

Part-time instructors:	No moving expenses.
Instructors:	Actual expenses up to \$1000.
Assistant Professors:	Actual expenses up to \$3,000
Associate Professors:	Actual expenses up to \$4000.
Professors:	Actual expenses up to \$5000.

3.12 **REMUNERATION POLICIES**

3.12.1 **General Policies**

All Academic Personnel work under term contracts with the College. The contract period for faculty on a nine-month contract is one academic year, generally from August 15 to May 15 of the following calendar year. Nine-month faculty shall be required to teach only during the fall and spring semesters as stated in the College calendar. Faculty involved in teaching of courses for the BA programs during the summer semester receive a contract for the period August 15 to August 14 of the following calendar year. Contracts for term tenure faculty are normally presented in March. The original copy of each contract is held by the College, and a duplicate by the employee. Salaries for term tenure faculty are paid monthly over a twelve month period, on the 25th day of each month. The salary of each term tenure faculty member is reviewed annually.

3.12.2. **Full-time Faculty (category 1, see section 3.1.1)**

The VPAA will assign raises to faculty from money in the Salary Pool. Except as may be otherwise determined by the Board of Trustees, this money is to be assigned using the following priorities:

- 1) Promotion Increases—These would be given in priority to any cost of living or benchmark pay. There will be a 5% increase in pay for promotion from Assistant Professor to Associate Professor and a 4% increase in pay for promotion from Associate Professor to Professor.
- 2) Inflation Raises – Upon approval by the Board of Trustees, all faculty members would receive an across the-board-percentage raise up to the cost of living for the year. If the pool funds that remain after the rank pay increases are insufficient to provide a cost of living raise, each faculty member will receive a raise that is proportional to their salary from the previous year.
- 3) Equity Adjustment – Adjustment for equity within the college can be made at the discretion of the VPAA provided the obligations under the first two priorities are met. Every year the VPAA will review faculty salaries to determine if there are inequities. These inequities may have arisen from higher salaries needed to

- compete in the marketplace or other factors. The dean may use discretionary judgment to adjust the salary of affected faculty members.
- 4) Benchmark adjustments – Adjustments to raise Waldorf salaries closer to the average salaries among our peers at other Iowa private colleges. Each year the mean salary of the Associate Professor rank would be compared to the mean of Associate Professor rank in the Iowa Private Colleges benchmark. This information would be made publicly available to the campus community. Waldorf's status would be shown as a percent of the mean of the Iowa Privates. The goal is to achieve and maintain salary funding equivalent to 100% of the mean benchmark score or better.
 - 5) Professional Development Grants – As funds allow, faculty may apply for professional development grants.

The assignment of raises will be done by the VPAA on or before March 31 in consultation with the faculty chair in regard to allocation of benefits.

3.12.2.1 Placing New Faculty Members on the Scale

A record of the average, median and range of each rank would be maintained. Faculty are to be hired at the lower end of the range in the rank in which they are hired unless the Academic Dean makes an exception based on the experience level or need of the new faculty member.

3.12.3 Part-time Adjunct Faculty (category 4, see section 3.1.1)

Part-time contracts are written solely in terms of the number of semester hours of teaching load, and are issued on a term-by-term basis, approximately two months in advance of the beginning of each semester. Part-time day adjunct faculty are compensated over the four month period of the semester, according to the part-time faculty salary schedule in section 3.12.2. Part-time evening adjunct faculty receive a single lump sum payment during the term.

3.12.4 Compensation of Faculty on Overload

Faculty on nine-month contracts teaching a load in excess of 24 credit hours qualify for overload compensation.

The Vice President for Academic Affairs may, in consultation with the faculty member, choose to compensate for overload responsibilities via release time (credit hours less than 24) in the following academic year or semester, or via pay per credit at the adjunct faculty rate. Overload pay is calculated by the Vice President for Academic Affairs and paid at the current adjunct faculty rate in a single lump sum at the end of the academic year. Overload pay may qualify for institutionally matched retirement funds as provided in the retirement plan.

