

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 five categories of faculty at Waldorf College.

- Category 1. Permanent full-time faculty who teach or have load equivalent of more than 22 hours per year.
- Category 2. Permanent 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 permanent part-time faculty.
- Category 3. Full-time non-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 adjunct faculty who normally teach less than 15 hours per year, and who may not meet all of the qualifications for full-time faculty.
- Category 5. Full-time librarians possessing a minimum of a master's degree, the counselor, the chaplain and administrators with faculty rank.

All faculty members of categories 1, 2, 3, and 5 are entitled to vote. Category 4 faculty members have the privilege of the floor.

At the beginning of each academic year, the Vice President for Academic Affairs/Dean of the College 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 is the President of the faculty, as specified in Article III of the Constitution.
- B. The Vice President for Academic Affairs/Dean of the College 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 and is elected for the up-coming academic year by the whole faculty in the spring.
- D. The Faculty Senate Leader co-chairs the Faculty Senate with the Vice President of Academic Affairs/Dean of the College.
- 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 Chairperson**

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 large 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/Dean of the College, 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 will communicate suggestions and concerns expressed at the Faculty Forum to the relevant administrator or committee.
- E. Serves as the faculty representative to the Board of Regents, writes a report, and attends their quarterly meetings.
- 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 Chairperson is unable to attend a Board of Regents meeting she/he should:
 - 1. inform the Dean of the College/Vice President for Academic Affairs of that fact.
 - 2. contact the previous Chairperson and request that she/he attend the relevant Regents meeting. If the previous chairperson is also unable to attend, the current chairperson will seek an alternate from among the senators.
 - 3. inform the Vice President for Academic Affairs/Dean of the College of the name of the alternate before the Regents 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 executive faculty body 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 help determine 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 academic policymaking for 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. 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 the business of the faculty, but will normally be schedule 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.

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 be communicated at the next Faculty Meeting.

For tracking purposes and accountability, the exact language of the passed motion 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 faculty vote 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 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 to the general faculty 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 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.
- 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. Associate Deans who receive more than 3 credits release for their administrative responsibilities may not attend.
- 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 permanent faculty in categories 1, 2 and 3 in 3.1.1 are expected to attend each faculty meeting.
- B. All faculty in categories 4 and 5 (see section 3.1.1.) are invited to attend faculty meetings. They have the privilege of the floor.
- 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.
- 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.

3.1.6.3 **Regular Meetings**

- A. Regular meetings are held at least once a month during the academic year with the President or Vice President of Academic Affairs/Dean of the College presiding.
- B. The agenda is determined 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 (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/Dean of the College, 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/Dean of the College.
 - All permanent and 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
Computer Information Systems 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 professionals faculty members are responsible for information conveyed at caucuses and are expected to attend caucuses when scheduled.
- B. All permanent faculty in categories 1, 2 and 3 in 3.1.1 have voting privileges.
- C. Faculty in category 4 (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 faculty.

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 faculty. 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 originating department's faculty. 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 in consultation with the VPAA and the Registrar.

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.
- 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 selected 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 permanent 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. Note that the Religion Department Chair is a continuing appointment.

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 permanent 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 permanent 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.

- A. **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.
- B. **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.

- C. **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, establish requirements for the admission, promotion and graduation of students, and generally conduct the academic program of the College. The faculty may at any time adopt such rules and regulations, not in conflict with the Restated Articles of Incorporation of the Waldorf Lutheran College Association and policies developed by the Board of Regents, as may be deemed proper and necessary for the conduct of the academic program.

3.2.1.1 **New Course Proposal Policy**

New Course proposals should be in the format used in the example included in Appendix E. 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. New 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 Waldorf 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.

3.2.1.2 **Establishment of Maximum Class Size**

In consultation with the Vice President for Academic Affairs/Dean of the College and the Registrar, each department shall establish 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 or a member of the Academic Affairs office. Such proposals will be presented to the Faculty Senate who will refer the proposal to Faculty Forum and the 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 Regents 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 have the approval of the department and any other department affected by the proposal. Once this approval is given the proposal will be sent to the Senate for final approval. The action of the senate will be reported to the faculty at the next faculty meeting.

3.2.1.4 Faculty Handbook

Changes to the Faculty Handbook require Senate, Full Faculty, and Board of Regents 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 Regents approval.

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/Dean of the College, 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 Regents (along with the Administration's recommendation) for a vote 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/Dean of the College.

