

CORNELL COLLEGE

FACULTY  
HANDBOOK

2016-17

[2-12-16]

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## DEAN'S PREFACE

The *Faculty Handbook* gathers together for ready reference the various regulations, policies, and practices which govern and inform academic life at Cornell College. Most of the entries have their origin in the legislative process by which faculty members govern their own activities. Others present the current thinking about matters related to administrative support. Reaching as far back as the Charter of the College, the *Handbook* reflects the continuity of our enterprise; publishing new provisions each year, it reflects also the vitality of our institutional life.

The 2013 edition incorporates all of the pertinent legislative changes approved by the Cornell faculty during the past academic year. The edition also incorporates the revised Bylaws of Cornell College that were approved by the Board of Trustees in May 2013. A complete set of these Bylaws is appended to the handbook. The revised opening section of the *Handbook*, "The Corporate Faculty," is taken directly from Article V of the Bylaws of Cornell College. Editorial changes have been made to many sections of chapters VI (Administrative Information) and VII (Faculty Benefits) in the form of electronic links to webpages or current policy documents that have more detailed information. These editorial changes have been made in consultation with the Committee on Committees.

This handbook reflects the evolution of policy and practice at Cornell College as we seek to continually improve our operations and enhance learning for our students.

Joe Dieker  
Dean of the College  
September 2013

## PREFACE TO THE 2005 EDITION

This edition of the *Faculty Handbook* represents an effort by the Committee on Committees to see that the document reflects current legislation and practice at the College. Some notable changes resulting from recent faculty legislation include a decrease in the length of time allowed for online nominations and elections, a change in the policy on course enrollments, elimination of the Bachelor of Philosophy degree, and the creation of a new faculty committee (Writing Program Committee). In addition, we revised some wording for clarity and accuracy. As usual, the various administrative offices updated the sections involving their offices as necessary.

Furthermore, this year the Committee on Committees established a procedure for online archiving of the *Faculty Handbook*, which has been published online since 2000. From now on a file marked “Handbook Changes” will exist within the online *Faculty Handbook* folder to keep a running list of revisions made to the *Handbook*, along with the appropriate footnotes explaining the revisions (only the *Handbook* sections immediately affected by the changes will appear in this file). Once all changes for the year have been made, both a copy of the revised *Faculty Handbook* and the “Handbook Changes” file will be placed in the *Handbook Archive* folder and labeled for the appropriate year. The *Handbook* will then be ready for the next year and the process will begin again. Thus, at any given time one will be able to view the current year’s *Handbook*, any changes that have been made in it recently, and past editions of the document. This procedure therefore allows changes to be made in the *Handbook* as they occur throughout the year, and also provides a clear and easily accessible record of what specific changes were made and why.

The Committee on Committees would like to thank Nancy Rawson in the Office of Academic Affairs for her assistance throughout the revision process.

Committee on Committees, August 2005

Lynne Ikach, Chair  
Christina McOmber  
Catherine Stewart  
Jim White

## **PREFACE TO THE 2000 EDITION**

This edition of the Cornell College *Faculty Handbook* contains changes made since October 1997. The more important changes are a focusing of the role of the Subcommittee on Academic Programs in dealing with changes in existing courses, a new policy on sexual harassment, a new severance program for faculty, a revision of the criteria for granting a grade of Withdrawal, and the implementation of a six-course teaching load.

As the 1982 edition of the *Handbook* was the first to be printed on a computer, this millennial edition is the first to be made available on-line on the Academic Affairs website.

For the Committee on Committees,

Charles Connell  
2-11-00

## PREFACE TO THE 1992 EDITION

The Cornell College *Faculty Handbook* is intended as a helpful guide for new and continuing members of the faculty and administration of the college. It provides detailed information on the faculty committee system, administrative organization and practice, personnel policies, and fringe benefits of the college. It addresses procedures and criteria for appointment, reappointment and tenure, standards of professional conduct, and academic regulations.

Although the Committee on Committees updates the *Handbook* each year, it has not undertaken an overall review and revision since 1980. Our intention in this review of the *Handbook* was to increase organization and clarity and to make the *Handbook* reflect current campus practice wherever possible and appropriate.

Information in the *Faculty Handbook* is derived from the following sources: Article of Incorporation and By-Laws, Cornell College, revised version adopted October 17, 1989; actions of the Board of Trustees, faculty legislation; administrative policy; and the AAUP Redbook. Where it has been possible or practicable, this edition of the *Handbook* has been documented, and reference to original sources is provided in a separate section entitled "Sources." In several instances the original has been altered in style.

In addition to the *Faculty Handbook*, faculty members should be familiar with these publications: the *Cornell College Catalogue*, the *Compass* (the student *Handbook*), and the Articles of Incorporation and By-Laws, Cornell College, 1989. Previous fully-revised editions of the *Faculty Handbook* have appeared in 1950, 1959, 1965, 1973 and 1980.

The Committee on Committees would like to thank all who helped with this revision, especially Charles Connell for his seemingly endless knowledge of college lore and procedure, Dean Moore for underwriting this complete re-issuance of the *Handbook*, and Carol Brokel for her work in producing and editing this volume.

Committee on Committees

Suzette L. Astley, Chair  
Professor Robert Black  
Professor Carolyn Enns  
Professor James White  
5-92



## I. THE CORPORATE FACULTY <sup>1</sup>

The faculty shall consist of the President, the Vice-Presidents, the Deans, the Professors, the Associate Professors, the Assistant Professors, the Instructors, the Librarians, the Registrar, and such other teachers and administrative officers as may be nominated by the President and approved by the Board.

The President shall be the presiding officer of the Faculty. The Vice President for Academic Affairs and Dean of the College shall be the second presiding officer of the Faculty, and shall represent the President in the President's absence in all College matters relating to academic affairs and related campus procedures. The Chair of the Committee on Committees shall serve as the Chair of the Faculty in the absence of the President and the Vice President for Academic Affairs and Dean of the College.

As provided by law and the Articles and Bylaws of the College, the Board of Trustees, is vested with the governance of the College. Subject to the power of general superintendence by the President, the reserved power of control by the Board, and provisions of the law, the Faculty:

1. Shall determine the educational policies and procedures of the College, including the courses of study, the methods of instruction, and the standards of admission, promotion and graduation of students.
1. Shall collaborate with the Division of Student Affairs to determine the rules of conduct to be observed by students and the character and method of administrating discipline for violation thereof.
2. Shall recommend to the President and the Board of Trustees candidates for earned and honorary degrees.
3. Shall recommend to the President faculty candidates for initial appointment and shall recommend to the President and the Board of Trustees faculty candidates for reappointment, tenure, promotion, and emeritus status.
4. Shall recommend to the President and the Dean of the College policies and procedures for the operation and governance of the Faculty and the academic affairs of the College. Such policies and procedures shall include, but not be limited to, such matters as:
  - (a) The academic organization of the College.
  - (b) Application of the principles of academic freedom.
  - (c) Faculty responsibilities.
  - (d) Appointments, promotion and tenure.
  - (e) Faculty meetings, committee structure, and Faculty leadership elections.
  - (f) Rules of Faculty conduct and discipline.

- (g) Dismissals for cause.
- (h) Leaves of absence, attendance, and outside employment.

In exercising its delegated powers and duties, the Faculty may create standing and special committees composed of faculty members to carry out such of its powers and duties as it may see fit.

Officers of the Faculty:

Presiding Officer.....President  
 Second Presiding Officer.....Vice President for Academic Affairs and  
 Dean of the College  
 Third Presiding Officer.....Chair, Committee on Committees

Committees of the Faculty:

Committee on Academic Affairs  
 Standing Subcommittees:  
 Academic Standing  
 Academic Regulations  
 Academic Programs

Committee on Administration  
 Standing Subcommittees:  
 Reappointment, Tenure, and Promotion  
 Faculty Salary  
 Recruitment and Admission

Committee on Student Life  
 Standing Subcommittees:<sup>2</sup>  
 Student Governance  
 Student Engagement and Retention  
 Athletics

Committee on Committees

Writing Program Committee

Department Chairs

Department chairs are appointed by the Dean of the College, after consulting with the outgoing chair and perhaps with other members of the department. Chairs generally are appointed for three-year terms. A Chair may be re-appointed, but in general the Dean will attempt to rotate the duty among the qualified members of the department. Faculty members are expected to assume this responsibility as part of their duties without additional compensation or reduction in teaching load.

### Faculty Meetings<sup>3</sup>

The official business of the Faculty is conducted at Faculty meetings. These meetings are generally held in West Science, Room 100, at 11:10 a.m. on the first Tuesday of each term and on succeeding Tuesdays if there is any unfinished business pending before the faculty, or if a special situation merits the calling of a meeting. Faculty meetings are adjourned not later than 12:00 noon unless the faculty has voted to suspend the rules in order to postpone adjournment. It is the duty of all full-time faculty members to attend these meetings. Voting members of the faculty include all tenured or tenure-track teaching faculty with the rank of Instructor or higher, and all administrators with faculty status. The Dean of the College distributes a list of voting members every September.

Although administrators without faculty status, visiting full-time faculty, and part-time members of the instructional staff do not have the right to vote, they do have the privilege of participating in the deliberations at faculty meetings. Two students selected by the Student Senate have the privilege of participating in deliberations at faculty meetings<sup>4</sup>; in addition, student representatives on faculty committees are permitted to address faculty meetings during the discussion of their committee's proposal. No students have the right to vote at faculty meetings.

During the time when announcements are made any faculty member may address questions on matters of common concern to members of the administration for the purposes of information and clarification.

### Faculty Meetings: Rules of Procedure<sup>5</sup>

The Cornell Faculty conducts its legislative meetings in accordance with *Robert's Rules of Order Revised*; however, certain of its procedures are not set forth in *Robert's*.

1. Agenda
  - A. The Dean of the College is responsible for establishing the agenda. The Academic Affairs Coordinator shall take the minutes of each faculty meeting, see that they are duplicated and distributed to each faculty member before the day of the next faculty meeting, and make an index for each set of minutes to be added to the central index in the Office of Academic Affairs.
  - B. It is the duty of committee chairs or other faculty members to inform the Dean's Office well in advance if they have matters to be placed on the agenda. Any faculty member wishing to make an announcement should also notify the Dean's Office in advance.
  - C. The agenda includes items for the first faculty meeting of the term and unfinished business from previous meetings. Included in the agenda will be all items that have had prior presentation at a previous meeting.
  - D. The Dean will follow the "Rule of Reason" in ordering or reordering the agenda during the course of the term. The faculty may, by normal parliamentary procedure, change the order of the agenda, and may postpone or table proposals.

- E. Each meeting of the faculty is a separate meeting and not a continuation of the first meeting of the term. Items of new business may be introduced at any meeting of the faculty. Those given prior presentation at the first meeting will normally be considered at a later meeting in the term; those introduced at subsequent meetings in the term may have to wait until the following term for consideration. Proposals not acted upon by the end of one academic year carry over into the next.

## 2. Prior Presentation

Prior presentation is not a motion. It is simply a declaration of one's intention at the next meeting to move the adoption of a proposal. The Faculty then has at least one week to consider the matter, to investigate, and to develop amendments.

The conditions attached to this rule are:

- A. All proposals of a substantive nature, i.e. that call for change in College or Faculty policy, require prior presentation. The Chair is empowered to rule on whether a proposal is substantive. Only main motions are prior presented; amendments to motions are not, even if substitute motions.
- B. A motion to waive the rule of prior presentation is debatable and to carry requires affirmation by two-thirds of the members present and voting.
- C. The proposal may be read orally if short or may be summarized and the full draft distributed (to all members having the right to speak, even if not to vote, at faculty meetings) in written form before, during, or immediately (within 24 hours) after the meeting.
- D. A proposal being introduced under prior presentation may be discussed at that meeting, but discussion is limited to matters of intent, information, and clarification, and should not lead to debate for or against the proposal. The Chair is obligated to remind speakers of this tradition when necessary.
- E. The proposal may not be voted on nor may amendments to it be introduced while it is under prior presentation.
- F. The presenter is under no obligation at the next meeting, either to move the proposal in the form which it was originally submitted or to move its adoption.

Prior presentation merely brings before the Faculty the entire category or area to which the proposal pertains. If the presenter chooses to modify the proposal, he or she is required to publish the new draft before the meeting at which the matter is being moved or to make additions and deletions orally before making the motion. If the presenter chooses not to move the proposal, he or she should inform the Dean and withdraw the proposal from the agenda.

## 3. Changes in courses, majors, and minors

The adoption of new courses and the deletion of existing courses, as well as any change in an existing major and minor, are not automatically brought before the faculty. The Committee on Academic Affairs publishes the adoptions and deletions of courses and changes in existing majors and minors approved by the Committee and distributes them to the faculty. They will be considered in effect without faculty action unless one or more full-time members of the faculty request faculty consideration. Such request must be in writing and must include an explanation of the request for the review. The request must be submitted to the Chair of the Committee on Academic Affairs within five class days<sup>6</sup> after notice has been distributed. Faculty members making requests for faculty consideration may choose to remain anonymous. The explanations for such requests shall be shared prior to faculty consideration with the sponsors of the proposed changes. The Chair of the Committee on Academic Affairs shall summarize the explanations at the time of faculty consideration. Consideration of changes in courses, majors, and minors shall be placed on the agenda of the faculty meeting without prior presentation.

The Subcommittee on Academic Programs shall be informed by the Registrar of changes in the title and description of existing courses. Although these minor types of changes are not subject to subcommittee or faculty approval, the subcommittee may wish to discuss the change with the department.

The faculty as a whole must approve the adoption or deletion of all major and minor fields of study, including interdisciplinary majors and minors<sup>7</sup>, if they are to appear on a student's official transcript. "Concentrations" or "Programs" are not majors but unofficial series of electives which may, however, be developed into "interdisciplinary majors" for the Bachelor of Arts or Bachelor of Special Studies, or "concentrations" in the Bachelor of Special Studies curriculum.

#### 4. Voting

- A. Decisions at faculty meetings are normally attained by voice vote.
- B. If the voice vote is indecisive, the Chair or any individual member may request a division of the house, which will be conducted either by a show of hands or by the members standing, as counted by at least two tellers, the totals reported to the faculty and appearing in the minutes.
- C. In rare matters of an exquisitely important or sensitive nature the voting may be by secret ballot. In such cases the ballots will be distributed and collected at the faculty meeting. The totals in faculty elections are not made public, although nominees have the right to be informed privately at their request. The vote totals in other secret ballots are made public, as with voting by a division of the house.
- D. The method of voting is a decision to be made by the Chair; such decision may be appealed by normal parliamentary procedures.
- F. Under any of the methods of voting, individual members may request the Secretary to record their vote as being for or against.

#### 5. Faculty Elections

- A. The Committee on Committees will conduct all nominations and elections leading to the appointment of faculty members to Committees of the Faculty.
- B. In years when the term of office begins in an even-numbered year, the order of elections shall be: Chair of the Academic Affairs Committee; Chair of the Student Life Committee; one member of the Reappointment, Tenure and Promotion Subcommittee who shall become vice-chair during his or her second year on the subcommittee; a second member of the Reappointment, Tenure and Promotion Subcommittee; one member of the Faculty Salary Subcommittee; two members of the Committee on Committees; and all remaining faculty committee positions. In years when the term of office begins in an odd-numbered year: Chair of the Committee on Administration; Chair of the Committee on Committees; one member of the Reappointment, Tenure and Promotion Subcommittee who shall become vice-chair during his or her second year on the subcommittee; a second member of the Reappointment, Tenure and Promotion Subcommittee; one member of the Faculty Salary Committee; one member of the Committee on Committees; and all remaining faculty committee positions.<sup>8</sup>
- C. Normally nominations and elections will be conducted online, using a secure balloting system. The election administrator will be the Chair of the Committee on Committees, or, in her/his absence, another member of that committee. Only members of the Committee on Committees will have access to voting data. If circumstances warrant, elections and/or nominations may be carried out at faculty meeting using paper ballots.
- D. Faculty members who wish to do so may send their selections directly by secure email or by signed paper ballot to the Chair of the Committee on Committees. In all cases the confidentiality of voters will be preserved to the fullest extent compatible with the election process. The totals in faculty elections are not made public, although nominees have the right to be informed privately at their request.
- E. All elections or calls for nominations will be announced by e-mail to eligible voters. The announcements will contain information on such matters as the purpose of the ballot, eligibility requirements, and lists of faculty members expected to be on sabbatical in the upcoming year or continuing in elected positions. In the case of elections a list of those who declined to have their names placed on the ballot will also be provided. Each faculty member may make up to three nominations for each position to be filled.<sup>9</sup>
- F. The Committee on Committees shall contact those who receive the highest number of votes in the nomination process and obtain their consent to have their names placed on the ballot. Faculty members should recognize their obligation to serve. If however, for whatever reason, a faculty member declines nomination, the Committee on Committees shall contact the person with the next highest number of nominations and ask whether

that faculty member wishes to be placed on the ballot. This procedure shall be repeated until a slate has been formed consisting of twice as many candidates as there are positions to be filled, except that, in the case of a tie for the last position, all those tied shall be included. Faculty members may vote for as many candidates as there are positions to be filled. A period of at least 3 business days (Monday-Friday) will elapse between the announcement of an election, or a call for nominations, and the deadline for voting.<sup>10</sup>

- G. Results will be distributed by e-mail within two days following that deadline. On the first ballot and on each subsequent ballot if no candidate receives the majority of the votes, the candidate with the lowest number of votes will be dropped. The first candidate (or candidates) receiving a majority will be elected.
- H. When all committee positions individually subject to the vote of the faculty have been filled, the Committee on Committees will present a slate of appointments to non-elected positions. The faculty will be asked for approval of this slate by the end of Block Eight. The motion to approve the nominees may not be amended from the floor.<sup>11</sup>
- I. In the rare and unusual situation in which a Committee of the Faculty is in need during the academic year of a replacement for a member who had been individually elected by the faculty, the procedure described in sections A, C, D, E, F, and G (above) will be followed. Those faculty members already serving in individually elected positions on faculty committees, as well as those serving as chairs of faculty subcommittees, will be ineligible for election as replacement. When a Committee of the Faculty or a Committee of the College is in need during the academic year of a replacement for a slated member, the Committee on Committees may appoint a replacement with that individual's consent.<sup>12</sup>

## **II. THE COMMITTEE SYSTEM<sup>13</sup>**

### COMMITTEE TYPES

Faculty members may be selected to serve on any of the following types of committees:

- Committees of the Faculty
- Committees of the College
- Ad Hoc Committees
- Advisory Committees

### COMMITTEE ORGANIZATION

The following structure is valid for all types of committees listed above as well as for subcommittees.

1. The chair has the following duties:
  - A. to call and preside over the meetings of the committee
  - B. to plan the work of the committee for the year and to propose that plan to the committee
  - C. to see that committee rules are enforced
  - D. to appoint personnel to subcommittees (other than standing subcommittees)
  - E. to coordinate and monitor the work of all subcommittees
  - F. to report to the faculty (or other body of the college) for the committee
  - G. to vote in committee when that vote would make a difference in the result, i.e., to vote to create a tie (and thus defeat the motion), or to vote to break a tie (and thus assure the passage of the motion).

Some committees are given a *vice-chair*, who performs the duties of the chair in the absence of the chair, and such other duties as are specified in the description of the committee or are assigned by the chair. Other committees, at their discretion, may select a vice-chair from among their members.