3.12.5 Faculty Teaching in the Evening (Adult Education) Program

Participation in the Adult education program is by separate contract and is not part of a faculty member's normal academic load calculation. Remuneration will be at the current rate for part-time adjunct faculty.

3.12.6 Faculty Teaching in the Online Program

Participation in the Online Program is by separate contract and is not part of a faculty member's normal academic load calculation. Remuneration will be at the current rate for online adjunct faculty.

3.12.7 Faculty on Nine Month Contracts Teaching during the Summer Semester

Participation in the summer semester is by separate contract and is not part of a faculty member's normal academic load calculation. Remuneration will be at the current rate for part-time adjunct faculty.

3.13 SEPARATION

At times, it may be necessary for the College and the individual faculty member to sever their professional relationship. In order to protect the interests of both parties, the College has adopted the following policies relative to separation:

3.13.1 Non-Renewal of Annual Contracts

Some faculty, as defined in this Handbook, are issued annual contracts. These contracts carry no obligation or promise of further employment, and faculty serving on these contracts have no right to appeal an administrative decision not to offer another contract or to make a change in the terms or conditions of further contracts offered. In addition, all other College policies relative to resignation, dismissal, and termination or layoff apply to term contracts.

A. If a permanent, non-term-tenured faculty member will not be re-employed in the following year, she/he will be so informed in writing by February 15. The VPAA will author the letter after consulting with the Division Chair, the Rank and Tenure Committee, and the President, and explain it during a confidential meeting between the two of them.

B. Notice of non-reappointment does not necessarily reflect poor performance or personal failure on the part of the instructor or professor involved. Sometimes a position will need to be terminated because of low enrollment, high costs of the program, or a change in institutional priorities. Also, non-reappointment is different from, and should not be confused with Section 3.14.2, "Dismissal for Cause"; or Section 3.14.3, "Layoff-Termination."

3.13.2 Non-Reappointment of Term Tenure Contracts

The term *non-reappointment* is used to denote the non-renewal of term tenure contracts. At the end of each term tenure contract, a separation prerogative rests with both parties. A term tenure faculty member may decide not to accept a renewal of his/her appointment. In such event, he or she should follow the procedures outlined below, entitled *Resignation*. The Rank and Tenure Committee makes reappointment and non-reappointment recommendations to the Vice President for Academic Affairs. The Vice President for Academic Affairs shall forward the Rank and Tenure Committee's recommendation and his/her own recommendations to the President for review. The President shall approve or deny each recommendation and report this to the Vice President for Academic Affairs and to the Rank and Tenure Committee. Those approved by the President are presented by the Vice President for Academic Affairs to the Board of Trustees for action. If, at any stage, the application for reappointment is turned down, the applicant shall be informed by the Vice President of Academic Affairs if the denial is for cause or not for cause. Faculty members on term tenure contracts have the right to written notice of the non-reappointment.

3.13.3 Resignation

Resignation is an action through which a faculty member chooses to sever his or her professional relationship with the College. A faculty member serving under an annual contract or a term tenure contract may resign at the end of an academic year provided he or she gives notice in writing at the earliest opportunity but not later than three weeks from date of contract. The faculty member may request an extension of this time period in case of hardship.

3.13.4 Retirement

There is no mandatory age for retirement. A faculty member should consult the Human Resources Director as to the retirement benefits from Social Security and from his or her retirement plan. The faculty member should inform his or her department chair, dean, and the VPAA as early as possible of the intent to retire.

3.13.5 Termination or Layoff

Termination or layoff is an action of separation through which the College terminates the service of a faculty member before the expiration of his or her contract without prejudice as to performance.

3.13.6 Redirection, Reduction, or Discontinuation of an Academic Department, Position, Program

Termination or layoff may occur as a result of the formal redirection, reduction, or discontinuation of a position, program, or department of instruction. Decisions to redirect, reduce, or discontinue a position, an academic department, or program are integral to the long range planning processes of the College.