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. They are entitled to 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/Dean of the College.

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/Dean of the College 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 Academic Integrity Policy

The Academic Integrity Policy can be found in Appendix M.

3.2.2.5 **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/Dean of the College.

3.2.2.6 **Admission And Financial Aid File**

It is the policy of the Admission and Financial Aid Office that only professional staff people 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.

3.2.2.7 **Keeping the Dean 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/Dean of the College 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.

3.2.2.8 **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.

3.2.2.9 **Faculty/Student Relationship: A Guiding Philosophy**

Introduction

As a small, private college of the Evangelical Lutheran Church in America, 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, one of the Campus Counselors, or the Campus Pastor.

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).

3.2.2.10 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.

3.2.2.11 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 Regents. 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 three 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, or
- the Vice President for Academic Affairs.

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.

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. The College is liable under state and federal law if it "has notice" of a hostile environment and fails to take immediate and appropriate action. 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 Regents 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 Regents 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 Regents 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.

3.2.2.12 **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/Dean of the College) 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/Dean of the College 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.

3.2.2.13 **Drug-Free Workplace Policy**

In compliance with the Drug-Free Workplace Act of 1988, the Board of Regents 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.

A. 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.

3.2.2.14 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

Daily 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 daily 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. Examples can be found in Appendix N.
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. Examples can be found in Appendix N.
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. Examples can be found in Appendix N.
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. Examples can be found in Appendix N.

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 permanent faculty members, such as: faculty workshops, and consultation; conference travel reimbursement (see 3.6.2); graduate school tuition reimbursement (see 3.6.3); and sabbaticals (see 3.10.1). 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/Dean of the College 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. Evacuation procedures are located in Appendix F.

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 Regents 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 Regents. Honorary degrees may be awarded only with the approval of a majority vote of the faculty and the Board of Regents.

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 Regents.
2. Current members of the faculty, Administration, or Board of Regents are not normally eligible for an honorary degree; however, exceptions may be made by a two-thirds vote of the faculty and Board of Regents.
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 Regents.
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. Tenure Track – Tenure eligible appointments are made in this category for positions which are expected to exist on a continuing basis.

Tenure is awarded only after completion of a probationary period and after favorable review by the Rank and Tenure Committee, the VPAA, and the President. The typical probationary period is six years with a tenure decision made in the spring of the sixth 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 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 tenure will be offered a final one-year non-tenure track contract for the year following the denial of tenure.

2. Annual Contracts – appointments are made in this category for positions which are expected to be temporary such as leave replacements or to better fit the needs of the college and its programs.

Persons appointed in this category may continue indefinitely on a series of sequential 1-year term contracts, but subject to annual renewal based on performance and need for the position. Persons appointed in this category are not tenure eligible and are subject to release prior to faculty who are tenured or tenure eligible.

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 Director of Human Resources. 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

Continuing faculty will serve in one of the following categories: tenured; tenure eligible; or annual contract.

Continuing faculty receive a renewal 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. Category of appointment
 - a. For term contracts, the date of expiration of the current contract
 - b. For tenure eligible contracts, the year of the tenure decision
5. The length of the appointment in months

3.3.3 Orientation of New Faculty

The Vice President for Academic Affairs/Dean of the College organizes a formal orientation seminar of at least a half-day for all new permanent 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 permanent part-time and 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 TENURE**

3.4.1 **Grandfather Clause**

For faculty hired prior to the tenure changes of November 2003, promotion/tenure decisions will be based on the letter of agreement in the Academic Dean's file, or in the absence of a letter, decisions will be based on the faculty handbook in effect at the time of hire.

3.4.2 **Definition of Tenure**

At Waldorf College, 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. Tenure shall be understood to indicate the permanent faculty member's status on the staff of Waldorf College in which periodic re-hiring is not required and dismissal by the College may be only for cause. Annual contracts of faculty members holding tenure shall specify this tenure relationship, and the department/discipline or program area(s) in which tenure is held, and be solely for salary and rank notification purposes.

A faculty member is assigned to a department/discipline or program area(s) based on his/her education and specialization. Accordingly, 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 tenure is initiated by the individual faculty member. A written application must be filed with the Vice President for Academic Affairs/Dean of the College by **October 15**.