2. Each chair shall designate a *secretary* for the keeping of permanent records, copies of which shall be deposited with the faculty secretary in the West Science Building. This role may rotate or may be served by someone who is not on the committee.
3. *Ex officio members* have all the rights and privileges but none of the obligations of membership. They may speak and vote when present, but their presence or absence is not counted in determining the quorum. They need not accept an assignment as secretary or an assignment to a subcommittee.<sup>14</sup>
4. *Consultants* are those with particular expertise of value to a committee. They attend all meetings of the committee to which they are assigned, and participate in discussion, but they do not vote. Their presence or absence is not counted in a quorum. In addition to assigned consultants, a committee may invite anyone from time to time as desired to meet with the committee and share expertise.
5. During absences of less than a semester, committee members are not replaced. In the absence of the chair, and vice-chair, the committee should select a *chair pro tempore*.
6. There is no one precise date during the summer when the *terms* of committee membership expire, and it is customary for committees which must meet over the summer to include both outgoing as well as incoming members. If the committee is discussing old business, then the outgoing chair presides; if new business, then the incoming chair.
7. A *quorum* consists of a presiding officer plus one-half of the regular members of a committee or subcommittee.
8. Unless otherwise specified, committees operate according to *Robert's Rules of Order, Revised*.
9. Whenever a committee recommends a policy for adoption by the faculty, it is the responsibility of the chair to communicate, either orally or in writing, the proposal, a



record of the vote, and rationale for the proposal. Reports of minority views are always appropriate and often helpful.

## COMMITTEES OF THE FACULTY

The committees of the Cornell College faculty have those investigative, legislative, and administrative functions and powers which have been delegated to them by faculty action. These committees may establish courses of action, operational procedures, and working principles which are within the scope of the enabling faculty legislation.

Faculty committees submit proposals, that is, requests for faculty legislation or changes in existing faculty legislation, only to the faculty. They may also submit reports and recommendations which do not require faculty action. When a faculty committee submits a report or recommendation to other bodies of the college, the substance of the recommendation should also be communicated to the faculty. When appropriate, the reasons for the recommendation, or the vote in the committee, may be given. The general principle is that a faculty committee should not act on behalf of the faculty without informing the faculty of the nature of its action.

When a faculty committee submits a proposal to the faculty, the proposal shall be placed on the agenda of the next regularly scheduled faculty meeting by the chair, who shall move its approval. This motion needs no second. Reports and recommendations of the faculty committees are not necessarily placed on the faculty's agenda. Individual faculty members may do so if they wish.

## REGULATIONS GOVERNING STANDING COMMITTEES AND SUBCOMMITTEES OF THE FACULTY<sup>15</sup>

### 1. Rules<sup>16</sup>

- a. The elections must be scheduled so that the final slate of nominations from the Committee on Committees can be acted upon by the faculty by the end of Block Eight.<sup>17</sup>
- b. A faculty member nominated and elected by the full faculty to a non-renewable committee position is ineligible for election to a successive term of any length even if he/she does not complete his/her elected term.
- c. No faculty member may hold more than one of the fourteen positions nominated and elected by the full faculty.
- d. Faculty members cannot be assigned to the Academic Affairs Committee if they will be serving on the Administration Committee or the Committee on Committees. A faculty member elected to the Administration Committee or the Committee on Committees and currently serving on Academic Affairs may complete the normal period of service on that committee.
- e. The Committee on Committees will follow, in so far as possible, a regular pattern of rotation in its nominations of faculty to serve on committees.

- f. Committee service is the responsibility of all members of the faculty. It is the function of the Committee on Committees to decide who does not serve on a committee. Release from committee service will be alternated to follow the usual principle of distributing the work load as evenly as possible. Faculty may request “no assignment” as a preference but should list several committee preferences for their own protection.

## 2. Student Representatives<sup>18</sup>

- a. Committees of the Faculty are augmented by student representatives appointed by the Student Senate to serve for one academic year. These student representatives are non-voting members of their committees; however, their opinion is recorded separately by the chair of the committee, and they are permitted to address the faculty during the faculty meetings at which their committee’s proposal is being discussed. In addition, two students appointed by the Student Senate to serve as general representatives of the student body are allowed to speak at any time during a faculty meeting. No students vote at faculty meetings.
- b. Students serve as full members with full voting privileges on other types of committees, such as Committees of the College.
- c. There are three student members on the faculty’s Committee to Select a Dean of the College and the Committee to Select a President of the College. These are the President of the Student Senate, or designate, and two other students selected in the manner determined by the Student Government.<sup>19</sup> These students are full members of these committees with full voting rights. In the case of the Committee to Select a President, the students may submit separate recommendations.

## I. Committee on Academic Affairs<sup>20</sup>

### A. Functions

- 1) Provides for a continuing evaluation of the overall educational program of the college in any or all of its aspects.
- 2) Meets regularly to receive reports and recommendations from subcommittees, other committees, and other interested parties. Recommendations from subcommittees should include the proposal, a record of the vote, and rationale. In cases of division, a written minority vote is in order. From time to time, the committee may request from the Registrar a report on the enrollment cap and bidding system. When such a report is requested, the committee will specify the reason for the request<sup>21</sup>.
- 3) Submits proposals and recommendations for the improvement of the college’s educational programs to the faculty or to those administrative or departmental bodies which have the authority and responsibility for implementing such proposals or recommendations.

- 4) Publishes course changes and changes in existing majors approved by the committee and distributes them to the faculty. The vote of the committee on each change will be included in the notice published.

Course changes and changes in existing majors published by the committee will be considered in effect without faculty action unless one full-time member of the faculty requests faculty consideration. Such requests must be in writing and must be given to the Chair of the Committee on Academic Affairs within five class days after notice of the committee's action has been distributed to the faculty.

## B. Structure

- 1) The chair shall be elected by the faculty by secret ballot and majority vote to serve a two-year, non-renewable term. The chair must have three or more years of service as a full-time member of the teaching faculty.
- 2) All full-time members of the teaching faculty who are members of the standing subcommittees listed below shall be members of this committee except those who serve their subcommittees as members *ex officio*. (Note-for the purposes of this document a "full-time member of the teaching faculty" is defined as a full-time employee of the college whose regular assigned duties include the teaching of one or more courses every year.)
- 3) The Dean of the College shall be a member *ex officio*.
- 4) There will be three student representatives appointed by the student government.
- 5) The Registrar, the College Librarian, and the Chair of the Writing Program Committee shall serve the committee as consultants.

## C. Standing Subcommittees

- 1) Academic Standing<sup>22</sup>
  - a. Functions
    - i. Determines the academic standing of students as well as that of Cornell students transferring as juniors or seniors from one degree program to another.
    - ii. Reviews the academic achievement of all students at each grading period. The subcommittee is empowered to:
      - Place students on academic report, academic probation, or probationary suspension and to remove students from report, probation, or probationary suspension.

- Suspend temporarily or dismiss permanently students for unsatisfactory academic progress towards a degree.

iii. Passes judgment on:

- Requests for the transfer of credits, including summer school credits.
- Applications for participation in off-campus programs and group projects.
- Other petitions regarding academic regulations submitted by students.
- Requests to be enrolled in courses already at their enrollment limit.

iv. Administers the selection and recognition of students earning commencement honors, the freshman, sophomore, and junior achievement awards, and certain other academic awards.

v. Makes reports and recommendations as appropriate to the full committee.

b. Structure

i. The chair shall be nominated by the Committee on Committees to a two-year, non-renewable term. The chair must have three or more years of service as a full-time member of the teaching faculty.

ii. The three additional members shall be nominated by the Committee on Committees to one-year, renewable terms. Each must have one or more years of service as a full-time member of the teaching faculty.

iii. The Registrar shall serve the subcommittee as a member *ex officio*. The Dean of Students or designate shall serve the subcommittee as a consultant.

2) Academic Regulations<sup>23</sup>

a. Functions

i. Provides for a continuing evaluation of the academic regulations of the college. (As used here, the phrase “academic regulations” means those regulations which govern the administration of the college’s academic program. The phrase does not encompass regulations which govern the content of

that program.) Academic regulations include, but are not limited to, regulations governing:

- academic credit
- advanced placement and credit by examination
- grades
- auditing courses
- student classification and class standing
- admissions and withdrawal
- academic report, probation, and suspension
- commencement and departmental honors
- faculty advisors
- registration
- dropping or adding courses
- declarations of major
- declarations of degree candidacy
- calendar and catalog

ii. Makes reports and recommendations as appropriate to the full committee.

b. Structure

i. The chair shall be nominated by the Committee on Committees to a two-year, non-renewable term. The chair must have three or more years of service as a full-time member of the teaching faculty.

ii. The two additional committee members shall be nominated by the Committee on Committees to serve one-year, renewable terms. Each must have one or more years of service as a full-time member of the teaching faculty.

iii. The Registrar shall serve the subcommittee as a member *ex officio*.

3) Academic Programs<sup>24</sup>

a. Functions<sup>25</sup>

i. Provides for a continuing evaluation of the academic program of the college. As such the subcommittee is charged with a concern for the content of:

- the course offerings of the college
- the departmental and interdepartmental majors and minors
- the college's several degree programs
- off-campus programs
- combined degree programs and other programs of cooperation with other academic institutions

- the overall academic program of the college
- ii. Reviews all requests for additions and deletions of majors and minors.
  - iii. Reviews all requests for course changes and changes in majors and minors except:<sup>26</sup>
    - changes in frequency of course offerings
    - prerequisite additions, substitutions, and/or deletions of prerequisites within the Department or Program
    - changes in only the course description or only the course title when such changes do not constitute a substantial change in the content of the course. If the latter, the course should be submitted as a new course proposal.
    - changes in course numbers that do not result in changes in the level of the offerings
    - designating courses as W courses.
  - iv. Makes reports and recommendations as appropriate to the full committee. The subcommittee reports annually to the full committee on the number and distribution of part-time faculty.

b. Structure<sup>27</sup>

- i. The chair shall be nominated by the Committee on Committees to a two-year, non-renewable term. The chair must have three or more years of service as a full-time member of the teaching faculty.
- ii. The four additional members shall be nominated by the Committee on Committees to one-year, renewable terms. Each member must have one or more years of service as a full-time member of the teaching faculty.
- iii. The Dean of the College, though not a member of the subcommittee, will frequently be invited to join Academic Programs in its regular meetings so the Dean may have ample opportunity to introduce and argue for new programs, to mediate when appropriate, and to provide relevant information. Also, the Dean may contact the subcommittee to request to meet with the subcommittee when he/she feels that discussion of issues on the subcommittee's agenda would be facilitated by the Dean's presence. The Dean will receive the minutes of the subcommittee meetings.

## II. Committee on Administration<sup>28</sup>

### A. Functions

- 1) Provides for a continuing evaluation of the faculty-administrative relationship.
- 2) Serves as a two-way medium of communication between faculty and administration.
- 3) Represents the faculty in matters of mutual concern to faculty and administration.
- 4) Meets with the President of the College at least once each semester for the exchange of information, ideas, and suggestions. The faculty will be notified one week in advance of the time and place of this meeting. The committee will hold additional meetings with the President at the request either of the President or the committee.
- 5) Establishes the standards for admission to the college for all categories of students.
- 6) Performs those responsibilities assigned to it in cases of termination of a faculty appointment for cause. (For further information see section entitled Procedures: Termination of Appointment in this *Handbook*.)
- 7) Advises the administration on all matters of mutual concern including, but not limited to
  - a. long-range financial planning
  - b. short-range financial planning, by meeting with the Vice-President for Business Affairs and the Dean of the College during the time the administration is discussing the annual budget of the college.
  - c. adjustments in the number, nature, or distribution of positions in the teaching faculty (see IV. PERSONNEL POLICIES, Procedures on Initial Appointment of Faculty).
  - d. the ordering of festive occasions
- 8) Meets regularly to receive reports and recommendations from subcommittees, other committees, and other interested parties. Recommendations from subcommittees should include the proposal, a record of the vote, and rationale. In cases of division, a written minority report is in order.

- 9) Makes reports and recommendations to the faculty and administrative officers of the college as appropriate.

B. Structure

- 1) A faculty chair shall be elected by the faculty by secret ballot and majority vote to serve a two-year, non-renewable term. The faculty chair must be a tenured member of the full-time teaching faculty.
- 2) The President of the College shall serve as committee chair when the committee performs functions 4.<sup>29</sup> The faculty chair shall preside at other meetings of the committee.
- 3) All full-time members of the teaching faculty who are members of the standing subcommittees listed below shall be members of this committee.
- 4) When matters pertaining to faculty staffing are being discussed, the Dean of the College shall be invited to participate as a consultant; when matters pertaining to admissions, the Dean of Admissions.

C. Standing Subcommittees

- 1) Reappointment, Tenure, and Promotion<sup>30</sup>

a. Functions

- i. Provides for a continuing evaluation of the college's reappointment, tenure, and promotion policies.
- ii. Conducts a review culminating in a recommendation, transmitted by the Dean of the College, to the President of the College in all cases involving reappointment, tenure, promotion, or post-promotion. For each review, the Dean and three elected members shall serve as the review committee. Faculty mentors shall not serve on their mentees' review committees. See Procedures: Reappointment, Tenure, and Promotion for more information.
- iii. Serves as the faculty's committee on professional ethics (see IV. PERSONNEL POLICIES, Professional Ethics).
- iv. Serves as the faculty's pre-hearing committee in cases involving termination of appointment for cause (see IV. PERSONNEL POLICIES, Procedures: Termination of Appointments).
- v. Conducts reviews of librarians with faculty status in all cases of reappointment, continuing appointment, promotion, or post-promotion according to the procedures outlined in the



Librarian's Handbook.<sup>31</sup> For each review, the Dean and three elected members shall serve as the review committee. Faculty mentors shall not serve on their mentees' review committees. See Procedures: Reappointment, Tenure, and Promotion for more information.

- vi. Makes other reports and recommendations to the full committee as appropriate.

b. Structure

- i. Four members elected by the faculty by secret ballot and majority vote to a two-year, non-renewable term, the terms to be staggered so that two members are elected each year. Each member must be a tenured member of the full-time teaching faculty. For any individual faculty review, three elected members shall participate as described elsewhere; when the subcommittee is conducting other business all four elected members shall participate. No more than one member from each division may serve on the subcommittee at any given time. For the purpose of this rule the divisions are Fine Arts, Humanities, Social Sciences, and Sciences. Education and Kinesiology are not assigned to any division; however, no more than one person from each of the departments may serve on the subcommittee.
- ii. The Dean of the College, *ex officio*, who shall serve as chair. The Dean shall not vote during individual faculty reviews but may vote if necessary (i.e., as any other committee chair does) when the subcommittee is performing other functions.
- iii. The vice-chair, who shall preside in the absence of the Dean, shall be that elected member of the subcommittee serving the second year of a term who was elected first in their election cycle. If no member so qualifies, the Committee on Committees shall designate one of the elected members as vice-chair. In cases where the vice-chair is not one of the members on an individual faculty review, the vice-chair shall select an acting vice-chair for that specific review.

2) Faculty Salary<sup>32</sup>

a. Functions

- i. Provides for a continuing evaluation of the level, nature, and distribution of faculty compensation.
- ii. Makes recommendations to the Dean of the College and the President on general faculty compensation and the annual determination of faculty salaries.

- iii. Makes other reports and recommendations to the full committee as appropriate.

b. Structure

- i. Three members elected by the faculty by secret ballot and majority vote to three-year, non-renewable terms, the terms to be staggered so that one member is elected each year. Each member must have one or more years of service as a full-time member of the teaching faculty. No more than two persons of any one academic rank may serve concurrently on the subcommittee, except where the promotion of a person already on the subcommittee results in three members having the same rank. There must be at least one untenured member of the subcommittee except in the case where a member elected as an untenured member on the subcommittee is granted tenure during his/her term of service.
- ii. The chair shall be that elected member of the subcommittee in the third year of a term. If no member is so qualified, the Committee on Committees shall designate one of the elected members as chair.

3) Recruitment and Admission<sup>33</sup>

a. Functions

- i. Provides for a continuing evaluation of admissions policy and recruitment efforts.
- ii. Passes judgment on applications for admission to the college.
- iii. Coordinates faculty involvement in the recruitment of students.
- iv. Makes reports and recommendations as appropriate to the full committee.

b. Structure

- i. Three members of this committee shall be nominated by the Committee on Committees for three-year, non-renewable terms, the terms to be staggered so that one member is elected each year. Each member must have one or more years of service as a full-time member of the teaching faculty.

ii. The chair shall be that elected member in the third year of a term. If no member is so qualified, the Committee on Committees shall designate one of the elected members as chair.

iii. The Dean of Admissions shall be a member *ex officio*.

### III. Committee on Student Life<sup>34</sup>

#### A. Functions

- 1) The general function of the committee is to provide for collaboration and consultation among members of the Cornell community to enhance the student experience at the college. The committee drafts legislation or submits recommendations to the faculty or to student, administrative, or all-college bodies.
- 2) Functions of the committee include, but are not limited to:
  - a. Monitors the effectiveness of student conduct policies and student governance, and when appropriate, recommends changes to the faculty or to those administrative bodies that have authority and responsibility for implementing such changes.
  - b. Announces proposed, substantive changes to polices in *The Compass* after consideration by the committee for faculty questions and comments. Changes announced by the committee will be considered finalized unless one or more voting members of the faculty request faculty consideration. Such requests must be in writing and must be given to the Chair of the Committee on Student Life within five class days after the proposed changes have been distributed to the faculty.
  - c. Studies methods to enhance student engagement and retention at the college, and when appropriate, recommends changes to the faculty or to those administrative bodies that have the authority and responsibility for implementing such proposals or recommendations.
  - d. Presents the New Student Orientation schedule to the faculty for questions and comments no later than the first faculty meeting in Block 7, and publishes the final schedule prior to the first faculty meeting of Block 8.<sup>35</sup>
  - e. Coordinates the successful integration of the athletic and academic programs of the college, approves athletic policies, and provides faculty representation to those athletic conferences of which the college is a member. Changes in the Midwest Conference that require faculty approval will first be considered by the Athletic Subcommittee and with a recommendation brought to the Student Life Committee. If the Student Life Committee accepts, the changes will be published by

the committee and will be considered in effect without faculty action unless one full-time member of the faculty requests faculty consideration. Such requests must be in writing and must be given to the Chair of the Student Life Committee within five class days after notice of the committee's action has been distributed to the faculty.<sup>36</sup>

## B. Structure

- 1) The committee shall have three standing subcommittees: the Student Governance, Student Engagement and Retention, and Athletics subcommittees. All faculty and student members of the standing subcommittees shall be members of this committee. The Vice President for Student Affairs shall serve *ex officio*. The *ex officio* members of the standing subcommittees shall be *ex officio* members of this committee. All consultants to the standing committees shall be consultants to this committee.
- 2) The chair shall be elected by the faculty by secret ballot and majority vote to serve a two-year, non-renewable term. The chair must have at least three years of service as a full-time member of the faculty.
- 3) The chair shall hold a meeting at least once per term with the chairs of the three subcommittees, the Chair of the Student Life Committee of the Student Senate, and the Vice President for Student Affairs, *ex officio*, to discuss activities and plans of the subcommittees.
- 4) The full committee shall meet as needed to hear reports and approve proposals from the subcommittees and to make recommendations to the full faculty. Recommendations from subcommittees should include the proposal, a record of the vote, and rationale. In cases of division, a written minority report is in order.

## C. Standing Subcommittees

- 1) Student Governance Subcommittee
  - a. Functions
    - i. Collaborates with Student Affairs staff to consider the effectiveness of student conduct policies and student governance.
    - ii. Considers proposed changes to *The Compass*, and recommends changes to the full committee.
    - iii. Recommends approval of legislation passed by student government to the full committee.