Recommendations to redirect, reduce, or discontinue a position, department, or program may be made based on one or more of the following considerations: Over a period of several years, a program has lost students to the point that faculty are underutilized, i.e., are bearing student loads under what the program can reasonably handle based on past enrollments; a program is not effectively producing marketable graduates; the financial health of the College will be improved by the redirection, reduction, or discontinuation of the position, department, or program.

The procedures relative to redirection, reduction, or discontinuation are as follows: A proposal to formally redirect, reduce, or discontinue a position, department, and/or program may be initiated by the Board of Trustees, President, VPAA, Faculty Senate, Faculty or the Department. The proposal may include (a) a rationale for the proposal based on quantitative and qualitative assessment of the program, department and/or position, and (b) a timeline for implementing the change. The proposal to formally redirect, reduce, or discontinue a position, department, and/or program will be directed to the VPAA. The VPAA shall inform the faculty in the department or program of the intent to redirect, reduce, or discontinue.

When there is a program phase-out or enrollment decline, every attempt shall be made to release non-term-tenured faculty members before term-tenured faculty members in the department/discipline(s) or program area(s) in which they are tenured.

The final decision to redirect, reduce, or discontinue a position, department, and/or program is made by the Board of Trustees upon recommendation by the VPAA or President.

3.13.7 Dismissal for Cause

Dismissal for cause is a severance action by which the College ends its professional relationship with an annual contract or term tenure status faculty member for cause. Dismissal proceedings may be instituted for one or more of the following reasons:

1. Serious and demonstrable professional incompetence, including, but not limited to, consistent and prolonged distribution of misinformation to students; failure to incorporate into courses important new theories, findings, or procedures in the field of inquiry; failure to communicate course materials effectively to student populations; failure to assess student learning fairly and effectively.

Serious and demonstrable neglect of academic duties, including, but not limited to, consistent and prolonged failure to meet classes, failure to make oneself accessible to students, failure to grade and return student assignments, failure to prepare and report student grades, failure to meet course objectives as stated in the catalog or in the course syllabi, failure to follow the policies and procedures of the College, failure to meet contractual obligations outlined in this Handbook.

2. Falsification of credentials or experience.
3. Fraudulent or unethical behavior associated with teaching or scholarly pursuit, i.e., plagiarism, falsification or misrepresentation of experimental evidence, misuse or abuse of experimental subjects.
4. Misappropriation or misuse of College resources, including financial resources, physical resources, and/or human resources.
5. Physical contact of a sexual nature with a student who is not the faculty member's spouse.
6. Exploitation of students, staff, other faculty members, or their families for personal benefit or gain.
7. Verbal or physical abuse directed toward students, staff, other faculty members, or their families.
8. Sexual or other harassment.
9. Illegal discrimination, i.e., discrimination based on race, sex, color, national origin, religion, age, disability, sexual orientation or any other protected category.
10. Private conduct which compromises the fulfillment of professional duties and/or demonstrably and seriously harms the reputation of the College and/or the profession.

11. Conviction of a felony or any other crime which compromises the fulfillment of professional duties and/or demonstrably and seriously harms the reputation of the College or the profession.
12. Violation of College policies relative to campus safety and/or substance abuse.
13. Any other unprofessional behavior.
14. Any other legal cause.

Dismissal proceedings may be initiated by the VPAA or by the President. In either case, the faculty member shall be notified in writing that dismissal procedures have been initiated and shall be given justification for dismissal based on reasons outlined above. The faculty member will have one or more meetings with the VPAA and/or the President to discuss the grounds for dismissal and to allow the faculty member opportunity to provide reasons why dismissal proceedings should not be instituted.

Following these discussions, the VPAA and/or President may (a) elect to drop the proceedings; (b) elect to impose less severe sanctions; or (c) elect to continue with dismissal. The VPAA and/or President will inform the faculty member of his or her decision.