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/Dean of the College. The Vice President for Academic Affairs/Dean of the College 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/Dean of the College and to the Rank and Tenure Committee. Those approved by the President are presented by the Vice President for Academic Affairs/Dean of the College to the Board of Regents for action at the Board's spring meeting. If the Vice President for Academic Affairs/Dean of the College, President or Board of Regents 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/Dean of the College. She/he will be offered a final one-year non-tenure track contract for the year following the denial of 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/Dean of the College 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 tenure, a faculty member must be on a tenure track appointment and must have completed the 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/Dean of the College 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 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, Lutheran College 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, concerts, lectures, athletic events, etc.
- C. Communicates positively to prospective and current students concerning the goals of Waldorf College's student recruitment and admission program.
- D. Participates in committee work, sharing in the responsibility for program development and institutional governance.
- E. 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 Tenure

The process and criteria for awarding tenure are the same as those used for faculty promotion.

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 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 Tenure

1. The faculty member seeking promotion or tenure must submit a written letter of application applying for promotion and/or tenure to the Vice President for Academic Affairs/Dean of the College 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/Dean of College 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/Dean of the College 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/Dean of the College 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/Dean of the College no later than **March 31**.
10. The committee's recommendations shall be reviewed by the Vice President for Academic Affairs/Dean of the College, who shall make a separate recommendation and report this to the Rank and Tenure Committee.

11. The Vice President for Academic Affairs/Dean of the College 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/Dean of the College and to the Rank and Tenure Committee.
12. If an application for promotion or tenure is declined at the Vice Presidential or Presidential level, the Vice President for Academic Affairs/Dean of the College 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 Regents.
13. If an application for promotion is approved at the administrative level, the Vice President for Academic Affairs/Dean of the College will make recommendation of the individual to the Board of Regents at the spring meeting.
14. Formal notification and announcements of promotions in rank will be made following the spring meeting of the Board of Regents (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/Dean of the College 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) six 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 Regents. 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 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 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	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)
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	DA or PhD	DA or PhD
Creative Writing	MFA, DA, or PhD	(MFA, DA, or PhD)+Pub
Health/Wellness	MA, MS, MPH, or PhD	MA, MS, MPH, or PhD
History	PhD	PhD

Academic Field	Initial Appt. Instructor/Assistant	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
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 permanent 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/Dean of the College before the expense is incurred.

3.6.3 **Post-Master's Graduate Education Support**

For permanent faculty, in addition to graduate work funded each year by ELCA study grants and graduate study stipends provided each year by Iowa's three state universities, the College has an on-going policy of paying for graduate tuition leading toward a post-master's degree.

Support includes full tuition plus \$25 per semester hour of credit to assist with costs.

3.6.4 **Faculty Growth Plan Program**

Faculty members need to constantly keep abreast of the changing state of knowledge and require the support of the College to do so. Faculty development is viewed as an investment shared between the College and the faculty member. The College expects that each faculty member will formulate a growth plan that will benefit the faculty member and the institutions.

The Growth Plan is marked by the following assumptions:

- A. Each faculty member's growth needs are unique.
- B. Plans need to be shared with colleagues for feedback.
- C. Plans need to fit into the larger institutional context of needs and resources
- D. Paperwork is to be kept at a minimum.
- E. Teaching effectiveness is a top priority.
- F. Both personal and professional needs are acceptable.

3.6.4.1 **Growth Plan Document**

Each permanent faculty member shall submit a growth plan every year. Plans are due on March 1 for the following year. The plan shall include the following information:

- A. A brief outline of growth activity for the current year, including a summary statement of outcomes accomplished. (Not applicable to first year faculty.)
- B. A brief outline of developmental goals to be accomplished in the next year.

- C. A brief outline of growth activity anticipated in the next year with budgetary projections of resources needed to accomplish the goals.
- D. A statement indicating measures which will measure the outcomes at the end of the year.

3.6.4.2 **Procedure for Submitting the Growth Plan:**

- A. The Growth Plan shall be submitted to the faculty member's Department Chair by March 1.
- B. The Department Chair will review the plan and make any comments before forwarding the plans to the Academic Affairs Office by March 15.
- C. The Academic Dean and the Division Chair will make a determination of funding and communicate the amounts allocated to the faculty member by May 1 for the following year.
- D. If there are not sufficient funds to accomplish all parts of the proposal, the faculty member will be asked to submit a revision that will be approved by the Division Chair and the Academic Dean.
- E. Faculty members may begin activity on the growth plan after June 1, and must complete the activities by the following May 31.