- iv. Makes reports and recommendations as appropriate to the full committee and, when appropriate, recommends full faculty review.
- b. Structure<sup>37</sup>
- i. The chair shall be nominated by the Committee on Committees for a two-year, non-renewable term.
  - ii. Two additional faculty members shall be nominated by the Committee on Committees with the following specific assignments:
    - one Pledging Standards board faculty member (one year, renewable term)
    - one Conduct Board faculty member (one year, renewable term)
  - iii. The Dean of Students shall serve *ex officio*.
  - iv. The Chair of the Student Life Committee of the Student Senate and a student representative of the Greek Council shall serve.

2) Student Engagement and Retention Subcommittee

a. Functions

- i. Collaborates with Student Affairs staff on matters affecting student engagement and retention
- ii. Plans academic components of New Student Orientation, and brings the NSO schedule to the full committee for approval
- iii. Consults with College Chaplain on religious activities within the college
- iv. Makes reports and recommendations to the full committee and, when appropriate, recommends full faculty review

b. Structure

- i. The chair shall be nominated by the Committee on Committees for a two-year, non-renewable term, staggered with the term of the Chair of the Committee on Student Life. The chair must have three or more years of service as a full-time member of the teaching faculty.
- ii. One additional faculty member shall be nominated by the Committee on Committees for a two-year, renewable term, staggered with the subcommittee chair's term.

- iii. A librarian will be nominated to serve.
- iv. The Associate Dean of Academic Affairs and the Assistant Dean of Students/Director of Student Life shall serve *ex officio*.
- v. The first-year Class President or designee and one student NSO team member appointed by the Vice-President for Student Affairs shall serve.

3) Athletics Subcommittee

a. Functions

- i. Consults on matters affecting integration of athletics and academics.
- ii. Recommends approval of athletic policy, mission, and goals, and conference membership to the full committee and, when appropriate, recommends full faculty review.
- iii. Approves competition schedules when they adhere to policies established by the full committee, and brings requests for exceptions to the policies to the full committee.

b. Structure

- i. The chair shall be nominated by the Committee on Committees for a one-year renewable term. The chair shall also serve as one of two faculty members who represent the College to both the Iowa Intercollegiate Athletic Conference (IIAC) and the National Collegiate Athletic Association (NCAA).
- ii. A second faculty member shall be nominated for a one-year, renewable term by the Committee on Committees as the second faculty member who shall represent the College to both the Iowa Intercollegiate Athletic Conference (IIAC) and the National Collegiate Athletic Association (NCAA).
- iii. A third faculty member shall be nominated by the Committee on Committees for a one-year, non-renewable term.
- iv. Two coaches, appointed by the Director of Athletics, shall regularly attend meetings as consultants for time periods determined by the Director of Athletics.
- v. Director of Athletics shall regularly attend meetings as a consultant.
- vi. One student-athlete, appointed by the Student-Athlete advisory board, shall serve.

#### IV. Committee on Committees<sup>38</sup>

##### A. Functions

- 1) Nominates members for all assignments to Committees of the Faculty except those filled by nomination of the entire faculty. The committee consults with the administration in preparing its roster of nominations.
- 2) Proposes faculty legislation necessary for the maintenance of a college committee structure which furthers, effectively and consistently, the ongoing work of the college.
- 3) Administers the system of elections to faculty committees.
- 4) Acts on behalf of the faculty to assure that faculty appointments to Committees of the College are mutually agreeable to the President and the committee.
- 5) Consults with the administration regarding the appointment of faculty to advisory committees.
- 6) Considers questions involving student representation on committees.
- 7) When requested, routes motions to the appropriate committee or standing subcommittee.
- 8) Is responsible, in cooperation with and under the authority of the Dean of the College, for keeping the *Faculty Handbook* up to date with changes in official college policy, faculty legislation, and administrative practice, and for distributing the *Handbook*, and revisions of the *Handbook*, to all members of the faculty and administration.
- 9) The chair serves as the third presiding officer of the faculty, presiding over faculty meetings in those rare instances when both the President and the Dean of the College are absent. The chair serves also as the convenor of the faculty's search committee to select a Dean or President of the College. The chair receives and reads to the faculty all communications addressed to it and responds for the faculty when instructed.
- 10) Once each year, the Chair distributes to the faculty a list of advisory committees and their membership. The chair also solicits reports of advisory committee activities from the faculty vice-chairs of such committees in the spring of the year.
- 11) The Chair shall serve on the College Grievance Committee in the event of a case, unless party to the case. If any member of the Grievance Committee is party to the case or elects not to serve, that member shall be replaced by a tenured member of the faculty selected by the Committee on Committees.<sup>39</sup>

## B. Structure

- 1) The chair is elected by the faculty by secret ballot and majority vote to a two-year, non-renewable term. The chair must have three or more years of service as a full-time member of the teaching faculty.
- 2) Three members shall be elected by the faculty by secret ballot and majority vote to serve two-year non-renewable terms, the terms to be staggered so that two members are elected in even-numbered years and one member in odd-numbered years. Members must have three or more years of service as full-time members of the teaching faculty.

## V. Writing Program Committee (WPC)<sup>40</sup>

### A. Functions

- 1) Assesses the Writing Program and proposes to the faculty Writing Program changes or additions.
- 2) Administers and assesses W-courses.
  - a) Administration and assessment of W-courses include but are not limited to (i) determining the process by which courses are designated W-courses; (ii) creating W-course guidelines; (iii) approving new W-courses; (iv) reviewing current W-courses, including recommendations for course changes; (v) submitting to the Registrar the list of approved W-courses. Note that courses not yet listed in the Catalogue (with the exception of Topics courses) must be approved by the Subcommittee on Academic Programs before being designated as W-courses by the WPC.
  - b) Proposes to the faculty changes to the guidelines for W-courses.
- 3) Assists faculty in their teaching of writing, for example by offering Faculty Development Workshops.
- 4) Works with the Dean of the College to recruit faculty to teach W-courses.
- 5) Works with the Dean of the College and the Registrar to ensure sufficient numbers and viable term distribution of such courses.
- 6) Works with the Registrar to evaluate transferred courses that might satisfy the writing requirement.
- 7) Works with the Dean and the College Librarian to hire Writing Studio staff.
- 8) The Chair of WPC (or a designated member) attends meetings of the Committee on Academic Affairs to serve as a consultant and liaison when appropriate.



## B. Structure

- 1) Four faculty members (including the Chair) shall be nominated by the Committee on Committees to serve two-year, renewable terms, the terms to be staggered so that two members are selected each year. Each member must have one or more years of service as a full-time member of the teaching faculty. The members of the committee should represent at least three divisions of the College and include a member of the English Department.
- 2) The Chair shall be chosen by the Committee on Committees for a two-year, non-renewable term, from among those members of the WPC who have already had at least one year of service on the committee in the recent past. If no member so qualified is available, the Committee on Committees shall designate another member of the committee as Chair.
- 3) The Writing Consultants shall serve as members *ex officio*. The Writing Consultants' responsibilities will include, among others:
  - Clarifying the role of the consultant in W-courses;
  - Defining the role of the Writing Studio in writing across the curriculum;
  - Sharing expertise in writing pedagogy;
  - Collaborating in planning for faculty development (e.g. Conversations About Teaching, summer symposia).

The College Librarian may be asked for advice when questions related to the service of the Center for Teaching and Learning are being considered.

## COMMITTEES OF THE COLLEGE<sup>41</sup>

These are joint ventures representing and frequently drawing authority from several college constituencies. The faculty cannot unilaterally create committees of the college, neither can committees of the college be created without faculty approval. Unless the committee's charter indicates otherwise, faculty members of committees of the college shall be appointed by the President with the advice and consent of the Committee on Committees.

The following are standing committees of the college:

### I. Conduct Board<sup>42</sup>

#### A. Functions

1. The purposes of the conduct process are:
  - a. To provide a fair process for accountability of student conduct;
  - b. To promote the development of individual integrity;

- c. To protect the rights of members of the Cornell community; and
  - d. To uphold the non-academic rules and regulations of the College.
2. The Dean of Students has the responsibility for administration of the conduct process. The Dean will work collaboratively with the Conduct Board chair to provide training to board members and to coordinate board hearings.
  3. Student conduct cases may be directed to the Conduct Board either by the student(s) charged with an alleged policy violation or by the Dean of Students.
  4. The Conduct Board chair will work with all parties involved to schedule a timely hearing during which members of the board will have the opportunity to hear reports from and question any complainant(s), accused student(s) and witnesses. The board will deliberate to determine responsibility and appropriate sanctions for alleged policy violations.
  5. Detailed information regarding student conduct policies and hearing procedures can be found in the student handbook (Compass).

## B. Structure

1. The Conduct Board shall be composed of:
  - a. Two faculty members, appointed by the President of the College, with the agreement of the Committee on Committees, to staggered, two-year, renewable terms. Faculty members shall have at least three years of service as full time members of the teaching faculty. The Committee on Committees will decide which of the faculty members serving on the Conduct Board will also serve a 1-year renewable term on the Student Governance Subcommittee of the Committee on Student Life.<sup>43</sup>
  - b. One administrative staff member, who is not an administrative hearing officer, appointed by the President for a two-year, renewable term.
  - c. Two members of the student body, with at least sophomore standing, appointed by Student Senate to one-year, renewable terms.
  - d. The Chair shall be the faculty member serving the second year of a term. If no member qualifies, the Committee on Committees shall designate one of the faculty members as Chair.
2. A quorum must be present to hear a case. A quorum shall consist of the Chair, either the other faculty member or the administrative member, and one student member. In the absence of the Chair, the other faculty member shall serve as Chair.

## II. Appeals Board<sup>44 45</sup>

### A. Functions

1. The appeals board reviews student conduct cases that have been appealed by either an accused student or student complainant.
2. Appeals board reviews consist solely of review of documents that were a part of the original consideration of a conduct case, that report the outcome of the hearing, and the student appeal letter; the board does not re-hear student conduct cases.
3. Detailed information regarding student conduct policies and appeals procedures can be found in the student handbook (Compass).

## B. Structure

1. The Appeals Board shall be composed of:
  - a. One faculty member (chair), appointed by the President with advice and consent of the Committee on Committees. An alternate faculty member shall be appointed by the Committee on Committees to serve in the absence of the faculty chair. Faculty members shall serve one-year renewable terms.
  - b. One administrative staff member and one alternate, neither of whom is an administrative hearing officer, appointed by the President for one-year renewable terms.
  - c. One student member and one alternate, with at least sophomore standing, appointed by Student Senate to one-year, renewable terms.
2. No member of the Appeals Board shall serve concurrently on the Conduct Board.

## III. Lecture, Artist, Cultural Events (LACE) Committee<sup>46</sup>

### A. Functions

- 1) To provide full or partial funding for lectures, performances, and other cultural events sponsored by various constituents on campus.
- 2) To provide recommendations for scheduling, and coordination, of major lectures and performances. "Major" refers to events that meet all three of the following criteria: (a) lectures or performers are external; (b) the event recurs on an annual or biannual basis; and (c) funding is provided either from endowed funds or grant monies. (The current list of such events is as follows: Delt, Earhart, Kollman, Anderson, Small-Thomas, Donna Fox, Roe Howard, Rich and Marlene Williams, Phi Beta Kappa, Dimensions, Berry Center and Holocaust lectures.) LACE will not assume the responsibility for sponsoring and organizing major lectures and performances. The selection of speakers and responsibility for these major events will continue to rest with primary organizers. The LACE committee will provide a mechanism for overall planning and coordination.

- 3) To enter these lectures and performances on the master calendar.
- 4) To advise others, including students and administrators, scheduling similar events.

B. Structure

- 1) A Chair, nominated by the Committee on Committees and elected by the faculty, for a one-year, renewable term. Whenever possible, the Chair shall have been a member of LACE during the previous academic year.
- 2) Three tenure-track members of the teaching faculty, nominated by the Committee on Committees and elected by the faculty, for one-year, renewable terms.
- 3) One student member, chosen in a manner to be decided by the Student Senate.
- 4) The Dean of Students or designate.
- 5) The Director of College Communications or designate.

C. Amendments

To be valid, amendments shall be passed by the faculty upon a motion from the Committee on Committees and must also be approved by the President.

#### IV. Diversity Committee<sup>47</sup>

##### Purpose

The creation of a diverse campus that is welcoming to all persons requires intentional efforts. Although all members of the campus community must be involved in the creation of a diverse institution characterized by inclusivity and understanding, the Cornell College Diversity Committee serves a coordinating role in achieving these aims. It thus assists in the college's efforts to promote and support diversity based on but not limited to religion, national origin, race, ethnicity, age, ability, socioeconomic status, sex, sexual orientation, gender identity and gender expression and to educate students, faculty, and staff about diversity in those areas. The Committee will work cooperatively with, and make recommendations to, as it deems necessary and appropriate, the President, Vice Presidents, Deans of the College, committees of the faculty or college, the College Chaplain, and other relevant offices.

##### A. Functions

- 1) Provides for periodic evaluation of the college's statements related to diversity. In fulfilling this responsibility, the Committee may:

- a. Consult with the Vice President for Enrollment and Dean of Admission, the Vice President for Student Affairs, the Director of Human Resources, the Affirmative Action Officer, and others as appropriate.
  - b. Gather information about the policies and practices of other comparable institutions.
  - c. Be guided by the best available information about Cornell faculty, staff, and students, with assistance from the Office of Institutional Research and Assessment and other offices as appropriate.
- 2) Periodically examines the following areas and makes recommendations and proposals to the relevant administrator or committee of the faculty or college, and other offices as appropriate:
- a. Policies and practices related to the recruitment and retention of a diverse faculty, staff, and student body, and Cornell's commitment to affirmative action.
  - b. Curricular and co-curricular opportunities for learning about diversity.
  - c. Campus climate for students from diverse backgrounds and the services available to meet the needs of these students.
  - d. The incorporation of diversity education in various programs intended to orient new members of the campus community or current members of the community who have new responsibilities. These programs include, but are not limited to, orientation for new members of the faculty and staff, new student orientation, and Resident Assistant and Peer Advocate training.
- 3) The Cornell College Diversity Committee may, as the committee deems appropriate, cooperate with organizations interested in diversity to sponsor meetings open to all members of the campus community that provide a forum for exploring campus diversity issues. These meetings will serve as a means for the Diversity Committee to get input from the wider community and also to inform the wider community of its work. When there are incidents on campus involving perceived harassment of individuals and groups or intolerance more generally, the committee may, at the committee's discretion and in consultation with appropriate offices and divisions of the College, provide a campus-wide forum for discussion of the incidents and relevant campus policies and practices.
- 4) Makes an annual report to the campus community on its agenda and activities. The co-chairs of the Diversity Committee shall meet regularly with the President of the College.

**B. Structure**

The Diversity Committee shall be composed of:

- 1) A faculty co-chair, appointed by the President of the College with the advice and consent of the Committee on Committees to a three-year, non-renewable term. The faculty co-chair must be a tenured member of the teaching faculty.
- 2) Two additional faculty members, appointed by the President of the College with the advice and consent of the Committee on Committees to one-year, renewable

terms. Each must have one or more years of service as a full-time member of the faculty.

- 3) Three staff members, one selected by the Dean of Students to represent the division of Student Affairs, one chosen by the Vice President for Enrollment and Dean of Admission to represent Admissions, and one representative from the Office of International and Off-Campus Study.
- 4) Five students: the Chair of the Student Senate Student Life Committee or a student appointed by the Student Senate, and four students to be selected by the Diversity Committee from a pool of applicants in the spring for one-year, renewable terms. The students shall elect one of their members to serve as student co-chair of the committee. In the absence of the faculty co-chair, another faculty members or staff member shall chair meetings.
- 5) The Director of Intercultural Life shall serve *ex officio*.
- 6) The Director of Human Resources and Affirmative Action Officer shall report to the committee at least once a year about progress toward meeting institutional goals relevant to diversity.

## V. Reaccreditation Committee<sup>48</sup>

### Purpose

This committee leads Cornell College through the reaccreditation process.

### A. Functions

Primary functions include:

1. To serve as the central College body for reaccreditation matters and, in consultation with the President, to provide leadership and organization in the College's reaccreditation efforts.
2. To serve as a liaison between Cornell College and the accrediting body.
3. To consult with the President and the President's Council on reaccreditation-related business.
4. To prepare documents required by the accrediting body for the college in consultation with the President and the President's Council.
5. To share information, where needed, with departments, programs, and offices on reaccreditation matters.

### B. Structure

1. Four (4) faculty members, appointed by the President of the College and with the advice and consent of the Committee on Committees, for one-year, renewable terms. Faculty members shall have at least one year of service as full-time members of the

teaching faculty. The four faculty members should represent at least three different academic divisions.

2. Between six (6) and eleven (11) staff members selected as follows:
  - a. At least one (1), but not more than two (2), staff members from each of the following three (3) units of the college, appointed by the President for one-year, renewable terms (resulting in a total of 3-6 members):
    - i. Admission and Financial Assistance
    - ii. Advancement
    - iii. Business Services
  - b. At least three (3), but not more than five (5) in total, staff members selected from at least three (3) of the following units of the college, appointed by the President for one-year, renewable terms:
    - i. Academic Affairs
    - ii. Athletics
    - iii. Information Technology
    - iv. Library (including the Center for Teaching and Learning)
    - v. Student Affairs

The person from the library may (but not need be) a Consulting Librarian.

3. Two members of the student body, with at least sophomore standing, appointed by Student Senate for one-year, renewable terms.
4. The Director of Institutional Research and Assessment and the Dean of the College shall serve as *ex officio* members of the committee.
5. The President shall appoint one of the faculty or staff committee members to serve as chair for a one-year, renewable term.

### AD HOC COMMITTEES

Ad hoc committees may be created from time to time to discharge responsibilities which cannot be efficiently handled by standing committees. Procedures for creating ad hoc committees of the faculty are identical to those for creating standing committees of the faculty.

### ADVISORY COMMITTEES

<Note-The following applies only to Advisory Committees which include faculty members.>

Advisory committees are temporary or permanent committees established by the President of the College, the Dean of the College, the Vice President for Business Affairs, the Vice President for Student Affairs, or the Dean of Students. This administrator determines the function, the size, and the structure of each committee, and names the administrator to be advised. Advisory Committees shall not be established to

consider matters that are among the responsibilities of the standing committees of the faculty or college. Advisory committees do not legislate; rather, they meet irregularly to advise a particular administrative officer in the performance of his or her duties.

In all cases the administrator being advised is the chair of the advisory committee. Faculty members of advisory committees are appointed by the administrator establishing the committee after consultation with the Committee on Committees. The administrator establishing the committee shall also select one of the faculty members to serve as vice-chair. The duties of the vice-chair shall be (1) to perform the duties of the chair in the latter's absence, and (2) to submit an annual report of the committee's activities to the chair of the Committee on Committees. The chair of the Committee on Committees shall request annual reports from the vice-chairs of all advisory committees each spring.

When an Advisory Committee is in need of a replacement faculty member, the Committee on Committees will suggest the names of possible replacements to the chair of the Advisory Committee.<sup>49</sup>

Administrative members, if any, are appointed by the administrator who establishes the committee. Student members, if any, should be appointed in consultation with the student government.

The Committee on Committees shall distribute annually a list of advisory committees and their membership to the faculty. If an advisory committee does not meet at least once a year, it is considered defunct and is automatically dissolved.