3.14 **DISMISSAL PROCEEDINGS DUE PROCESS AND GRIEVANCE POLICIES AND PROCEDURES**

As emphasized elsewhere in the Handbook, Waldorf College seeks to be a caring, concerned community that at all times desires what is best for each individual as well as what is best for the College and community as a whole. Therefore, every attempt is made to be fair, consistent, and prompt, and to "go the extra mile" in dealing with faculty members in cases of dispute or misunderstanding. Adhering to orderly procedures helps to rectify misconceptions or mistaken assessments and to settle grievances amicably and quickly. Furthermore, various levels (stages) of review and appeal are available to faculty members who feel their treatment has been unjust or not in accordance with proper procedure. This policy in no way limits a faculty member's right to seek legal council or redress at any point during the procedure.

3.14.1 **Grievance Defined**

A grievance is defined as an alleged breach, misinterpretation or misapplication of a written policy, procedure, guideline, law, or other standard of Waldorf College, or a complaint over a matter not specifically covered by the College's existing policies. Notwithstanding the grievance resolution procedures, the right of Waldorf College to take any action with respect to any faculty member shall not be limited, abated, terminated or otherwise affected during the grievance process.

3.14.2 Procedure For Resolving a Grievance

3.14.2.1 Level 1 -- Informal Resolution

The faculty member with a grievance should exhaust informal possibilities for resolution of the grievance. At a minimum, the attempt at informal resolution should include good faith discussions with the division and/or department chair, the Vice President for Academic Affairs, and the President.

3.14.2.2 Level 2 - Consideration By The Rank and Tenure Committee

If the faculty member is unable to resolve a grievance to her or his satisfaction through informal resolution (Level 1), and wishes to pursue the grievance further, the matter may be brought before the Rank and Tenure Committee. The faculty member should address the issue in writing to the Chair of the Committee, describing the grievance, the evidence known to the faculty member regarding the grievance, the remedy sought, and requesting a personal appearance and hearing before the Committee. If the grievance directly involves the Vice President for Academic Affairs, the Faculty Chair shall serve as chair of the Rank and Tenure Committee. The Rank and Tenure Committee is then obligated to hold the requested hearing as soon as possible, normally within fifteen days.

The Rank and Tenure Committee will conduct the hearing, endeavoring to gather whatever evidence bears on the grievance at issue, and hear from parties to the grievance. Following its decision, the Committee will make a written recommendation, including its detailed rationale, to the President normally within seven calendar days after the hearing. A copy of the recommendation will simultaneously be mailed or hand-delivered to the person bringing the grievance.

Following receipt of the recommendation from the Rank and Tenure Committee, the President will, within seven calendar days, respond in writing to the recommendation of the Rank and Tenure Committee, with copies of the response provided to the person bringing the grievance and to the members of the Rank and Tenure Committee.

3.14.2.3 Level 3 - Confidential Hearing With The Board Of Trustees

A faculty member who is still unsatisfied after level 2 of the Grievance Process has fifteen days after the written response from that level to make a written appeal to the Board of Trustees through the Vice President for Academic Affairs. The President of the College shall distribute the written report(s) of the Rank and Tenure Committee and his/her decision to the members of the Board of Trustees. A meeting of the Board of Trustees (or its Executive Committee or a sub-committee appointed by the Executive Committee), must occur within fifteen days of the mailing of the findings and recommendation(s) to the Board. At this meeting, the faculty member bringing the grievance will be invited to respond orally to Board members' questions or comments regarding the case. The Board or committee of the Board may accept, reject or modify the judgments and/or recommendation(s) brought before it. The President shall inform the faculty member bringing the grievance of the decision of the College, which is the decision of the Board of Trustees (or its Executive Committee). The decision of the Board of Trustees, which must be made within 30 days of the initiation of Level 3 is final.