3.6.5 **Recognition Awards**

3.6.5.1 **Waldorf Board Of Regents 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 Lutheran higher education, and Waldorf College in particular, as evidenced by participation in College activities.
- 5. The Rank & Tenure Committee will assist the Vice President for Academic Affairs/Dean of the College in making the decision.
- 6. The award of \$500.00 will be presented to the honored faculty member at the annual employee recognition event.

3.6.5.2 **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. Untenured faculty members will be surveyed each semester while tenured faculty members will have the surveys administered every third year. Faculty members applying for promotion should have evaluations administered the previous academic year. Each year that student evaluations are scheduled, they will be administered in the Fall, Spring and Summer (when applicable) semesters semester.

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 envelop, seal it, and sign his/her name across the seal. The student will then deliver the sealed envelope to the Academic Affairs Office.

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 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 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 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
 - 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 Lutheran college 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 tenure must request letters from

 - a. Their Senator
 - b. All full-time and permanent part-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 **Tenure Track –non-tenured faculty**

Faculty members in their first two years of appointment will be evaluated 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 members 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 and fifth 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 sixth year the tenure review will be conducted by the Rank and Tenure Committee and the VPAA. It will involve the same process used in year three. If tenure is denied the faculty member will be offered one more year of employment.

3.7.2.2 **Non-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.

3.7.2.3 **Promotion and Tenure**

Faculty members who have applied for promotion and/or 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 tenure is listed in section 3.4.7 of this Handbook. Faculty members are responsible for requesting the Office of Academic Affairs to administer student evaluations the year before a promotion or tenure application is submitted.

3.7.2.4 **Tenured Faculty Members**

Tenured faculty members will have student satisfaction surveys administered every third year. Advisor evaluations will continue to be administered yearly. In the year of the student evaluations, the faculty members will meet with the VPAA to review the information and to make goals for growth.

Every sixth year following tenure, a post-tenure review will be conducted by three tenured faculty members. It will include a review of the addendums to the previously developed professional portfolio, classroom observations, and a review of advisor and course satisfaction surveys. The intent of the review is to foster growth and development of tenured faculty members as teachers and scholars.

3.7.2.5 **Additional Evaluation**

A faculty member may request student evaluations or classroom observations at any time in their teaching career. When a course is taught for the first time, student course satisfaction surveys will be administered. In addition, the VPAA may observe a class, review advisor evaluations, or request that student course satisfaction surveys be administered at any time.

3.8 **WORKLOAD**

3.8.1 **Faculty Load**

- A. Normally, full-time faculty shall teach 24 credit hours per year, advise students 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. Permanent part-time faculty shall teach at least 12 hours per year, and 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/Dean of the College 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. Directed and Independent Study Supervision

See Appendix I.

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. (See Appendix L for sample calculations and approved courses)

3.8.2.3 Credit for Non-Classroom Activities

Contracts for faculty may include the following equivalencies:

A. Music

Credits

Band Director 10 (per year)

Choir Director 10 (per year)

Vocal or instrument lessons — 1 credit per 3 student semester hours taught

B. Theatre

Credits

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. Athletics (per season)

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. Media Practica

Yearbook	3 (per year)
Newspaper	3 (per year)
Radio Station	3 (per year)
TV Station	3 (per year)

E. Faculty Chair/Div. Chair

Faculty Chair	3 (per year)
Division Chair	3 (per year)

F. Other

Honors College Director	12 (per year)
Includes 6 credits of Honors instruction: PHL 289 (4 sections), PHL 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

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/Dean of the College, 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/Dean of the College. Permanent part-time faculty are expected to inform the Dean 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/Dean of the College. The Dean 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/Dean of the College. 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."

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:
 1. College secretarial services
 2. Plant and animal specimens
 3. College supplies including but not limited to paper, copying cost, etc.
 4. Chemical supplies
 5. Long distance telephone calls
 6. Video and movie cameras
 7. Postage
 8. TV studio (personnel and supplies)
 9. Computer software (other than that normally included on College personal computers), 16mm films, video/audio tapes

10. Blank diskettes, blank film, blank video/audio tapes
11. Electronic music synthesizers
12. College vehicles
13. 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/Dean of the College 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/Dean of the College 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/Dean of the College, 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
- B. 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.
- D. A listing of currently available vehicles and charges is provided in Appendix G.

3.10 **FACULTY LEAVES** (for permanent 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 one semester or for one academic year.

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 granted each year will depend upon the College's ability to fund them.