<Note-Committees established in conformity with Procedures: Selecting Administrative Officers with Faculty Status shall be considered advisory committees and be established according to this format.>



### III. THE ADMINISTRATION<sup>50</sup>

**This section is updated periodically in consultation with and on the authority of the President of the College.**

#### The President<sup>51</sup>

The President is accountable to the Board of Trustees for conduct in the affairs of the corporation within the limits of the Articles of Incorporation, and the By-Laws, and the policies of the Board.

The President of the College is the chief executive officer of the College to whom the faculty, the administrative staff, and all employees of the College are responsible. The President's duties are those which usually pertain to such office. The President is in complete charge of the immediate operation of the College, its academic work, and its campus affairs.

The President shall:

1. supervise and coordinate the general program and policy of the College.
2. report to the Board of Trustees on the work and conditions of the College, and present for their consideration such measures as the President may deem wise.
3. represent the concerns of the Faculty to the Board of Trustees and communicate the relevant decisions and recommendations of the Board to the Faculty.
4. or a designate shall, prepare and submit to the Business Affairs Committee of the Board of Trustees a proposed budget for each fiscal year.
5. recommend to the Board of Trustees appointments to the faculty and administrative staff, changes in status or rank, the granting of tenure, and the fixing of all salaries.
6. serve as presiding officer of the Faculty, or designate this role to the Dean of the College.
7. consult with other members of the administrative staff and with committees of the Faculty.
8. work with the Board of Trustees and the Vice President for Alumni and College Advancement to recruit new members.
9. work with the Vice President for Alumni and College Advancement on fundraising.
10. represent the college via participation in affiliated organizations, such as the academic consortium (ACM), the Higher Learning Commission, Iowa

Association of Independent Colleges and Universities, and the athletic conference.

11. stay informed regarding the politics of higher education and communicate with local, state, and national office holders.

#### Vice President for Academic Affairs and Dean of the College

The Vice President for Academic Affairs and Dean of the College is directly responsible to the President and is the second ranking administrative officer of the College. The Dean's principal duties are to serve as an advisor to the President, to supervise and coordinate the activities of the instructional staff and the educational program of the College and such other activities as may be related thereto, and to serve as liaison between the Faculty and the President.

The Vice President for Academic Affairs and Dean of the College will:

1. supervise and coordinate the educational program of the College.
2. consult with the President on matters of college program and policy and any other appropriate matters.
3. consult with the President and make recommendation in matters pertaining to faculty vacancies, appointments, changes in rank, the granting of tenure to the faculty, and all matters relating to appointments or changes in status of personnel under the Dean's supervision.
4. prepare and submit to the President recommendations for the academic budget for each ensuing year.
5. assist the Trustee Academic Affairs Policy Committee and provide a secretary to the Committee.
6. advise and assist other members of the administration in the fulfillment of their respective functions in matters within the Dean's province and coordinate activities and cooperate with them in matters of mutual concern.

The following administrative officers are responsible to the Vice President for Academic Affairs and Dean of the College:

1. The chairs of the academic departments and programs are responsible for the administration of their respective departments and programs.
2. The Registrar is responsible for the academic records, the registration of students, the certification of eligibility of students, scheduling of classes, publication of the college catalog, the student directory, and the annual course schedule.

3. The College Librarian is responsible for the college library, including the implementation of library policies and programs.
4. The Associate Dean is responsible for academic advising and support, first-year programs, faculty development, and is the academic liaison for ACM programs.

#### Vice President for Business Affairs and Treasurer

The Vice President for Business Affairs is directly responsible to the President of the College for the fiscal and property management of the College. The Vice President's functions and duties include:

1. assistance to the President in the preparation of the budget.
2. budget control, accounting, and financial reporting.
3. purchase of all supplies and equipment.
4. management of campus properties and campus security.
5. management of auxiliary and administrative service activities.
6. general supervision of selection and administration of policies relating to nonacademic personnel.
7. administration of staff benefit programs.
8. administration of student campus employment and student loans.
9. assistance to the Trustee Business Affairs Committee and service as the Committee's secretary.
10. collection of all income of the College and deposit in depositories approved by the Executive Committee of the Board of Trustees.
11. approval of all disbursements and issue checks for proper expenditures.
12. administration of insurance with the advice of the Executive Committee of the Board of Trustees.
13. supervises the contract of businesses hired by the college, such as food services and bookstore contracts.

The following personnel report to the Vice President for Business Affairs:

- Controller
- Director of Facilities Services
- Director of Human Resources

- Director of Purchasing/Administrative Services

### Vice President for Enrollment and Dean of Admission and Financial Assistance

The Vice President for Enrollment and Dean of Admission and Financial Assistance is directly responsible to the President of the College for supervising all of the college's enrollment services, including primarily the recruitment and selection of traditional and non-traditional students as well as strategic management of merit-based scholarship and need-based financial assistance programs. The Dean supervises the admission and financial assistance staff. The senior admission and financial assistance professionals and the admission office manager/receptionist report directly to the Dean.

### Vice President for Student Affairs

The Vice President for Student Affairs provides leadership, vision, and direction for the personnel, programs, and budgets in the Division of Student Affairs including: Campus Safety, Career Engagement, Civic Engagement, Counseling, Dean of Students, Food Service, Health Services, Intercultural Life, Residence Life, and Student Life and The Commons student center. Duties include:

1. Serve as the senior Student Affairs Officer. Directly supervises the Dean of Students and an administrative assistant in the Office of Student Affairs, and the Directors of Campus Safety, Career Engagement, Civic Engagement, and Food Service.
2. Serve on the President's Council and work collaboratively with Council members from Academic Affairs, Alumni and College Advancement, Business Services, Enrollment Management, and Information Technology.
3. Contribute to institutional initiatives related to matters including enrollment, budget management, student learning and engagement, fundraising, and campus facilities and grounds master plan development and implementation.
4. Responsible for student success initiatives that can enhance retention. Serve as chair of the Student Success Committee. Work closely with the Director of Institutional Research to assess student engagement, success, satisfaction, and retention.
5. Serve as an ex officio member of the Faculty Student Life committee. Provide reports to the Enrollment and Student Affairs committee of the Board of Trustees and various other constituencies.
6. Coordinate parent orientation programs, communication initiatives (web pages, newsletters), and the Parents Advisory Council.
7. Serve as advisor to Student Senate.

8. Oversee annual College events or activities including Baccalaureate, Commencement, and New Student Convocation.
9. Assist the President with special projects.

### Vice President for Alumni and College Advancement

The Vice President for Alumni and College Advancement is directly responsible to the President for all fund raising, alumni, and communications activities of the College, and assists the Board of Trustees' Alumni and College Advancement Policy Committee and Committee on Trusteeship.

The primary functions of the Alumni and College Advancement division are to:

1. secure gifts to advance the mission of the college.
2. engage internal and external audiences through communications and alumni outreach.
3. maintain all institutional alumni records.

Directly responsible to the Vice President for Alumni and College Advancement for these functions are the Alumni Director, the Director of College Communications, the Director of Development, and the Director of Advancement Services.

### Director of Athletics

The Director of Athletics is directly responsible to the President of the College for the development and operation of the men's and women's intercollegiate athletic programs and the administration of all athletic policies of the College. These policies include those developed by the faculty according to standards adopted by the Iowa Intercollegiate Athletic Conference and the National Collegiate Athletic Association. It is understood, however, that all athletic policies and programs are decisions of Cornell College and not the conferences to which it chooses to belong.

### College Chaplain<sup>52</sup>

The Chaplain of the College is responsible for providing guidance and support on matters of spiritual formation; serves as counselor to students, faculty, and staff; works with various campus organizations and Divisions of the College including Student Affairs; assists the President with church-college relations; provides Spiritual Life leadership, and engages in occasional teaching.

The major functions and responsibilities of the office include:

1. providing spiritual direction, counsel, and support to students of diverse backgrounds, interests, and needs;

2. working with individuals and groups of students, faculty, and staff to support students' religious practices, inter-faith understanding, global citizenship, and quest to explore and clarify their sense of meaning and purpose, and interconnection with others, world, and the Sacred;
3. providing pastoral care and counsel to faculty and staff;
4. serving as minister in campus ceremonies; and
5. assisting the President in the College's relationship with the Iowa Annual Conference of the United Methodist Church and with the local clergy.

### Special Assistant to the President

This individual is a senior advisor to the President and has responsibility for assisting the President in planning and policy development, supporting the Board of Trustees, managing development and implementation of program initiatives that originate in the President's Office, and coordinating activities and projects which cross divisional boundaries.

The following administrative officers are responsible to the Special Assistant to the President:

1. The Director of Information Technology directs a staff providing vision, solutions, and services to assist the college community to meet its goals wherever college activities take place. The four working groups reporting to the Director are responsible for implementation, maintenance, and end-user support of
  - college-owned computer equipment and campus phone and TV systems (Technical Services)
  - core network infrastructure, servers, and security (Network Services)
  - the college administrative system and associated databases and applications (Database Services)
  - technical aspects of the college web site and associated applications and custom programming (Web Services)
2. The Director of Institutional Research and Assessment works with the college community to foster a campus culture of "intellectual curiosity" about, and inquiry into, student learning and educational excellence. The Director oversees the College's assessment plan, co-facilitates campus efforts related to accreditation, and coordinates the collection, analysis, interpretation and dissemination of institutional data for purposes of curricular enhancement, strategic planning and decision-making, policy development, and institutional improvement.

### Assistant to the President

The Assistant to the President is directly responsible to the President of the College for the overall management of the President's Office, as well as keeping minutes, arranging

meetings and providing assistance to the Board of Trustees. The Assistant to the President also performs such administrative responsibilities as the President may delegate.

### The President's Council and Administrative Staff

The President's Council meets at the President's discretion to plan and coordinate the ongoing administration of the College, to improve communication among offices, and to identify and solve College problems as they may occur during the year.

Members of the President's Council are: Vice President for Academic Affairs and Dean of the College; Special Assistant to the President; Vice President for Business Affairs; Vice President for Enrollment and Dean of Admission and Financial Assistance; Vice President for Alumni and College Advancement; and Vice President for Student Affairs.

The President's Administrative Staff includes the officers named in the preceding paragraph as well as other administrators.

## IV. PERSONNEL POLICIES<sup>53</sup>

### Academic Freedom

Cornell College policy in regard to academic freedom and tenure follows in principle the 1940 Statement of Principles on Academic Freedom and Tenure and the 1970 interpretation of the American Association of University Professors and the Association of American Colleges adopted as follows:

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

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relationship to their subject. The intent of this statement is not to discourage what is “controversial.” Controversy is at the heart of the free academic inquiry which this entire statement is designed to foster. This passage serves to underscore the need, however, for teachers to avoid persistently intruding material which has no relation to their subject.

College or university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As men and women of learning and as educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional representatives.

### Professional Ethics<sup>54</sup>

#### 1. Introduction

This code of professional ethics is viewed as a broad guideline for faculty conduct. It is not designed to cover every situation in which an ethical question is involved but rather tries to provide a general set of standards that can help the professor in acting responsibly within the College. In the end, the effectiveness of this Statement rests with the willingness of the faculty to accept its obligation as presented in this Statement. This Statement, necessarily presented in terms of the ideal, sets forth those general standards that serve as a reminder of the variety of obligations assumed by all members of the profession. This policy follows in principle the AAUP Statement of Professional Ethics which was adopted at its 73rd Annual Meeting, June 1987.

In the enforcement of ethical standards, the academic profession differs from those of law and medicine, whose associations act to assure the integrity of members engaged in private practice. In the academic profession, the individual institution of higher learning provides this assurance and so should normally



handle questions concerning propriety of conduct within its own framework by reference to a faculty group. If any alleged offense is deemed sufficiently serious to raise the possibility of dismissal, the procedures stated in the *Faculty Handbook* should be followed.

## 2. The Statement

A. The Faculty of Cornell College, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon us. Our primary responsibility to our subject is to seek and to state the truth as we see it. To this end we devote our energies to developing and improving our scholarly competence. We accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. We practice intellectual honesty. Although we may follow subsidiary interests, these interests must never seriously hamper or compromise our freedom of inquiry.

B. As teachers, we encourage the free pursuit of learning in our students. We hold before them the best scholarly and ethical standards of our discipline. We demonstrate respect for the student as an individual, and adhere to our proper role as intellectual guide and counselor. We make every reasonable effort to foster honest academic conduct and to assure that our evaluation of students reflects their true merit. We respect the confidential nature of the relationship between professor and student. We avoid any exploitation, harassment, or discriminatory treatment of students and acknowledge significant assistance from them. We protect their academic freedom.

C. As colleagues, we have obligations that derive from common membership in the community of scholars. We do not discriminate against or harass colleagues. We respect and defend the free inquiry of our associates. In the exchange of criticism and ideas we show due respect for the opinions of others. We acknowledge our academic debts and strive to be objective in our professional judgment of our colleagues. We accept our share of faculty responsibilities for the governance of Cornell College.

D. As members of our institution, we seek above all to be effective teachers and scholars. Although we observe the stated regulations of the institution, provided they do not contravene academic freedom, we maintain our right to criticize and seek revision. We determine the amount and character of the work we do outside our institution with due regard to our paramount responsibility within it. When considering the interruption or termination of our service, we recognize the effect of our decision upon the program of the institution and give due notice of our intentions.

E. As members of our community, we have the rights and obligations of any citizen. We measure the urgency of these obligations in the light of our responsibilities to our subject, to our students, to our profession, and to our institution. When we speak or act as a private person, we avoid creating the impression that we speak or act for Cornell College. As citizens engaged in a profession that depends upon freedom for its health and integrity, we have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

### 3. Implementation

Faculty, administrators, and students who desire an interpretation of this Statement in light of contemplated action or an action taken which is believed to violate this Statement should take their concerns first to the Dean of the College. If a satisfactory resolution cannot be found by this informal means, parties to the discussion may refer their concern to the Committee on Reappointment, Tenure, and Promotion for clarification and decision. The Committee will render a decision on the ethical nature of the issue. It will report to the Faculty only the issues raised and the conclusions reached.

#### Statement of Ethical Conduct<sup>55</sup>

All employees of Cornell College shall:

1. Conduct College business with honesty and integrity, striving for excellence in all aspects of their work.
2. Maintain the highest level of personal conduct and ethics, including:
  - a. Respecting the rights and views of students and fellow employees.
  - b. Presenting information honestly and accurately, never plagiarizing or falsely representing personal or professional information.
  - c. Maintaining the confidentiality of information to which they have access and using it only in the discharge of official duties.
3. Be familiar with and uphold laws and regulations related to their jobs and the College's activities, and adhere to all College policies and procedures.
4. Report unethical, illegal, or fraudulent activities either directly to one's division head or the Director of Human Resources or through the Whistleblower Policy.

#### Whistleblower Policy<sup>56</sup>

##### 1. Policy Statement

Cornell College affirms its dedication to the highest standards of ethical conduct, professionalism, and high quality in our education and administration. The College welcomes and encourages the reporting of policy and compliance concerns. Reporting assists us in our obligation to embrace the concepts noted above as well as to maintain compliance with all governmental laws and regulations as well as college policies. This policy applies to all employees (faculty, staff, student employees, and volunteers).

Fraudulent or Dishonest conduct is a deliberate act or failure to act with the intention of obtaining a material unauthorized benefit. Examples of such include, but are not limited to

- violation of law or government regulation;
- forgery or alteration of documents;
- unauthorized alteration or manipulation of computer files;
- fraudulent financial reporting;
- submitting fraudulent or improper expense account reporting, for example, manipulation of reimbursement expense forms for business transportation, meals and lodging;
- misappropriation or misuse of Cornell's resources;
- authorizing or receiving compensation for goods not received or services not performed;
- authorizing or receiving compensation not earned.

A whistleblower is a Cornell employee who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties detailed in this policy. The employee is not responsible for investigating the activity or for determining fault or corrective measures.

## 2. Reporting Procedure

In order for the college to take necessary internal corrective action, an employee is encouraged to report, preferably in writing, a disclosure of any activity described above as follows:

- A. If a student or group of students is accused, the matter should be reported to the Dean of Students.
- B. If a faculty member is accused, the Subcommittee on Reappointment, Tenure and Promotion should be notified. They shall hear the case and make appropriate recommendations to the Dean of the College and the President.
- C. If a maintenance person is accused, the Vice President for Business Affairs will investigate the matter, with a union steward present during any questioning of the accused. If any disciplinary measures are taken, the accused may follow the grievance and/or disciplinary procedures in the union contract.
- D. If a member of the administrative or hourly staff is accused, the matter should be reported to the Director of Human Resources.
- E. If the Director of Human Resources is accused, the matter should be reported to the Vice President for Business Affairs.
- F. If a Vice President is accused, the matter should be reported to the President.
- G. If the President is accused, the matter will be referred to the Chair of the Board of Trustees.
- H. If members of contracted organizations employed by the College, e.g., security services, food services, book store, are accused, contractual procedures will be followed.

The disclosure should be factual and contain as much specific information as possible. If an employee is unwilling or unable to put a disclosure in writing, he/she should report the activity orally to the appropriate college official who will prepare a written summary of the individual's disclosure, and provide a copy to the individual for accuracy and completeness.

All allegations will be investigated by the appropriate college official. All college employees are expected to fully cooperate in the investigation of the allegations. The appropriate corrective action, up to and including termination, will be administered if the investigation finds that an employee engaged in activity as described above.

### 3. False Allegations

The employee must exercise sound judgment to avoid making baseless allegations. An employee who intentionally files a false report of wrongdoing may be subject to discipline up to and including termination

### 4. Protections

Whistleblower protections are provided in two important areas – confidentiality and retaliation. Insofar as possible, the confidentiality of the individual reporting will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. If identity disclosure becomes necessary, the employee will be notified. Cornell will not retaliate against a whistleblower. This commitment includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any reporting individual who believes he/she is experiencing retaliation must contact the Director of Human Resources immediately. All complaints will be investigated promptly and with discretion, and all information obtained will be handled on a “need to know” basis. Any individual found to be retaliating will be disciplined, up to and including termination in accordance with established procedures. The right of a reporting individual for protection against retaliation does not include immunity vis-à-vis any personal wrongdoing that is alleged and investigated.

Questions should be directed to the Director of Human Resources (X 4243).

## Employee Conflict of Interest Policy and Procedures<sup>57</sup>

### 1. Policy

In an effort to preserve institutional integrity, accountability, and fairness, it is appropriate that institutions have conflict of interest policies and procedures. It is the policy of Cornell College that all its employees avoid both conflicts of interest and the appearance of conflicts of interest whenever possible. Since it is unlikely that all conflicts of interest can be avoided, such conflicts should not inevitably disqualify one from service or employment. Rather, certain safeguarding procedures should be followed, including disclosure of potential or extant conflicts and recusal from discussions and decisions in areas of conflict. Sensitivity to these issues and a proactive stance in dealing with them is a responsibility of all Cornell employees.

A conflict of interest exists when the institution's employees have an outside interest that has the potential of being at variance with the best interests of the institution. This includes, but is not limited to

- conflicting financial interests
- use of confidential information for personal gain
- unauthorized disclosure of confidential information
- use of institutional time or facilities for personal purposes
- supervision or evaluation of family members or those with whom one has romantic relationships

If you are unclear about whether any particular behavior would constitute a conflict of interest, consult with

- your direct supervisor or
- your division head or
- the Director of Human Resources.

These persons can also offer advice on how to avoid a conflict or, if unavoidable, how to recuse oneself from a conflict of interest situation.