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 since 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 a one semester sabbatical or to pay half salary and full fringe benefits for a year sabbatical, or a prorated amount for permanent part-time faculty.
 - 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
 - 1. 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 preceding 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 Regents at its fall meeting.
 - 3. The applicant shall normally be notified as soon as it is practical following this meeting of the Board of Regents.

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 permanent 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. Retirement Benefits - No contributions will be made by the College during the field experience. However, the contract is vested and will remain in place without further contributions. The individual may choose to continue these contributions with his/her own personal funds.
- D. Life, Health, and Disability Insurance - The College will continue these benefits as normal and will negotiate the cost with the faculty member.
- E. Except for the above, the faculty member shall be treated in all matters exactly as she/he would have been treated if she/he had not been on the field experience.

3.10.2.5 **Process and Criteria**

- A. Applicant must submit to the Vice President for Academic Affairs/Dean of the College 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 sabbatical leave and/or 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 Regents.
 - G. The applicant shall normally be notified as soon as it is practical following this meeting of the Board of Regents.

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/Dean of the College 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. 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.

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/Dean of the College. 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 Regents for action.

3.10.3.4 **Fringe Benefits While On Leave**

A. Retirement Plan

1. The College will not make any contributions during the period of the leave.
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.

B. Term Life, Health and Disability Insurance

The College will pay for a period of a maximum of 3 months. After that period, the individual will be required to pay these premiums if they wish coverage to continue.

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 3.10.3.4 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/Dean of the College.

3.10.7 **Civil Duty Leave**

See Employee Handbook.

3.10.8 **Military Leave**

A. Reserve Duty

Two weeks of leave without pay will be allowed, annually, to a faculty member who, as a part of the military reserve or the National Guard, is required to be on active duty during the regular academic year (vacation periods excepted.)

B. Active Duty

1. Faculty members on tenure who are drafted or whose reserve/guard unit is activated for military service will hold their rights.
2. If faculty members on tenure volunteer for military service, their employment and rights are terminated, unless they formally request the College for protection of their rights. The best interest of the College and the individual will then be considered in acting on such request.
3. If a faculty member not on tenure volunteers for military service, the College will decide which rights are to be awarded.

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**

The College does not pay for the packing of boxes.

Part-time instructors:	No moving expenses.
Instructors:	Actual expenses up to \$500.
Assistant Professors:	Reimbursement for a moving truck rental and fuel, or 50% of moving van expenses - Automobile mileage at Waldorf's current rate per mile for one automobile - Maintenance staff assistance with unloading.
Associate Professors:	Same as above; or 75% of moving van expenses - Automobile mileage at Waldorf's current rate for two automobiles.
Professors:	Full moving expenses reimbursed.

3.12 **REMUNERATION POLICIES**

3.12.1 **General Policies**

All Academic Personnel work under contract 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 permanent 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 permanent faculty are paid monthly over a twelve month period, on the 25th day of each month. The salary of each permanent 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. 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 – 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 Academic Dean provided the obligations under the first two priorities are met. Every year the Academic Dean 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. In no case will incentive pay be used in the judgment of inequity.
- 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 would be 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 as shown in Appendix H.

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. This policy begins in Fall 2008 and is not retroactive. Funds may be used as determined by the VPAA to adjust for inequities that occur during the transition.

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 would 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 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 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 faculty receive a single lump sum payment during the term.

3.12.4 **Compensation of Permanent 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/Dean of the College 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/Dean of the College and paid at the current adjunct faculty rate in a single lump sum at the end of the academic year. Overload pay does not qualify for institutionally matched TIAA-CREF funds and does not appear on the faculty member's W2 form.

3.12.5 **Permanent 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 **Permanent 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.

3.12.7 **Other Reimbursements**

See Appendix I for reimbursements for summer teaching, summer project work, tutorials, Experiential Education, Directed Study, and Independent Study.

3.13 **SEPARATION** (refers to permanent faculty except where designated)

3.13.1 **Dismissal of Tenured Faculty**

Dismissal of those on tenure can occur according to criteria specified in sections 3.13.3, and 3.13.4.

The severance of the contractual agreement between Waldorf College and an individual faculty member may, at times, be desired by, or be in the best interests of, one or both parties. To protect the interests of both parties in such a situation, the following categories of separation are defined, and the policies and procedures related to each are then presented: (A) Non-Reappointment (non-tenured contracts only); (B) Dismissal for Cause; (C) Layoff-Termination; (D) Resignation; (E) Retirement. In cases where faculty believe that a separation initiated by Waldorf College has been discriminatory, arbitrary, capricious, or otherwise unjustified, they may commence a grievance in accordance with the procedures established in Section 3.14 of the Handbook.