## 2. Reporting and Implementation

All members of the Cornell community are responsible for helping the college avoid conflict of interest problems. Apparent conflicts should be reported so that they can be investigated and, if verified, appropriate actions can be taken. The Director of Human Resources shall direct reports of conflict of interest to the appropriate supervisor or division head or, in the case of the President, to the Chair of the Board of Trustees.

The college will not retaliate against employees for reporting actual or possible violations of the policy. Consistent with the college's Whistleblower Policy, the identity of those providing information about possible violations will be protected within legal limits. Individuals who take retaliatory action may be subject to discipline, consistent with applicable college regulations and processes.

Reported violations will be investigated by the appropriate office of the college, depending on the nature of the violation. Disciplinary measures may be taken, consistent with applicable college regulations and processes.

Attempts to discredit others through inappropriate use of this policy are not permitted; individuals doing so will be considered for disciplinary action, consistent with applicable college regulations and processes.

## Anti-Discrimination Policy<sup>58</sup>

### 1. General Statement of Policy

Cornell College affirms the right of its students, faculty, and staff to live, work, and study in an environment free from discrimination or harassment on the basis of age, color, disability, gender identity or expression, national origin, race, religion, creed, sex, sexual orientation, genetic information, pregnancy, as well as any other characteristics protected by state, federal, or local law. Neither may applicants for employment or enrollment be discriminated against based on the above characteristics.

Prohibited conduct includes but is not limited to unwelcome verbal, non-verbal, physical, or other conduct relating to an individual's age, color, disability, gender identity or expression, national origin, race, religion, creed, sex, sexual orientation, genetic information, pregnancy, or any other characteristic protected by state, federal, or local law, which has the purpose or effect of unreasonably interfering with an individual's work or academic performance or participation in College-sponsored programs or activities, or creates an intimidating, hostile, or offensive working, learning, social or residential environment.

Specific policies on affirmative action in employment (section 2) and sexual harassment and sexual misconduct (section 3) are delineated below.

These policies shall not be construed to discourage legitimate intellectual inquiry, debate, discussion or advocacy on the Cornell campus consistent with principles of academic freedom and free speech rights.

Discriminatory and harassing conduct will not be tolerated and should not be ignored by victims or witnesses. Discriminatory or harassing behavior is a serious violation of community standards and may result in disciplinary action up to and including termination of employment. Any such conduct should be reported promptly. Reporting procedures are outlined in section 4, below.

The College's policies on discrimination, harassment, sexual harassment, and sexual misconduct apply not only to College faculty, staff, and students, but also to vendors, contractors, and third parties, whether in person or via phone or computer. If a member of the College community believes that he or she has been subjected to prohibited conduct by a vendor, contractor, or third party, the community member should report the violation.

Cornell College faculty members and most staff are not "mandatory reporters" of child abuse and are not legally obligated to report information on known or suspected cases of child abuse, nor are faculty members or staff legally required by Iowa law to report sexual harassment or discrimination involving Cornell College students. However, faculty members and staff are strongly urged to share any such information involving possible abuse, discrimination or harassment, as outlined in this policy, with the Dean of the College, the Dean of Students, or other staff who can arrange support services for the student.

## 2. Affirmative Action Policy Statement

Cornell College is an Equal Employment Opportunity employer. It is against Cornell College's policy for any employee to discriminate against an applicant for employment on the basis of age, color, disability, gender identity or expression, national origin, race, religion, creed, sex, sexual orientation, genetic information, pregnancy, as well as any other characteristic protected by state, federal, or local law.

Cornell College is an Affirmative Action employer and is committed to recruiting and retaining a diverse workforce through specific guidelines, delineated in the Affirmative Action Program, regarding employment searches, diversity training, and ongoing assessment of recruitment and

retention. Cornell College's Equal Employment Opportunity/Affirmative Action policy is consistent with guidelines set forth in Iowa Code Section 261.9.

As part of the college's equal employment opportunity policy, Cornell College will also take affirmative action as called for by applicable laws and Executive Orders to ensure that minority group individuals, females, disabled veterans, recently separated veterans, other protected veterans, Armed Forces service medal veterans, and qualified disabled persons are introduced into our workforce and considered for promotional opportunities.

Employees and applicants shall not be subjected to harassment, intimidation, or any type of retaliation because they have (1) filed a complaint; (2) assisted or participated in an investigation, compliance review, hearing, or any other activity related to the administration of any federal, state, or local law requiring equal employment opportunity; (3) opposed any act or practice made unlawful by any federal, state, or local law requiring equal opportunity; or (4) exercised any other legal right protected by federal, state, or local law requiring equal opportunity.

The above-mentioned policies shall be periodically brought to the attention of supervisors and shall be appropriately administered. It is the responsibility of each supervisor at Cornell to ensure affirmative implementation of these policies to avoid any discrimination in employment. All employees are expected to recognize these policies and cooperate with their implementation. Violation of these policies is a disciplinary offense.

An Affirmative Action Officer coordinates affirmative action responsibilities. The Diversity Committee will work cooperatively with and make recommendations to the Affirmative Action Officer and the President on Cornell's commitment to affirmative action, including policies and practices related to the recruitment and retention of a diverse faculty and staff.

[Click here](#) to view the Affirmative Action Program.

### 3. Sexual Harassment and Misconduct Policy Statement

Cornell College affirms the right of its students, faculty, and staff to live, work, and study in an environment free from sexual harassment by or against any member of the community. Cornell College is also committed to providing a safe environment for minors, developmentally disabled persons, and vulnerable adults by ensuring they are not subjected to sexual misconduct by members of the campus community.

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

- Submission to such conduct is made or threatened to be 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 or threatened to be used as the 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 professional performance or creating what a reasonable person would perceive as an intimidating, hostile, or offensive employment, education, or living environment.

Sexual violence is a form of sexual harassment, and complaints of sexual harassment due to sexual violence may be pursued whether or not criminal complaints are filed or prosecuted.

Sexual violence includes physical sexual acts perpetrated without a person’s consent or where a person is incapable of giving consent due to use of drugs and/or alcohol or to an intellectual or other disability. Some examples of sexual violence include rape, sexual assault, sexual battery, and sexual coercion.

[Click here](#) for further definitions of sexual abuse/misconduct/assault.

[Click here](#) to view the Child Abuse Reporting Policy.

#### 4. Reporting Procedures

##### A. General Procedures

1. If you believe you have been discriminated against, been harassed, or experienced sexual misconduct:
  - Report it promptly to one of the individuals listed under “Reporting Violations.”
  - Don’t delay reporting a problem.
  - Consider keeping a written, dated record of events.
  
2. If you witness or become aware of possible discriminatory or harassing behavior, or sexual misconduct by others:
  - Report it promptly to one of the individuals listed under “Reporting Violations.”
  
3. If you think you may have offended or harassed someone:
  - Don’t assume others will tell you when they feel offended or harassed by what you say and do.
  - Examine how others respond to what you say and do.
  - Apologize as soon as possible.
  - Change your behavior.

##### B. Reporting Violations

A description of the alleged violation, including parties involved, time, date, location, and overview of the incident, should be submitted verbally or in writing to the appropriate person listed below. If the report is made verbally, a written summary will be prepared to be signed by the complainant.

If the accused individual is:	Address concern to:
Staff (including administration)	Director of Human Resources* or the Affirmative Action Officer (If this involves a maintenance worker the union will be involved.)
Faculty	Dean of the College, or Director of Human Resources* or the Affirmative Action Officer
Students	Dean of Students, or Director of Human Resources,* or follow the reporting procedure defined in the “Sexual Misconduct” policy in the student handbook, “The Compass”

\*Concerns regarding the Director of Human Resources should be directed to the Vice President of Business Affairs



### C. Investigation and Confidentiality

All reports describing conduct that is inconsistent with these policies will be promptly and thoroughly investigated. Complaints about violations of these policies will be handled discreetly, with facts made available only to those who need to know to investigate and resolve the matter. The Director of Human Resources will either be involved, or kept informed (unless he/she is accused, then the Vice President of Business Affairs will be involved). If a Vice-President is accused, the President will be involved. If the President is accused, the matter will be referred to the Chair of the Board of Trustees. Confidentiality will be maintained to the extent possible.

### D. Resolution

If a complaint of discrimination, harassment, sexual harassment, or sexual misconduct is found to be substantiated, appropriate corrective action will follow, up to and including termination of employment. If the complaint involves a faculty member, the Subcommittee on Reappointment, Promotion, and Tenure will hear the case and make appropriate recommendations to the Dean and the President.

### E. Retaliation Prohibited

Retaliation against any person who makes a bona fide report of discrimination or harassment, is accused of, or participates in an investigation, is strictly prohibited. Likewise, any retaliation against the individual's family or friends, is strictly prohibited. Retaliation may involve behaviors such as defacing someone's property, harassing them, or threatening them. Reports of retaliation will be investigated and, if substantiated, those perpetrating the retaliation will be disciplined, up to and including termination of employment. If the complaint involves a faculty member, the Subcommittee on Reappointment, Promotion, and Tenure will hear the case and make appropriate recommendations to the Dean and the President. Anyone experiencing any conduct that he or she believes to be retaliatory should immediately report it to one of the individuals listed above under "Reporting Violations".

### F. False Reporting

Cornell College will not tolerate intentional false reporting. It is a violation of college policy to make an intentionally false report of sexual harassment/misconduct, and it may also violate state criminal statutes and civil defamation laws. If a substantiated case of intentional false reporting occurs, the party involved will be disciplined, up to and including termination of employment. If a faculty member is involved, the Subcommittee on Reappointment, Promotion, and Tenure will hear the case and make appropriate recommendations to the Dean and the President.

### G. Appeal Process

In the event the complainant or the accused is dissatisfied with the outcome of the investigation, the dissatisfied party should notify one of the individuals listed under "Reporting Violations" and an appeal committee will be convened. If the accused is a faculty member, the Faculty Grievance Committee shall hear the case and report to the President. If the accused is a staff member, a committee consisting of the Director of Human Resources, the Dean of Students, and the Dean of the College shall hear the case. If any committee member is involved as a part of the alleged violation the President will appoint an alternate. Final appeal rests with the President.

## Consensual Relationships Policy<sup>59</sup>

Romantic relationships or sexual activity between adults that might be appropriate in other circumstances have inherent dangers when they occur between a faculty member, or staff and any person for whom he or she has a professional responsibility. These dangers can include: that a student or employee may feel coerced into an unwanted relationship because he or she fears that refusal to enter into the relationship will adversely affect his or her education or employment; that conflicts of interest may arise when a faculty member, supervisor, or other member of the College community is required to evaluate the work of or make personnel or academic decisions with respect to an individual with whom he or she is having a romantic relationship; that students or employees may perceive that a fellow student or co-worker who is involved in a romantic relationship will receive an unfair advantage; and that if the relationship ends in a way that is not amicable, either or both of the parties may wish to take action to injure the other party.

Faculty members or staff who have professional responsibility for other individuals should therefore be aware that romantic relationships or sexual activity involving a student or employee for whom they have such a responsibility may raise questions regarding the mutuality of the relationship and may lead to charges of sexual harassment. In this context, an individual has “professional responsibility” for another individual at the College if he or she performs functions including, but not limited to, teaching, counseling, coaching, grading, advising, evaluating, hiring, supervising, or making decisions or recommendations that confer benefits such as promotions, financial aid awards, or other remuneration, or that may impact other academic or employment opportunities.

For the reasons stated above, romantic relationships and sexual activity between faculty members or staff and those employees for whom they have professional responsibility are strongly discouraged, and romantic relationships and sexual activity between faculty members or staff and students to whom they are not married or in a formal domestic partnership are prohibited. If, notwithstanding this policy, a relationship prohibited by this policy develops, the Faculty or Staff member should immediately disclose it to his or her Divisional Vice President, who should take steps to address any conflict of interest posed by the relationship. The Divisional Vice President will determine, in consultation with the Director of Human Resources, what corrective steps will need to be taken. Violation or failure to promptly disclose and correct a violation of this policy is grounds for disciplinary action.

On occasion, an employee will have a dating, romantic, or sexual relationship, or a marriage, with an individual who then becomes a student, or an individual with a pre-existing relationship with a student will become an employee. It is the obligation of the employee to disclose that relationship or marriage to the Director of Human Resources. It is the obligation of the Director of Human Resources, in consultation with the appropriate Divisional Vice President, to take the steps that he or she deems necessary to insure that the educational experience of the student, and other students in the College, is not materially affected by the dating, romantic, sexual, or marital relationship. Since individual cases may vary, the Director of Human Resources has discretion to consider specific circumstances—the nature of the relationship, the specifics of the student’s academic program, the employee’s duties, and constraints on the College—in fashioning these steps. The steps can range from no action, to the recusal of the employee from matters involving the student, to changes in the employee’s duties.

## Faculty Grievance Procedure<sup>60</sup>

Cornell College has a strong tradition of collegiality, which encourages informal settlement of disagreements and disputes about institutional sanctions levied against faculty members. However, it is important to provide formal procedures for instances when faculty members feel aggrieved and cannot gain satisfactory resolution through informal routes. This policy provides a procedure to address faculty grievances not addressed elsewhere. In particular, this policy covers such matters as appeals of decisions by the Reappointment, Tenure and Promotion Subcommittee or appeals of sanctions short of termination recommended by that subcommittee or levied by the Dean of the College.

- A. Committee: The Grievance Committee shall be advisory to the president—or, in the case of a grievance against the president, advisory to the Board of Trustees—and shall consist of the following three individually elected faculty officials: the chair of the Committee on Administration, who shall act as chair; the chair of the Faculty Salary Subcommittee; and the chair of the Committee on Committees. If any member of the Grievance Committee is party to the case or elects not to serve, that member shall be replaced by a tenured member of the faculty selected by the Committee on Committees.
- B. Procedure: Within 120 days of the alleged injury, the complainant faculty member shall communicate in writing to the chair of the Grievance Committee the nature of the grievance and the remedy sought, and shall provide appropriate supporting documentation. Upon receipt of such written complaint the chair will convene the Committee. The Grievance Committee will conduct such inquiry as it deems warranted, and it may consult with such persons as the dean, the president, and/or the Affirmative Action officer. It shall afford the individual or individuals whose actions are the object of the grievance an opportunity to respond. The committee shall determine whether the grievance has merit, and it shall communicate its findings and recommendations in writing to the affected parties and to the president or, at the Committee's discretion, to the Board of Trustees.

## Smokefree Campus<sup>61</sup>

### 1. Policy

In accordance with the State of Iowa Smokefree Air Act, smoking is prohibited at Cornell College. All indoor and outdoor spaces are smoke free.

This law means that smoking is prohibited on all college property, including inside and outside of our buildings, at athletic venues, and in the parking lots. The law also restricts smoking inside of vehicles in parking lots. Signage has been posted on building entrances denoting our smokefree status.

Questions pertaining to this policy should be directed to your supervisor, division vice president, or Director of Human Resources (X 4243). It is the responsibility of the Director of Human Resources to keep this policy up-to-date in conjunction with any changes in the legal requirements. This policy applies to faculty, staff, students and anyone visiting the Cornell College campus.

## 2. Reporting and Implementation

We encourage each person to feel comfortable addressing someone who is smoking in an improper place by asking them kindly to stop. If you are not comfortable with this, or the person doesn't respond kindly to you, then feel free to contact Campus Security at 895-4299.

In order for the college to take necessary internal corrective action, an employee is encouraged to report, preferably in writing, a disclosure of the prohibited smoking as follows:

- A. If a student group or group of students is accused, the matter should be reported to the Dean of Students
- B. If a faculty member is accused, the matter should be reported to the Vice President for Academic Affairs and Dean of the College.
- C. If a member of the staff or administration is accused, the matter should be reported to the Director of Human Resources.
- D. If members of contracted organizations employed by the College, e.g., security services, food services, book store, are accused, the matter should be reported to the Director of Human Resources. Working in conjunction with the divisional vice president, contractual procedures will be followed.

The disclosure should be factual and contain as much specific information as possible. If an employee is unwilling or unable to put a disclosure in writing, he/she should report the activity orally to the appropriate college official. It is important to note the date, the time, and the place the prohibited smoking occurred.

The employee must exercise sound judgment to avoid making baseless allegations. An employee who intentionally files a false report of wrongdoing may be subject to discipline up to and including termination, in accordance with established disciplinary procedures.

### Description of the Several Faculty Ranks<sup>62</sup>

The following statements are a description of and basic criteria for the various ranks:

An instructor should hold a master's degree or its equivalent. Beginning with the rank of instructor, the faculty member becomes a voting member of the faculty, is eligible for membership in committees of the College, and begins to accumulate years towards the sabbatical leave program as well as consideration for tenure.

The assistant professor should hold a doctor's degree or its equivalent, and should usually have had some teaching experience.

The associate professor should hold a doctor's degree or its equivalent. Promotion to this rank will generally be concomitant with the granting of tenure. For faculty with the usual

six year probationary period this occurs at the start of the seventh year. Initial appointment at this rank need not assume the granting of tenure.

The professor should hold a doctor's degree or its equivalent. Anyone promoted to this rank should have tenure. Initial appointment at this rank need not assume the granting of tenure. Promotion to or initial appointment at this rank is a clear recognition of excellence in all four categories listed in the following section.

### Criteria for Appointment, Salary Increment, Renewal, Tenure, and Promotion<sup>63</sup>

The candidate for appointment, renewal of appointment, promotion, tenure, and salary increments at Cornell College shall be evaluated on the following criteria:

1. Excellence in Teaching -- (Teaching, the primary responsibility of the Cornell faculty, includes tutorial work, advising, and counseling of students as well as classroom presentation) as evidenced by the evaluation of students, colleagues, and administrators using the following criteria:
  - a. Proficiency in the subject matter
  - b. An ability to present the subject matter of the course in a clear and coherent manner
  - c. An ability to communicate to students the sense of excitement involved in intellectual discovery
  - d. Conscientiousness in fulfilling teaching responsibilities
2. Intellectual and Professional Stature -- as evidenced by:
  - a. Advanced degrees
  - b. Publications
  - c. Off-campus professional activity and recognition
  - d. Contribution to the overall intellectual and cultural life of the College community outside of normal teaching responsibilities
3. Commitment to the Liberal Arts -- as evidenced by:
  - a. A commitment to knowledge, scholarship, and intellectual activity as goods in themselves
  - b. An awareness of the relationship of the Educational Priorities and Outcomes to one's discipline and to the pursuit of liberal studies<sup>64</sup>
  - c. A willingness to engage in activities designed to integrate the various academic programs of the College into a coherent whole.
4. Service -- as evidenced by:
  - a. Contributions of time and energy to the department and committees of the College
  - b. Contributions--other than normal advising responsibilities--to the intellectual, social, and personal welfare of the students of the College

- c. An active involvement in the fostering of a lively sense of community spirit among all elements of the College constituency
- d. Contributions to the welfare of the community at large

We recognize that there is a significant amount of interpretation among all four of these broad categories. Excellence in one is related to excellence in another.

## Expectations and Evaluation of Faculty Members at Cornell College <sup>65</sup>

### General Objectives

The primary purpose of the evaluation of faculty members is to foster and maintain excellent performance. Cornell's evaluation policies and procedures aim to improve professional effectiveness and to give encouragement by providing for members of the faculty a source of information regarding their impact on others and the perceptions others have of their professional activities. The procedures also offer to faculty members being reviewed an opportunity to inform the Reappointment, Tenure, and Promotion Subcommittee of their activities and achievements. The results of the evaluation should be of use to the RTP Subcommittee and administrative officials responsible for making personnel decisions at Cornell, and they should also aid faculty members in their professional growth.

### General Criteria

The areas at issue in the evaluation process are (1) teaching and advising, (2) intellectual and professional stature, (3) commitment to the liberal arts, and (4) service. Since Cornell is an undergraduate institution, it is faculty members' impact on students as teachers and advisors that is of most concern in the review process. In addition, the faculty is a community of scholars and artists, and institutional evaluation therefore attends also to the faculty members' growth in their various disciplines. Moreover, because Cornell is a liberal arts college, there is an expectation that faculty will be purveyors of the liberal arts. Finally, since the successful conduct of College affairs requires extensive faculty participation, the evaluation takes into consideration the faculty members' service in the institution and beyond.

While there is not and cannot be a precise formula for the relative weighting of performance in these areas as applied to all individuals, teaching is clearly the most important component with respect both to expectations for time and effort and to the value the College places upon such activity. Faculty members must be effective teachers to gain permanent employment at Cornell. Appropriately, evaluation at the Reappointment stage focuses primarily upon the character and potential of the faculty member's teaching performance. At later stages of the evaluation process, substantial activity in other areas must augment continuing development of effective teaching in order to ensure successful progress toward tenure.

These guidelines indicate Cornell's institutional ideals and aspirations with respect to faculty performance, and faculty members are evaluated in light of their progress toward the general model of excellence which those ideals and aspirations imply. However, the College's commitment to academic freedom ensures that many variations on the theme of excellence are legitimate in our setting. In this connection, evaluators should keep in mind that faculty

members are not expected to allocate time and energy equally to all categories of activity, and that whenever possible we wish to recognize particular strengths and individual mixes of the four major categories of evaluation.

### 1. Teaching and Advising

At Cornell, effective teaching inspires effective learning through the engagement of students with course materials, teachers, and other students. No check-list can sum up this enterprise; no one approach, style, or persona works for all. But some characteristics are recurrent, and suggestive.

Effective Cornell teachers typically model the active intellect; show enthusiasm for the subject matter; care passionately about teaching in all its dimensions and scholarship broadly conceived; and attend to students with understanding and respect. They work hard to convey the values, skills, and content of their discipline. They read their student audience; they facilitate student involvement; they challenge, criticize, and support. They try to use what is said and done in the classroom to give meaning to the moment, operating with authority, sensitivity, and dispatch.

In part, faculty members at Cornell learn how to be effective teachers by talking with colleagues, considering advice like that offered in Teaching at Cornell, and taking seriously both the various aspects of teaching and learning to be rated in student evaluation and the completed student evaluation forms themselves. Department chairs, RTP Subcommittee members, and the Dean of the College all have some responsibility for advising junior faculty and evaluating teaching performance, and the periodic reviews of faculty members address that issue in ways intended to be helpful to the candidate at whatever stage. However, the best way to learn how to be an effective teacher is, over and over, to think carefully about the learning situation--and then go into the classroom or laboratory or studio and teach.

In evaluating teaching effectiveness, the Reappointment, Tenure, and Promotion Subcommittee will examine evidence provided by the candidate, by other faculty members, staff and by students. The candidate will be asked to comment on her/his teaching performance as part of a comprehensive self-evaluation narrative. The faculty, staff, and the student body will be informed when faculty members are being reviewed and will be invited to submit statements to be considered in the evaluation process. The department chair and the other members of the department should provide additional information and perspective, and they will be asked to comment on the candidate's teaching as part of a comprehensive departmental review recommendation. The judgments of students will be available to the Subcommittee from uniform student evaluations, Senior Surveys, and any other student evaluation instruments used by the faculty member or Subcommittee.

Representatives from both the relevant department and the RTP Subcommittee will make class visitations as part of the review process and may also interview students. No judgment about student evaluation of an instructor's teaching performance will be based exclusively on standardized evaluation forms. As part of the self-evaluation process, candidates will be invited to submit such data as course syllabi and written assignments, manuals, course enrollment statistics, and statements of course goals and teaching

methods. The Subcommittee may also solicit comments from alumni regarding their classroom experience with a faculty member under review.

Academic advising carries the teaching role past the classroom for the purpose of helping students make educational choices in the larger contexts of the department and the College. After the first year all tenure-track faculty members are expected to serve as academic advisors, regularly advising first-year students and others, except when given leave or special release.

Effective advisors articulate the value of a well-rounded liberal arts education and encourage students to explore the variety of courses offered at Cornell. In connection with the various degree programs, they offer perspective, suggest alternatives, provide feedback, and give final approval for student programs year by year. Cornell advisors should endeavor to provide continuity of contact with their advisees, whose contact with other faculty may be intensive but relatively short-term because of One-Course-At-A-Time. Finally, in connection with the caring atmosphere which Cornell aspires to foster, effective advisors give their advisees support, refer them to other resource persons, and encourage them to take responsibility for the conduct of their college careers.

Academic advising performance is evaluated on the basis of commentary about faculty members' advising from students, faculty, staff, and department chairs. The RTP Subcommittee may also request comments from other persons, including the Registrar.

## 2. Intellectual and Professional Stature

Recognizing the close connection between effective teaching and intellectual and professional stature, the College encourages and expects scholarly or creative activity among its faculty as a component of effective teaching or as an end in itself. Since teaching is the clear emphasis at Cornell, faculty members are expected to devote appropriate time and energy to this aspect of professional activity. Extensive reading in the discipline, revision of courses when warranted, and development of new courses when appropriate to the program in a department are expected activities. In sum, faculty must attend to current developments in their field as they pertain to their pedagogical activities.

It is also important for faculty members regularly to engage in other scholarly or creative experience appropriate to their respective disciplines and interests. For example, in the physical and biological sciences, Cornell faculty members are expected to "do science," i.e., undertake the thinking and activity of scientific research, preferably in projects that involve students as co-researchers. Similarly, studio artists are expected to "make art"; artist-performers are expected to perform; and faculty in other fields are expected to engage variously in historical, theoretical, empirical, analytical, critical, textual, and/or pedagogical studies. Moreover, the institution recognizes that scholarly and creative activities inside and outside of Cornell College are valuable to the individual faculty member involved and to the College as a whole. The College therefore both desires and fosters such activities. Further, recognizing the range of disciplinary practices and needs, the College endeavors to support professional activities in equitable and appropriate ways in its allocation of faculty development funds. Except for a provision asking that each faculty member make a public presentation at least once during her/his first four years of service, the College has no specific expectations or requirements in this area.



At Cornell, the process of engagement is as important as the product. Cornell recognizes the value of the product and will make an effort to evaluate and appreciate it appropriately; but the College is equally interested in the vitality of relationship between the faculty member and the work being undertaken. Cornell invites and affirms traditional scholarship and creative activity. There is, however, no expectation that a faculty member will produce a given amount of scholarly or creative work over a prescribed period of time. In emphasizing both the process and the product, the College expects that faculty members will demonstrate thoughtful and energetic interest in professional and intellectual growth and will regularly plan, undertake, and report on meaningful activity. In this context faculty members should think about their interests and goals and discuss them with departmental colleagues, the Dean, and others at or beyond Cornell.

One of the considerations in assessing intellectual and personal stature is awareness of recent scholarship. Legislation passed by the Cornell faculty in 1987 states that in conducting interviews of candidates for positions on the faculty and before making recommendations regarding faculty personnel decisions, faculty members should determine whether candidates are appropriately abreast of recent scholarship in their respective disciplines. Many of the topics that should be discussed under this general heading are "discipline specific," and normally the best-suited persons to pursue the matter are members of the relevant department.

In light of our commitment to create an environment free from bias and to give to all members of the Cornell community the assurance that they are valued equally as human beings, we expect faculty members to be aware of scholarship relevant to such a commitment. Scholars should be able to overcome prejudice against groups defined by categories such as race, culture, religion, nationality, language, class, gender or sexual orientation. In most disciplines, subject matter and methodology have been influenced by efforts to enhance understanding and to reduce barriers by investigations of such groups and their interrelations. Faculty members and prospective faculty members being evaluated may appropriately be asked for evidence of such knowledge. For example, a candidate for a position in American history or sociology would be expected to be aware of the research and writing related to race in America that accompanied and followed the "Civil Rights Revolution" of the 1960s. Similarly, faculty members and aspiring faculty members should be expected to be familiar with at least the broad outlines of feminist scholarship in their disciplines.

("Feminist scholarship" may include the following types of scholarly works: [1] works whose primary focus is on women, treating women as a subject of inquiry of inherent interest, rather than as an adjunct to men; [2] works examining a question from a feminist perspective; [3] works which examine the impact of gender upon the epistemology, paradigms, methodologies, research topics and/or data of a given discipline; [4] works which uncover previously unknown or neglected contributions by women to any aspect of the human endeavor; and [5] works which examine pedagogical questions of teaching a given subject to men and women.)

In evaluating scholarly activity, the RTP Subcommittee weighs the impact of the work at hand on both the faculty member as an individual and on the presence of the faculty member in the setting of Cornell. Although disciplinary engagement is requisite for all faculty members, the College also affirms cross-disciplinary or broadly liberal arts

oriented professional activity where such activity evidently contributes to curricular advancement or personal/professional growth.

In assessing the candidate's curricular activity, the Subcommittee will consider evidence of extensive reading in the field, revision of courses, development of new courses, and pedagogical experimentation and growth. Other appropriate activities to be considered may include project proposals and summaries of work-in-progress; contributions to symposia, colloquia, conferences, workshops, and clinics, and works online; publications, including textbooks; participation in performances, shows, and exhibits; and work in professional organizations. In the course of evaluating professional activity, the Subcommittee will consider testimony from the candidate, the department, other faculty colleagues, and, when appropriate, academic and artistic persons outside the College. Except for the completion of degree work in progress, activity in this category becomes more important in the stages after Reappointment, when the teaching enterprise has become well established at Cornell.

### 3. Commitment to the Liberal Arts<sup>66</sup>

This criterion is at once the most pervasive and the least precise of those we consider in our reviews. In our public discourse about Cornell as a liberal arts college, we talk about a curriculum which embraces many disciplines; pedagogies which emphasize, in varying degrees, instruction and experience in critical thinking, communication, problem-solving, and computation; and the inherent intellectual/imaginative value of undergraduate study. We say that a liberal arts education prepares students to be disciplined, thoughtful, and adaptive to change. Insofar as this conceptualization can be distinguished from other versions of higher education, we ask that our faculty members actively advance it in their work.

Commitment to the liberal arts can and should be expressed in several ways. At Cornell, a liberal education not only means the completing of a certain curriculum but also fostering the broad understanding and critical thinking that are crucial to intellectual growth. Cornell faculty members are expected to affirm this education, in and out of the classroom, throughout their career at the College. In this connection, faculty are invited to consider the college's mission and core values (*Catalogue*) and to address how the Educational Priorities and Outcomes relate to the faculty member's teaching, scholarship, and other activities. By doing this, faculty ensure that Cornell students encounter the overall educational objectives of the College across the entire curriculum.

Cornell teachers and advisors should also convey an appreciation of the liberal arts aspects of their own and other disciplines. As a collegial body they should attend responsibly to the content, organization, and procedures related to the curriculum as a whole. In addition, all Cornell faculty members are expected to take an interest in the intellectual and creative life of the College as represented in the various public lectures, symposia, exhibitions, and performances scheduled from year to year. The College encourages both attendance and participation vis-a-vis these activities. Evidence of a faculty member's commitment to the liberal arts may be found in both curricular and extra-curricular activities, and individual initiatives in this area will be valued and accorded appropriate recognition.

### 4. Service

The criterion of service is understood to mean professionally relevant contributions to the College, the community, and society at large. Cornell is a collegial institution, and all sectors contribute to its ongoing life. But the charter explicitly gives to the faculty substantial authority over "all matters connected with the educational, social, moral and religious work of the College." Faculty governance therefore is in many respects institutional governance, and faculty are expected to participate as a matter of responsible campus citizenship. Such participation is grounded in Cornell's faculty committee system, where most faculty serve regularly, but it extends also to participation in the ongoing and special activities of the department, periodic service on search committees, occasional service in ad hoc capacities, and cyclical service as department chair. Faculty members are also encouraged to serve as advisors to student organizations on campus. Evidence of appropriate service may include membership on committees and participation of record in other governance and collegial activities at Cornell.

Cornell faculty members are often called upon to serve also in the wider Mt. Vernon/Cedar Rapids/Iowa City community and beyond. Historically a number of faculty have been elected to school boards and city councils in the area, while others have given leadership in churches or in other dimensions of civic life at the local, state, or national level. Such service is not expected of all Cornell faculty, but it is consistent with the mission of the College and therefore is invited, appreciated, and counted as a positive contribution.

#### Procedures: Initial Appointment of Faculty<sup>67</sup>

1. When a faculty position is open, the Dean shall notify the faculty of that fact, and the Committee on Administration, in consultation with the department involved, will evaluate the importance of that position to the educational goals of the College and will make one of three recommendations to the administration: (1) the position should not be filled; (2) the position should be designated as part-time and filled; (3) the position should be designated as full-time and filled. The committee sends its recommendation to the Dean of the College. The Dean then submits his or her own recommendation along with the committee's recommendation to the President.

2. When the administration determines whether and how the vacancy is to be filled, the Dean shall notify the rest of the faculty of that decision. A search is conducted in accordance with the College's Affirmative Action/Equal Opportunity Program.

The department shall consult with the Dean regarding the candidates to be invited to the campus for interviews. Such candidates shall be interviewed by a group of faculty members (search committee) representing various disciplines and academic points of view. All candidates for a given position shall be interviewed by substantially the same group. Search committee members are responsible for giving to the chair of the search committee their opinions of candidates whom they have interviewed. The department chair shall notify the Dean of the search committee's preferences.

3. This procedure may be modified only by mutual consent of the Dean and the department following consultation with the Director of Human Resources and Affirmative Action Officer. Problems of appointments or appointment procedures may be referred to the Committee on Administration.

4. The Dean recommends the candidate to the President, and the President, if he or she approves, in turn recommends the candidate to the Executive Committee of the Board of Trustees for final approval.
5. Initial appointments to the rank of instructor or assistant professor will be made by contract normally for a period of one or two years. Normally reappointments in these ranks will be made by contract on a two-year basis.
6. Initial appointments to the rank of associate or full professor will be made by contract for a period of one or two years. Reappointment, if tenure has not yet been granted, may be for a one or two-year period.

#### Shared Appointments on the Tenure Track <sup>68</sup>

Understanding the strong interest in flexibility among persons in higher education in the 1990's, Cornell College offers the possibility of a shared tenure-track appointment, normally to be filled by two persons employed in the same department. Here are specific guidelines:

1. Each person shall teach a minimum of three courses in any given year, and a minimum of six courses over each two-year period. Compensation shall be proportional at the full-time rate. Persons sharing an appointment may negotiate for additional teaching at a part-time rate, depending on the needs of the department.
2. To ensure the involvement of both persons in the life of the department, each shall advise entering students as well as majors, in numbers approximating half of those assigned to full-time members of the faculty.
3. To ensure the involvement of both persons in the life of the College, each shall perform appropriate committee service, normally serving this capacity two out of four years, or three out of six years.
4. To ensure support for the professional activity of both persons, each shall be eligible for any available start-up monies, and each may apply annually for Cornell development funds or request matching funds for outside grant support.
5. Each person shall be evaluated independently along the tenure-track and shall be expected to meet Cornell standards of quality with respect to all stated criteria for awarding tenure. Normal consideration for tenure and promotion to associate professor will be in the eighth year of employment at Cornell, with a sabbatical leave to follow in the ninth year.
6. Each person shall have proportional eligibility for any Cornell fringe benefits currently in force. Full sabbatical leave and other leave policies will apply to the position as a whole, with leave release to be split between those sharing the position.
7. Should one person in this position leave the institution, the College will reconsider the shared nature of this particular position for the future using the normal mechanism for consideration of positions that involves the Committee on Administration.

## Faculty Appointment Review Schedule <sup>69</sup>

The normal review schedule is (1) reappointment, which takes place in the first semester of the candidate's second year, (2) pre-tenure, which takes place in the candidate's fourth year, (3) tenure, which takes place in the candidate's sixth year, (4) promotion to professor, for which candidates may apply beginning in their seventh year of service as associate professor, and (5) post-promotion, which normally takes place on a regular cycle beginning no less than six and no more than ten years following promotion to professor. Accelerated review schedules are sometimes used for faculty members who come with previous teaching credit and/or experience. These schedules are agreed upon by the Dean, the department, and the candidate. Candidates who postpone or decline consideration for promotion to full professor shall continue to be reviewed on a six to ten year cycle using procedures for post-promotion reviews until they request consideration for promotion.

### Tenure <sup>70</sup>

After the expiration of a probationary period, faculty shall have permanent or continuous tenure, and their services shall be terminated only for adequate cause, except, under extraordinary circumstances, because of financial exigency. <sup>71</sup>

Cornell College policy in regard to academic freedom and tenure follows in principle the 1940 Statement of Principles of the American Association of University Professors and the Associations of American Colleges. In the interpretation of the principle of tenure, the following shall constitute Cornell's practice:

1. The precise terms and conditions of every appointment, including if necessary a statement about the completion of a terminal degree, shall be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.
2. The maximum probationary periods for the various ranks shall be as follows:
  - a. At the rank of instructor, seven years at Cornell College, after which period the instructor is to be promoted to the rank of assistant professor or be no longer retained in the service of the institution;
  - b. At the rank of assistant professor and above, seven years at Cornell College (including years as instructor);
  - c. It may be that the probationary period will be shorter, if when called to Cornell College, a teacher has had full-time service at other institutions of higher and/or other appropriate experience. Such agreement will be made in writing.
  - d. Faculty in the first academic year of service are notified no later than March 1, if the appointment expires at the end of that year. Faculty in the second academic year of service are notified no later than December 15 of that second year, if the appointment expires at the end of that year. Faculty with two or more years of service at Cornell College shall be given at least twelve months notice before the expiration of an appointment.

(Normal practice at Cornell is for a beginning instructor or assistant professor to be given, if reappointed, a series of three two-year contracts, with a tenure decision to be made in the spring of the sixth year. If tenure is not awarded, then the seventh year is terminal.)

3. During the probationary period, a teacher shall have the academic freedom that all other members of the faculty have.

4. Termination for cause of continuous appointment; or the dismissal for cause of a teacher previous to the expiration of a term appointment, shall be considered according to the Regulations Governing Faculty Dismissals given below. In all cases where the facts are in dispute, the accused teachers shall be informed before the hearing in writing of the charges against them and shall have the opportunity to be heard in their own defense by all bodies that pass judgment upon their case. They shall be permitted to have with them an advisor of their own choosing who may act as counsel. There shall be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence, the testimony shall include that of teachers and other scholars, either from this or from other institutions. Faculty on continuous appointment who are dismissed for reasons not involving moral turpitude shall receive their salaries for at least a year from the date of notification of dismissal, whether or not they have continued in their duties at the institution. See *Handbook* section on “Termination of Appointment for Cause.”

5. Termination of a continuous appointment because of financial exigency shall be demonstrably bona fide. See *Handbook* section on “Termination of Appointment for Reasons of Financial Exigency.”

### Professional Development and Evaluation of Faculty<sup>72</sup>

Cornell College, as a liberal arts undergraduate college, aspires above all to excellence in teaching. The College strives to appoint to and retain faculty members who are committed and effective teachers, scholars, and members of the academic and larger communities. In our corporate life as an institution we seek to provide an environment conducive to excellence in teaching and to the continuous professional development of the faculty. As part of this effort we establish a system for faculty evaluation.