3.13.2 **Non-Reappointment**

- A. If a permanent, non-tenured faculty member will not be re-employed in the following year, she/he will be so informed in writing by February 15 if she/he is completing his/her first year at Waldorf College, and by January 1, if she/he has been at the College for more than one year. The Vice President for Academic Affairs/Dean of the College will author the letter after consulting with the Division Chair, the Rank and Tenure Committee, and the President, and will precede it with an oral explanation of the decision at the confidential meeting between the two of them. A written reason for non-renewal will normally not be given. The burden of proof shall be on the faculty member for any grievance filed pertaining to non-reappointment.
- 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."
- C. When there is a program phase-out or enrollment decline, non-tenured faculty members shall be replaced by tenured faculty members in the department/discipline(s) or program area(s) in which they are tenured.

3.13.3 **Dismissal for Cause**

- A. Dismissal for cause is a severance action by which Waldorf College terminates its contract with a faculty member for just cause. Any faculty contract is subject to action at any time under this section.

- B. Release of tenured faculty members shall be by action of the College President upon recommendation by the Vice President for Academic Affairs/Dean of the College and the Rank and Tenure Committee.
- C. In those areas related to conduct or performance, the Vice President for Academic Affairs/Dean of the College should provide, prior to any decision for release of the faculty member, both oral and written warning to the faculty member and appropriate counsel with the faculty member in an attempt to overcome the identified problem. If the identified problem is not overcome, release must be preceded by a private statement from both the Vice President for Academic Affairs/Dean of the College and the President citing specific items of concern.
- D. Dismissal will not be used to restrain a faculty member's academic freedom or other rights as a citizen.
- E. Dismissal proceedings may be instituted on the basis of the following grounds:
 - 1. Poor professional performance resulting in persistent or gross neglect of duties routinely expected of all College faculty; teaching responsibilities, student advisement, committee assignments, professional growth, and cooperation with fellow faculty and administration. Failure to meet the standards of Waldorf College in these areas must be demonstrated through consistently low evaluations by peers, division chairs, administration, students, and when appropriate, by recent alumni;
 - 2. Falsification of credentials and/or experience.
 - 3. Gross violation of ethical or professional standards commonly recognized in one's field;
 - 4. Engaging in any conduct demonstratively detrimental to the goals, purposes, and philosophy of Waldorf College;
 - 5. Conviction of a crime directly related to the faculty member's fitness to practice her or his profession
- F. Procedural steps for dismissal shall include:
 - 1. Recommendation by the Faculty Senate and by the Rank and Tenure Committee upon a report by the Vice President for Academic Affairs/Dean of the College;
 - 2. Reasonable opportunities for the faculty member to meet with the Vice President for Academic Affairs/Dean of the College to present his/her defense to the dismissal recommendation before the recommendation is made;
 - 3. Written notice to the faculty member from the Vice President for Academic Affairs/Dean of the College that a recommendation for dismissal for cause shall be made to the President, the grounds upon which the recommendation was made, and a brief summary of the information supporting such grounds; and
 - 4. Reasonable opportunity for the faculty member to meet with the President and present his/her defense to the dismissal recommendation before it is acted on by the President.
- G. In any case involving dismissal for cause, the burden of proof that just cause exists shall be by Waldorf College, which proof shall be by a preponderance of evidence in the record considered as a whole.