The performance of faculty members is, by the very nature of the profession, evaluated on a continuing basis, formal and informal, by their colleagues and students, by their peers in their disciplines at other institutions, and by potential funding agencies both public and private. This continuing evaluation is healthy and valuable. In addition, formal methods of evaluation are necessary within the College for purposes of making decisions regarding reappointment, tenure, promotion, merit salary increases, sabbatical leaves, and faculty improvement grants. Faculty evaluation also assists faculty members in their continuing effort to improve their performance. Such evaluation should not be limited to non-tenured faculty members.

### Procedures: Reappointment, Tenure and Promotion<sup>73</sup>

#### A. Faculty Member

Early in the academic year the Dean publishes a list of all faculty reviews to be conducted by the Subcommittee on Reappointment, Tenure, and Promotion.

Preparatory to the review, the Dean shall invite the faculty member to discuss the review process and provide guidance in preparation for the review. The Office of Academic Affairs will assemble a pertinent file for consideration by the department and/or program and the RTP Subcommittee. The file will contain materials submitted by the faculty member including a self-commentary speaking explicitly to teaching and advising, intellectual and professional stature, service, and affirmation of the liberal arts. The self-commentary should address any issues raised as an outcome of earlier reviews. The faculty member's submission should also include an up-to-date curriculum vita; representative course syllabi; other course materials (optional); relevant publications or presentation texts; and any other materials of relevance that the candidate may choose to submit.

In addition, the file will contain the departmental recommendation and faculty letters solicited by the candidate. The Dean shall also invite faculty, student and staff letters and may invite letters from designated alumnae/i for the file. Finally, student evaluations for courses taught by the candidate during the review period, as well as student evaluations solicited by the Dean's Office in consultation with the candidate, and a summary of departmental grade point average comparisons will be placed in the file for review. In the case of pre-tenure and tenure reviews, materials from prior review(s) will be reviewed and considered.

A closing date for submissions from individuals outside the candidate's department will be noted by the review schedule, which is published by the Dean's Office.

#### B. Departments<sup>74</sup>

The departmental recommendation is important because members of the department can best assess the extent and quality of the candidate's performance on the basis of the four criteria described in "Expectations and Evaluation of Faculty Members at Cornell College" given elsewhere in the Faculty Handbook.

Department chairs shall follow the procedures described below in preparing the departmental recommendation.

Preparatory to the review, the Dean shall meet with the department chair to discuss the review process and provide guidance for the review.

The department chair shall meet with the candidate prior to the submission of the candidate's materials to the Dean's Office to discuss the review process.

After receiving the candidate's review file from the Dean's Office, the file will be housed in the department chair's office. All tenure-track and only tenure-track members of the department (with the exception of the candidate) will have access to the review file.

For pre-tenure, tenure, and promotion to professor, the department chair or another designated member of the department shall:

- a. arrange for a classroom visit(s) at a mutually convenient time and write a classroom visit report that may be integrated into the departmental recommendation or submitted as a separate document.

b. meet with students (majors and/or non-majors) individually or in groups for a discussion of the candidate's specific strengths and weaknesses. Two members, whenever possible, of the department shall participate in group meetings. A summary of the discussion may be integrated into the departmental recommendation or submitted as a separate document.

c. meet with tenure-track members of the department to discuss the candidate's file and formulate a departmental recommendation.

Each tenure-track member of the department, with the exception of the candidate, must sign an acknowledgement that s/he has read the official departmental recommendation. Signature does not imply agreement or disagreement with the document. The departmental recommendation will be placed in the candidate's file a minimum of five working days prior to the submission of the file to the Dean's Office. Tenure-track members of the department, with the exception of the candidate, may add letters in response to the departmental recommendation at any time prior to the submission of the file to the Dean's Office. Chairs will inform department members when any additional material is placed in the file.

The review file will be considered closed after the chair submits it to the Dean's Office. No further documents will be added to the file.

The department chair shall provide the written department recommendation to the candidate and discuss the recommendation with the candidate after the file is closed and prior to the Subcommittee review.

C. Department/Program Procedures for the Review of Faculty Members Holding Joint Appointments<sup>75</sup>

The review file will be made available to each department/program. Each department/program will follow the protocol outlined in "Departments" earlier in this section of the Handbook.

If the faculty member holds a joint appointment in two departments, the department chairs shall exchange departmental recommendations after the review file is closed. Both department chairs shall serve as appointed members of the RTP Subcommittee for this review.

If the faculty member being reviewed holds a joint appointment in a department and a program, the program chair, in consultation with the Dean, shall appoint a committee of three tenure-track faculty members from within the program for the purpose of preparing a program recommendation. The department chair and program chair shall exchange recommendations after the review file is closed. All tenure-track and only tenure-track members of the candidate's department (with the exception of the candidate) and the appointed program committee will have access to the candidate's review file.

Each tenure-track member of the departments and/or the three appointed program committee members, with the exception of the candidate, must sign an acknowledgement that s/he has read the official recommendations. Signature does not imply agreement or disagreement with the documents. The official recommendation will be placed in the candidate's file a minimum of five working days prior to the submission of the file to the Dean's Office. Tenure-track members of the departments and/or program committee members, with the exception of the candidate, may add letters in response to the recommendations at any time prior to the submission of the file to the Dean's Office. Chairs will inform department members and/or program committee members when any additional material is placed in the file.



The review will be considered closed after the chair submits it to the Dean's Office. No further documents will be added to the file.

The department chairs and/or program chairs shall provide the written department or program recommendation to the candidate and discuss the recommendation with the candidate after the file is closed and prior to the Subcommittee review.

#### D. Procedures of the Subcommittee on Reappointment, Tenure, and Promotion<sup>76</sup>

There shall be within the Committee on Administration a Faculty Subcommittee on Reappointment, Tenure and Promotion. This Subcommittee shall consist of four tenured members of the faculty, elected for two-year terms, two members to be elected each year. The Dean of the College shall act as *ex officio* chair of the Subcommittee. The Dean shall not vote during individual faculty reviews but may vote if necessary (i.e., as any other committee chair does) when the subcommittee is performing other functions.

For each review (reappointment, pre-tenure, tenure, promotion, or post-promotion), the Dean and three elected members shall serve as the review committee. Faculty mentors shall not serve on their mentee's reappointment, pre-tenure, or tenure review committees; otherwise, which elected members serve on specific review committees shall be determined by a random process designed to distribute reviews as evenly as possible among elected members by irrespective of any other factors. An elected member of RTP shall not recuse himself or herself for any reason other than being a faculty mentor for a specific faculty member being reviewed. The personnel for specific review committees shall be determined at the beginning of each academic year and this information shall be transmitted to those faculty members being reviewed. Once determined, the composition of any specific review committee shall not be changed except in case of emergency. An individual review may be moved to a different time if necessary but the composition of any specific review committee shall not be changed except in case of emergency. Should an emergency arise, the composition of a specific review committee can be changed, but only with the consent of the faculty member being reviewed.

This specific review committee, called the Review Subcommittee (or Review Subcommittee with its added members where applicable; see below) will make recommendations in all cases of reappointment, pre-tenure, tenure, and promotion reviews.

#### E. Reappointment, Pre-tenure, and Tenure Reviews

When the Reappointment, Tenure, and Promotion Subcommittee is to conduct a review for reappointment, the review will be conducted by the Review Subcommittee consisting of three of the four elected members of the Subcommittee and the Dean. The chair of the department shall serve as a non-voting member of the Review Subcommittee. If the chair of the department is an elected member of the Review Subcommittee, the department will appoint another member.

When the Review Subcommittee is to conduct a pre-tenure or tenure review, the chair of the department concerned and a tenured faculty member from outside the candidate's department and invited by the candidate being reviewed shall be added to the Review Subcommittee. If the chair of the department is an elected member of the Review Subcommittee, the department will appoint another member. The added faculty member's role is not to serve as an advocate, but instead is to

fairly and fully evaluate all information relevant to the review and make an independent judgment in the same manner as other members of the Review Subcommittee.

Because of the confidential nature of the mentor-mentee relationship, a candidate's Faculty Mentor shall not serve on reappointment, pre-tenure, or tenure Review Subcommittees.

When the Subcommittee is to conduct a review for reappointment for a candidate holding a joint appointment in two departments, both department chairs shall serve as non-voting members of the Review Subcommittee. If either chair is an elected member of the Review Subcommittee, the department will appoint another member.

When the Subcommittee is to conduct a pre-tenure or tenure review for a candidate holding a joint appointment in two departments, both department chairs shall serve as appointed members of the Review Subcommittee for all reviews and a tenured faculty member from outside the candidate's departments and invited by the candidate being reviewed will be added to the Review Subcommittee. If either chair is an elected member of the Review Subcommittee, the department will appoint another member. The added faculty member's role is not to serve as an advocate, but instead is to fairly and fully evaluate all information relevant to the review and make an independent judgment in the same manner as other members of the Review Subcommittee. In the case of a tie vote, the votes of the elected RTP members will determine the outcome.

When the Subcommittee is to conduct a review for reappointment for a candidate holding a joint appointment in a department and a program, the department chair and program chair shall serve as non-voting members of the Review Subcommittee. If either chair is an elected member of the Review Subcommittee, the department or program will appoint another member.

When the Subcommittee is to conduct a pre-tenure or tenure review for a candidate holding a joint appointment in a department and a program, the department chair and program chair shall serve as appointed members of the Review Subcommittee for all reviews, and a tenured faculty member from outside the candidate's department and program and invited by the candidate being reviewed shall be added to the Review Subcommittee. If either chair is an elected member of the Review Subcommittee, the department or program will appoint another member. The added faculty member's role is not to serve as an advocate, but instead is to fairly and fully evaluate all information relevant to the review and make an independent judgment in the same manner as other members of the Review Subcommittee. In the case of a tie vote, the votes of the elected RTP members will determine the outcome.

The Review Subcommittee will meet with the candidate being reviewed if such a meeting is requested by the candidate. The Review Subcommittee may also request such a meeting. The Review Subcommittee may also bring in other individuals as appropriate.

Following each reappointment or pre-tenure review the Review Subcommittee members shall make one of the following recommendations by secret ballot: (1) reappointment (with or without suggestions or concerns), (2) reappointment with reservations (including stipulations), (3) conditional reappointment for one year (including stipulations), or (4) no reappointment but extension of employment for a terminal year, or (5) no reappointment and termination at the end of the current year (only for those faculty who have not yet completed two years of service).

Following each tenure review the Review Subcommittee members shall make one of the following recommendations by secret ballot: (1) reappointment and tenure (with or without

suggestions or concerns), (2) denial of tenure with extension of employment for a terminal year, or (3) extension of probationary period for one year with tenure review in the following year.

The Dean shall tally the ballots and report the results to the Subcommittee. In all cases, to which there will be no exceptions, the vote of the individual faculty members of the Review Subcommittee will remain confidential.

The Dean shall meet with the candidate to convey the final recommendation and substance of the Review Subcommittee's deliberations. A report of the Review Subcommittee's deliberations will be recorded in a letter written by the Dean and transmitted to the candidate, the department chair, and the President. The letter will be approved by all members of the Review Subcommittee. The letter will become a part of the faculty member's personnel file in the Office of the Dean. Should the individual be reappointed, the letter will be made available to the Review Subcommittee that will conduct the candidate's next review.

If the candidate desires a meeting of appeal with the Review Subcommittee to hear and respond to the reasons for the Review Subcommittee's recommendation, this request will be granted. If the candidate wishes to appeal the RTP Review Subcommittee's decision, the candidate will follow the "Faculty Grievance Procedure" outlined in the Faculty Handbook.

The Dean shall transmit to the President of the College the recommendation of the Review Subcommittee along with his/her own recommendation. If the recommendation of the Dean differs from that of the Review Subcommittee, the President shall pursue the matter with both the Review Subcommittee and the Dean to make a determination of institutional outcome.

In the event the President believes that he or she should make a decision involving tenure, or the formal review of a reappointment which is contrary to the recommendation of the Review Subcommittee, the President shall meet with the Review Subcommittee before making his or her decision known to the candidate.

A positive recommendation, as approved and conveyed by the President, must be ratified at the spring meeting of the Board of Trustees to become official. Normally, a negative recommendation will be conveyed to both the President and the Trustees as an item for information only.

The candidate may request a conference with the President or the Dean to discuss the recommendation. At any point in these proceedings prior to the time the President makes the recommendation to the Board of Trustees, the individual has a right to withdraw from consideration for tenure or reappointment or to submit a written resignation to the President and the Board of Trustees.

A list will be published each year of those who have been granted reappointment and tenure after the Board of Trustees has officially acted upon these recommendations from the President.

In no case should the review process described above be used as a substitute for the procedures adopted for use in cases of dismissal for cause.

#### F. Promotion to the Rank of Professor<sup>77</sup>

Since promotion to the rank of full professor is the College's highest academic honor, it should signify an outstanding contribution, not merely satisfactory performance and years of service. The Reappointment, Tenure, and Promotion Subcommittee expects excellent performance in teaching and in at least one of the other three areas of evaluation described in "Expectations and Evaluation of Faculty Members at Cornell College" found elsewhere in the Faculty Handbook. This promotion implies fulfillment of the expectations expressed at the time of tenure and promotion to the senior faculty ranks, as well as the assumption of an appropriate share of the responsibilities related to departmental and campus governance. Given the emphasis the College places upon teaching, the flexibility among the other three areas recognizes that faculty members will differ in their strengths and interests; indeed, such diversity is desirable. Nonetheless, substantial contributions are expected in all of the areas of involvement in the institution.

Early in the academic year, the Dean shall inform department and program chairs of the eligible faculty members requesting promotion to the rank of professor. Normally, faculty members are eligible in the candidate's seventh year of service as associate professor.

When the Subcommittee is to conduct a review for promotion to the rank of professor, the review will be conducted by the Review Subcommittee consisting of three of the four elected members of the Subcommittee and the Dean. The chair of the department shall serve as a non-voting member of the Review Subcommittee. If the chair of the department is an elected member of the Review Subcommittee, the department will appoint another member. In the case of joint appointments, the two departments or the department and program chairs shall conduct the review in accordance with "Department/Program Procedures for the Review of Faculty Members Holding Joint Appointments" found elsewhere in the Faculty Handbook and both chairs shall serve as non-voting members of the Review Subcommittee.

Preparatory to the review, the Dean shall invite the faculty member to discuss the review process and provide guidance in preparation for the review. The Office of Academic Affairs will assemble a pertinent file for consideration by the department and the RTP Review Subcommittee. The file will contain materials submitted by the faculty member including a self-commentary speaking explicitly to teaching and advising, intellectual and professional stature, service, and affirmation of the liberal arts. The self-commentary should address any issues raised as an outcome of earlier reviews. The faculty member's submission should also include an up-to-date curriculum vita; representative course syllabi; other course materials (optional); relevant publications or presentation texts; and any other materials of relevance that the candidate may choose to submit.

In addition, the file will contain the departmental/program recommendations and faculty letters solicited by the candidate. The Dean shall also invite faculty, student and staff letters and may invite letters from designated alumnae/i for the file. Finally, student evaluations for courses taught by the candidate during the review period, as well as student evaluations solicited by the Dean's Office in consultation with the candidate, and a summary of departmental grade point average comparisons will be placed in the file for review.

The department chairs/program chairs shall follow the departmental procedures described in "Departments" found elsewhere in the Faculty Handbook.

The Review Subcommittee will meet with the candidate being reviewed if such a meeting is requested by the candidate. The Review Subcommittee may also request such a meeting. The Review Subcommittee may also bring in other individuals as appropriate.

Following each promotion review the Review Subcommittee members shall make one of the following recommendations by secret ballot: (1) promote or (2) deny promotion. In the case of denial, the Review Subcommittee will recommend a timetable for reconsideration.

Should promotion be denied, the candidate's file will remain active until reconsideration. At the time of reconsideration, it will be supplemented with commentary from the candidate discussing the factors relevant to the denial of promotion and with new materials covering the interval since the previous consideration. Should the candidate choose to withdraw from consideration for promotion, reviews will be conducted at intervals of no less than six nor more than ten years as described in "Procedures: Post-Promotion Review."

The Dean shall meet with the candidate to convey the outcome of the Review Subcommittee's deliberations. The final decision of the Review Subcommittee will be recorded in a letter written by the Dean and transmitted to the candidate, the department chair, and the President. The letter will be approved by all members of the Review Subcommittee. The letter will become a part of the faculty member's personnel file in the Office of the Dean and will be made available to the Review Subcommittee that will conduct the candidate's next review.

If the candidate desires a meeting of appeal with the Review Subcommittee to hear and respond to the reasons for the Review Subcommittee's decision, the request will be granted.

The Dean shall transmit to the President of the College the recommendation of the Review Subcommittee along with his/her own recommendation. If the recommendation of the Dean differs from that of the Review Subcommittee, the President shall pursue the matter with both the Review Subcommittee and the Dean to make a determination of institutional outcome.

In the event the President believes that he or she should make a decision involving promotion which is contrary to the recommendation of the Review Subcommittee, the President shall meet with the Review Subcommittee before making his or her decision known to the candidate.

A positive recommendation, as approved and conveyed by the President, must be ratified at the spring meeting of the Board of Trustees to become official. Normally, a negative recommendation will be conveyed to both the President and the Trustees as an item for information only.

The candidate may request a conference with the President or the Dean to discuss the recommendation. At any point in these proceedings prior to the time the President makes the recommendation to the Board of Trustees, the individual has a right to withdraw from consideration for promotion.

A list will be published each year of those who have been granted promotion after the Board of Trustees has officially acted upon these recommendations from the President.

#### Procedures: Post-Promotion Reviews<sup>78</sup>

When the Subcommittee is to conduct a post-promotion review, the review will be conducted by the Review Subcommittee consisting of three of the four elected members of the Subcommittee and the Dean. The chair of the department shall serve as a member of the Review Subcommittee. In the case of a joint appointment in two departments, both department chairs

shall serve as appointed members of the Review Subcommittee. In the case of a joint appointment in a department and a program, the department chair and program chair shall serve as appointed members of the Review Subcommittee. No vote is taken.

The period between post-promotion reviews will be no less than six nor more than ten years.

Preparatory to the review, the Dean shall invite the faculty member to discuss the review process and provide guidance in preparation for the review. The Office of Academic Affairs will assemble a pertinent file for consideration by the department and the RTP Review Subcommittee. The file will contain materials submitted by the faculty member including a self-commentary speaking explicitly to teaching and advising, intellectual and professional stature, service, and affirmation of the liberal arts. The self-commentary should address any issues raised as an outcome of earlier reviews. The faculty member's submission should also include an up-to-date curriculum vita; representative course syllabi; other course materials (optional); relevant publications or presentation texts; and any other materials of relevance that the candidate may choose to submit.

In addition, the file will contain faculty letters solicited by the candidate. The Dean shall also invite faculty, student and staff letters and may invite letters from designated alumnae/i for the file. Finally, student evaluations for courses taught by the candidate during the review period, as well as student evaluations solicited by the Dean's Office in consultation with the candidate, and a summary of departmental grade point average comparisons will be placed in the file for review.

The department/program chair(s), having consulted the evaluation file and discussed the faculty member's work with department or program colleagues, will (each) submit a written commentary, which is also added to the file. The department and/or program chair(s) shall provide the written department or program commentary to the candidate and discuss it with the candidate prior to the Subcommittee review.

A closing date for submissions from individuals outside the candidate's department will be noted by the review schedule, which is published by the Dean's Office.