3.13.4 **Layoff-Termination of Contract**

- A. Layoff is a severance action by which Waldorf College must terminate the services of a ranked faculty member at the end of the contract year, or before the expiration of his/her contract, without prejudice as to his/her performance. Some instances which might dictate this are:
1. Financial reverses endangering the survival of the institution;
 2. Enrollment exigency;
 3. Phasing out a program area, or the reduction of faculty in a program area, resulting from market conditions or a Board of Regents' decision that changes the direction of the program or program area;
 4. Reduction of student interest that is more than a cyclical or temporary loss of interest, and/or consolidation of a program due to major changes in the field, academic programs, curricular requirements, etc.;
 5. Prolonged mental or physical illness which leads to long-term disability. (See #3 below)
- B. For a program to be "phased out" would mean its discontinuance for at least three years. If the program is reinstated within 3 years the faculty member shall be offered the position.
- C. If a layoff is for reasons of prolonged mental or physical illness, the College, in consultation with the individual or his/her representative, may consider whether the option of a leave of absence would be appropriate and beneficial for all parties concerned. If modification of employment cannot be found or is not appropriate for this illness, the faculty member's compensation will shift as appropriate and allowable by the terms therein to the College's disability insurance, annuity, and retirement programs.
- D. A tenured faculty member will be given first right of refusal when a full-time position is reduced to part-time because of elimination of department/discipline or program area(s). The faculty member will be retained if she/he is projected to be able to function competently in a related area within the department/academic discipline or program areas in a new capacity mutually agreeable to the Administration and the faculty member. If it is mutually agreed by the Board of Regents and the faculty member that a reasonable amount of retraining will prepare her/him for a needed open faculty position at the College, professional development funds shall be provided for this purpose to pay for 100% of those costs.
- E. For a period of one year after termination, or until such time as the terminated person becomes employed elsewhere, whichever comes first, the College shall provide the tenured faculty member with health and major medical insurance just as if she/he had remained employed during that time, and with reasonable secretarial assistance in job search efforts.

3.13.5 **Resignation**

1. Unless otherwise agreed by both parties, resignation takes effect at the end of the contract year.
2. A part-time faculty member employed on a term contract may resign prior to the end of the term only with the consent of Waldorf College.

3. A permanent tenured or non-tenured faculty member may resign his/her appointment if she/he has not yet signed his/her contract for the coming year, by giving written notice to the President; otherwise, resignation may take place only with the consent of Waldorf College.
4. Regarding a resignation for reason of prolonged mental or physical illness, see Section 3.13.4, above.

3.13.6 **Retirement**

3.13.6.1 **Standard Retirement**

Faculty may choose to retire when full retirement benefits become available.

3.13.6.2 **Gradual Retirement**

1. A permanent faculty member who has tenure and at least ten years of full-time service at Waldorf College may wish to gradually reduce his/her teaching responsibilities over several years.

3.13.7 **Notice of Separation**

See Employee Handbook.

3.14 **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.

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/Dean of the College, 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/Dean of the College, 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 Administration, 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 Administration 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.

Should the Administration choose to reject the recommendation of the Rank and Tenure Committee, a written rationale for their decision shall be provided to the Rank and Tenure Committee and the faculty member. If the faculty member believes she/he has been denied due process, she/he may request that the Faculty Chair call together an ad hoc committee (see Level 3) to determine this. If the faculty member wishes to appeal the outcome of Level 2, she/he may go to Level 4.

3.14.2.3 Level 3 - Ruling On Due Process

A faculty member who is unsatisfied with due process after Level 2 of the grievance process has fifteen calendar days after receipt of the written response of the Administration to the recommendation of the Rank and Tenure Committee to make a written appeal to the Faculty Chair. Upon receipt of such an appeal, the Faculty Chair shall form an ad hoc committee consisting of one member chosen by the President, one by the faculty member, and one impartial faculty member appointed by the Faculty Chair.

The faculty member shall provide the ad hoc committee with evidence of denial of due process. The ad hoc committee shall reach its decision within fifteen days. In reaching a decision, the Committee will review any and all evidence considered by the Rank and Tenure Committee and may conduct interviews as necessary. The Committee's recommendation shall be based on whether due process has been fairly administered and on whether the faculty member bringing the grievance has been treated fairly and justly. If due process has been denied, the committee shall make recommendations for correcting the injustice.

The ad hoc committee's findings and recommendation(s) are to be compiled into a written report signed by all the voting members and submitted to the President and delivered or mailed to the faculty member bringing the grievance. If the grievance remains unresolved the faculty member may proceed to Level 4.

3.14.2.4 Level 4 - Confidential Hearing With The Board Of Regents

A faculty member who is still unsatisfied after level 2 or 3 of the Grievance Process has fifteen days after the written response from that level to make a written appeal to the Board of Regents through the Vice President for Academic Affairs/Dean of the College. The President of the College shall distribute the written report(s) of the Rank and Tenure Committee to the members of the Board of Regents. The President may attach his/her recommendation(s).

A meeting of the Board of Regents (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 member's 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 Regents (or its Executive Committee). If the faculty member bringing the grievance is dissatisfied with the decision of the Board, his/her next available recourse is a legal suit against the College.