The Dean shall meet with the candidate to convey the substance of the Review Subcommittee's discussion. The Review Subcommittee's findings will be recorded in a letter written by the Dean and transmitted to the candidate, the department chair, and the President. The letter will be approved by all members of the Review Subcommittee. The letter will become a part of the faculty member's personnel file in the Office of the Dean.

### Procedures: Termination of Appointments

#### Regulation 1: Termination of Appointment for Cause<sup>79</sup>

##### A. Introductory Remarks

Any approach toward settling the difficulties which have beset dismissal proceedings on many American campuses must look beyond procedure into setting and cause. A dismissal proceeding is a symptom of failure; no amount of use of the removal process will help strengthen higher education as much as will the cultivation of conditions in which dismissals rarely if ever need to occur.

Just as the Board of Trustees is the legal and fiscal corporation of the College, the faculty is the academic entity. Historically, the academic corporation is the older. Faculties were formed in the Middle Ages, with managerial affairs either self-arranged or handled in course by the parent church. Modern college faculties, on the other hand, are part of a complex and extensive structure requiring legal incorporation, with stewards and managers specifically appointed to discharge certain functions.

Nonetheless, the faculty of a modern college constitutes an entity as real as that of the faculties of medieval times in terms of collective purpose and function. A necessary precondition of a strong faculty is that it have first-hand concern with its own membership. This is properly reflected both in appointments to and in separations from the faculty body.

A well-organized institution will reflect sympathetic understanding by trustees and teachers alike of their respective and complementary roles. These should be spelled out carefully in writing and made available to all. Trustees and faculty should understand and agree on their several functions in determining who shall join and who shall remain on the faculty. One of the prime duties of the administrator is to help preserve understanding of those functions. It seems clear on the American college scene that a close positive relationship exists between the excellence of colleges, the strength of their faculties, and the extent of faculty responsibility in determining faculty membership. Such a condition is in no wise inconsistent with full faculty awareness of institutional factors with which governing boards must be primarily concerned.

In the effective college, a dismissal proceeding involving a faculty member on tenure, or one occurring during the term of an appointment, will be a rare exception, caused by individual human weakness and not by an unhealthful setting. When it does come, however, the college should be prepared for it, so that both institutional integrity and individual human rights may be preserved during the process of resolving the trouble. The faculty must be willing to recommend the dismissal of a colleague when necessary. By the same token, presidents and governing boards must be willing to give full weight to a faculty judgment favorable to a colleague.

## B. Definitions

1. The following procedures shall be used when reason arises to question the fitness of a faculty member and dismissal is sought of a faculty member on continuous tenure, or of a faculty member on probationary or special appointment before the expiration of the term of appointment.

2. Adequate cause for dismissal shall be related, directly and substantially, to the fitness of the faculty member in his or her professional capacity as a teacher or researcher.<sup>80</sup> Adequate cause may be academic incompetence, neglect of duty, a serious violation of the faculty member's responsibilities as defined in the College's "Statement on Professional Ethics," or admission or conviction of a serious violation of the criminal code.\*<sup>81</sup> The burden of proof that adequate cause exists

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\* "Admission or conviction of a serious violation of the criminal code" is not itself

rests with the College and shall be satisfied only by clear and convincing evidence in the record considered as a whole.<sup>82</sup>

Termination, or the threat of it, shall not be used to restrict faculty members in their exercise of academic freedom or their rights.

### C. Pre-Hearing Procedures

1. A dismissal for cause under the circumstances defined in Section B shall be preceded by (a) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; (b) informal inquiry by the Reappointment, Tenure, and Promotion Subcommittee which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President; (c) a statement of charges, framed with reasonable particularity by the President or the President's delegate.<sup>83</sup>

2. In conducting its informal inquiry the Reappointment, Tenure, and Promotion Subcommittee shall conduct its meetings in private and shall keep its deliberations confidential. It may hear or receive evidence bearing on the charges against the faculty member from the faculty member who is charged, from the Administration, and from third parties, but the Subcommittee shall keep in mind that its function is to mediate and not to attempt the kind of extensive formal investigation or hearing which would duplicate the work of the formal Hearing Committee which might later hear the case. If the Subcommittee's inquiry fails to effect an adjustment, the Subcommittee shall report that fact to the parties concerned. The Subcommittee may join the President in preparing a statement of charges, or it may recommend to the President that the charges be dropped. Since the Subcommittee does not have the responsibility of conducting an extensive investigation, a decision neither to join in a statement of charges nor to recommend dropping the charges shall not be regarded as a finding for either party.

3. Service of notice of hearing with specific charges in writing shall be made at least twenty days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against him or her or asserts that the charges do not support a finding of adequate cause, the Hearing Committee shall evaluate all evidence and rest its recommendation upon the evidence in the record.<sup>84</sup>

### D. Suspension

Pending a final decision by the Hearing Committee, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to himself/herself or others is threatened by his or her continuance. Before suspending a faculty member, pending ultimate determination of his or her status

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necessarily cause for dismissal.



through the hearing procedures, the President shall consult with the Committee on Administration concerning the propriety, the length, and the other conditions of the suspension. A suspension which is intended to be final is a dismissal, and shall be treated as such. Salary shall continue during the period of suspension.<sup>85</sup>

#### E. Hearing Procedures

1. The faculty member who is charged shall have the right to be heard by a Hearing Committee under the procedures described below before the termination can be effective.

2. The Chair of the Committee on Administration will present a list of all full-time teaching members of the faculty with continuous tenure to the President and to the faculty member involved, each of whom, acting separately, may strike from the list up to one-third of the names on the list. From the names not so struck, the Chair, in the presence of the other members of the Committee on Administration, will draw by lot the names of five faculty members who will constitute the Hearing Committee. The members of the Hearing Committee will elect one of themselves as chair. (Members of the faculty chosen in this way for service on the Hearing Committee should recognize their obligation to serve. If, however, a member drawn for service disqualifies him or herself on grounds of bias, interest, or health, a replacement shall be chosen by lot from the above-mentioned list.)

3. The Hearing Committee may, with the consent of the parties concerned, hold joint pre-hearing meetings with the parties in order to (a) simplify the issues, (b) effect stipulations of fact, (c) provide for the exchange of documentary or other information, and (d) achieve such other appropriate pre-hearing objectives as will make the hearings fair, effective, and expeditious.<sup>86</sup>

4. The Hearing Committee, in consultation with the President and the faculty member, shall exercise its judgment as to whether the hearing should be public or private, but the faculty member may require the hearing to be private.<sup>87</sup>

5. During the proceedings the faculty member shall be permitted to have academic advisors and a lawyer of his or her own choice. The College also may have advisors and be represented by a lawyer of its choice.<sup>88</sup>

6. At the request of either party or the Hearing Committee, representatives of the American Association of University Professors or other responsible educational associations shall be permitted to attend the proceedings as observers.<sup>89</sup>

7. A verbatim record of the hearing or hearings shall be taken and a typewritten copy shall be made available to the faculty member without cost to him or her at his or her request.<sup>90</sup>

8. The Hearing Committee shall grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.<sup>91</sup>

9. The faculty member shall be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the College

shall, insofar as it is possible for it to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.<sup>92</sup> The College shall attempt to secure the consent of persons who have submitted relevant confidential material to the college to the use of such matter at the hearing; if the consent is refused, the College shall not be required to submit the material into evidence.<sup>93</sup>

10. The Chair of the Hearing Committee shall control the order of proof and all members of the committee may participate in questioning witnesses and otherwise securing the presentation of evidence important to the case. The Committee shall, by majority vote, decide all questions of procedure and scheduling when decisions of the Chair are protested by the President or the faculty member.<sup>94</sup>

11. The faculty member and the administration shall have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the Committee determines that the interests of justice require admission of their statements, the Committee shall identify the witnesses, disclose their statements, and if possible provide for written questions.<sup>95</sup>

12. In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.<sup>96</sup>

13. The Hearing Committee shall not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in resolving the issues of the case. Every possible effort shall be made to obtain the most reliable evidence available.<sup>97</sup>

14. Before the close of the hearing the President or his representative and the faculty member or his counsel shall be afforded an opportunity to present either or both written briefs and oral argument, and either or both briefs and oral argument may be requested by the Hearing Committee.<sup>98</sup>

15. The findings of fact and the decision shall be based solely on the evidence presented at the hearing. The Committee may proceed to decision promptly without having the record of the hearing transcribed where it believes a just decision can be reached by this means, or it may await the availability of a transcript.<sup>99</sup> The Committee shall make explicit findings with respect to each of the grounds for dismissal presented, and it may also prepare a statement of reasons for the findings. The vote for and against each finding, but not the name of those voting, shall be made part of the record.<sup>100</sup>

16. The President and the faculty member shall be notified of the decision in writing and shall be given a copy of the record of the hearing.<sup>101</sup>

17. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or the administrative officers shall be avoided so far as possible until the proceedings have been completed, including considerations by the Board of Trustees of Cornell College.<sup>102</sup>

18. The Hearing Committee may adopt additional procedures not inconsistent with those of these regulations.<sup>103</sup>

#### F. Post-Hearing Procedures

1. If the Hearing Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, the President will state his/her reasons for doing so, in writing, to the Hearing Committee and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the Hearing Committee concludes that adequate cause for dismissal has been established but an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.<sup>104</sup>

2. If dismissal or other penalty is recommended, the President shall, on request of the faculty member, transmit to the Board of Trustees the record of the case. The Board's review, which may be by appropriate Board committee, shall be based on the record of the committee hearing, and it shall provide opportunity for argument, (oral or written or both, at its discretion) by the principals at the hearing or by their representatives.<sup>105</sup> Either the decision of the Hearing Committee shall be sustained, or the proceeding shall be returned to the Hearing Committee with specific objections. The Hearing Committee shall then reconsider, taking into account the stated objections and receiving new evidence if necessary. If the Board returns the case to the Hearing Committee for reconsideration, the results of such reconsideration shall be studied by the Board before it makes a final decision.<sup>106</sup>

3. If the appointment is terminated, the faculty member may receive salary beyond the effective date of the termination based on the recommendations of the Hearing Committee, subject to the approval of the President. Such decisions shall take into account the length and quality of service of the faculty member and other relevant factors.<sup>107</sup> Faculty members on continuous appointment who are dismissed for cause not involving moral turpitude shall receive their salaries for at least a year from the date of notification of dismissal, whether or not they are continued in their duties at the College.<sup>108</sup>

#### Regulation 2: Termination of Appointment for Reason of Financial Exigency<sup>109</sup>

A. Termination of an appointment with continuous tenure, or of a probationary or special appointment before the end of the specified term, may occur under extraordinary circumstances because of a demonstrably bona fide financial exigency.

B. The Administration should inform the Committee on Administration as early and specifically as possible of significant impending financial difficulties that would clearly affect the quality of the academic program. The Committee on Administration shall participate in the decisions that a condition of financial exigency exists or is imminent and that all feasible alternatives to termination have been exhausted. The Committee shall be given access to all information that it requires to perform these tasks effectively. If the

Committee on Administration and the Administration agree that a state of financial exigency exists, the procedures in paragraphs C-H will be followed.

C. Judgments determining where within the overall academic program termination of appointments may occur involve considerations of educational policy including affirmative action, as well as of faculty status, and shall, therefore, be the primary responsibility of the Committee on Administration of the Faculty, including the Dean of the College, working cooperatively with the Administration. The Committee shall also establish criteria for identifying the individuals whose appointments are to be terminated. These criteria shall include consideration of areas of teaching capability and length of service. Based on the criteria that have been established, the Administration may then, after consultation with the Committee on Administration (excluding members of the Subcommittee on Reappointment, Tenure and Promotion), propose specific individual members of the faculty whose appointments are to be terminated.

D. An individual holding an appointment with continuous tenure or a probationary or special appointment before the end of the specified term, whose appointment is proposed for termination, shall receive notice of this intention from the Administration. The faculty member shall then have the right to a full hearing before the faculty members of the Subcommittee on Reappointment, Tenure, and Promotion, serving as a Hearing Committee. The hearing need not conform in all respects with a proceeding concerning dismissal for cause, but the essentials of an on-the-record adjudicative hearing shall be observed. The issues in this hearing may include:

- i. The existence and extent of the condition of financial exigency. The burden will rest on the Administration to prove the existence and extent of the condition. The findings of the Committee on Administration on the issues may be introduced.
- ii. The validity of the educational judgments and the criteria for identification for termination. The recommendations of the Committee on Administration on these matters shall be considered presumptively valid.
- iii. The question of whether the criteria are being properly applied in the individual case.

If, upon the basis of these hearings, the Hearing Committee concludes that one or more terminations have not been justified, the Committee shall report its reasons in writing to the President for each such case. In the event that a disagreement exists, the President should state the reasons in writing to the Committee and to the individual and should consider any rejoinders before sending a recommendation and summary of the case to the Executive Committee on the Board of Trustees.

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

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

G. In all cases of termination of appointment because of financial exigency, the faculty member concerned shall be given notice or severance salary not less than as prescribed in the rules for dismissals for cause.

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

#### Regulation 3: Resignation <sup>110</sup>

A. Faculty members with continuous tenure who desire to terminate their appointments will give notice within 30 days after receiving notice of the terms of their appointment for the next year, or by May 15, whichever is later, although a waiver of this requirement may be properly requested of the college in case of hardship or a situation where a faculty member would otherwise be denied substantial professional advancement.

B. While faculty members on probationary or temporary appointments may not properly resign before the expiration of the agreed term of their appointments, a waiver of this requirement may be properly requested of the college in case of hardship or a situation where a faculty member would otherwise be denied substantial professional advancement.

#### Regulation 4: Retirement <sup>111</sup>

Cornell College conforms with federal age discrimination laws which prohibit mandatory retirement based on age.

1. Cornell College is committed to the concept that the principal criteria for continuous appointment in the faculty are effectiveness of performance and continuation of the position held. Such performance will be determined by a process of regular and systematic evaluation. The basic principle governing the evaluation program is that termination of tenured faculty appointments is to be based on current policies of the Board of Trustees governing termination of tenured persons, i.e., such termination is to be based either on the free choice of the faculty member or on a negative performance evaluation by the college or on the justifiable elimination of the position.

2. Cornell College is committed to policies of career development and early retirement incentives for members of the faculty and administration. Programs should include but not be limited by the following:

A. Faculty study grants for improvement of teaching and scholarship and/or for undertaking the preliminary self-evaluation and skills necessary to begin new careers.

B. Effective incentives for early retirement such as maintenance of faculty rank and status, office facilities, part-time teaching responsibilities, non-teaching services to the college, or combinations thereof.

#### Regulation 5: Cornell College Severance Program <sup>112</sup>

The Cornell College Severance Program was amended effective November 26, 2012. Details and plan documents are available from the Office of Human Resources.

#### Emeritus Faculty <sup>113</sup>

Emeritus status may be granted, by action of the Board of Trustees, to those who have decided to retire from full-time teaching. Fifteen years of service is normally required for Emeritus status. No matter what their rank before retirement, the retiring faculty members will be given either the title of “Professor Emerita” or “Professor Emeritus,” and will be made honorary associate members of Cornell’s Alumni Association, if they are not so already. If they are alumni of the College, then they are given the Alumni Award of Merit.

Emeritus faculty may be invited to continue to teach on a part-time basis, in which case they have the privileges of part-time faculty as well as those privileges listed in the next paragraph.

If they no longer teach, they still receive some College mailings, are invited to certain all-College functions, still receive faculty library privileges, plus the benefits as described in Section VII “Additional Benefits” (admission to college events, bookstore discounts, tuition allowance for dependents, use of the Field House and Commons). They may also attend and speak at faculty meetings, but they no longer vote. They may march in academic processions. They may request to have office space on campus. Office space will be assigned on a space-available basis, with preference given to those who are teaching full-time or part-time. Permission for office space will be granted for one year at a time. (For retirement before age 65 see Regulation 4 - Retirement, #2.

#### Procedures: Part-Time Staffing <sup>114</sup>

The faculty, in consultation with the Dean of the College, have divided part-time appointments into five categories:

Category 1. Staff to teach additional sections of regular course offerings.

Category 2. Staff to teach established part-time positions e.g., music, ESL.

Category 3. Staff to replace faculty on sabbatical, release time or other leave.

Category 4. Staff to teach courses under development, or release regular faculty to teach such courses.

Category 5. Staff to teach one-time course offerings that enrich the college curriculum.

Each year the Dean will provide the Subcommittee on Academic Programs with a list of part-time faculty so that the subcommittee can keep track of such appointments.

Proposals for courses to be taught under Category 4 shall be submitted to the Subcommittee on Academic Programs as are regular new courses.

Since excessive delay might cause the college to miss opportunities leading to appointments in Category 5, the Dean would be free to initiate plans for staffing, after consultation with the relevant departments.

Proposals for courses to be taught under Category 5 shall be submitted to the Subcommittee on Academic programs as are regular new courses.

The Subcommittee on Academic Programs will report to the full Committee on Academic Affairs concerning these matters.

### Guidelines: Part-time Appointments<sup>115</sup>

#### 1. General Principles

A. Part-time appointments may be made to fill temporary needs (sabbatical replacement, enrollment overload, emergency leave of absence, etc.) or to enrich the curriculum in an area where, for whatever reason, a full-time appointment cannot be made. The college should seek as much as possible to maintain full-time positions for all programs in order to insure continuity and quality of instruction. In making part-time appointments, the college should, as in the case of full-time appointments, seek the most highly qualified persons available.

B. Wherever possible, the college and the departments should develop long-range plans to clarify the use of both temporary and permanent part-time staff in terms of educational goals and needs. Such plans should establish appropriate limits on the number of part-time teachers in relation to full-time staff.

C. Part-time faculty members are entitled to adequate office space, clerical support, access to college facilities (such as library and computer resources), access to campus mailbox and telephone, and necessary supplies. The college cannot, however, guarantee individual offices and telephones to all part-time staff members.

D. The college and departments using part-time staff should ensure that these teachers receive adequate introduction to their courses, the overall curriculum, and departmental expectations regarding their duties.

#### 2. Categories of Part-time Staff: Definitions

A. Temporary Part-time: Persons appointed with less than a full-time teaching load and with the expectation that the appointment will be for no more than two years.

B. Regular Part-time: Persons who are teaching in positions that are expected to be continued on a part-time basis. Usually this will be in courses added for “enrichment” purposes.

C. Emeritus Part-time: Former full-faculty members at Cornell College who have retired from full-time teaching and then teach on a part-time basis under terms of a mutually agreeable contract between the individual and the college.

D. Skills Instructors: Persons who do not teach courses, but work with individuals or groups in activities such as music or athletics.

### 3. Compensation of Part-time Faculty

A. The base salary per course for part-time faculty members will be approximately one-tenth that of a beginning assistant professor. This sum may be increased on the basis of educational qualifications, experience in teaching, or other considerations.

B. Regular part-time staff should receive salary increments, assuming satisfactory performance, based on years of teaching at Cornell.

C. Emeritus part-time faculty members will be paid at the rate specified for temporary part-time staff or at another mutually agreeable rate.

D. Skills instructors shall be paid at a rate that takes into account such factors as the prevailing rate in the area, the number of years the instructor has worked at Cornell, experience, and expertise.

E. Faculty who work four (4) or more blocks per calendar year after one year of service are considered part-time regular employees and will be eligible for health, life, long-term disability, and retirement benefits.

### 4. Support and Evaluation of Temporary and Regular Part-Time Faculty

A. The college shall ensure proper orientation for part-time faculty members prior to their appearance in the classroom through formal contact by the offices of the dean of the college and the registrar, informal interchange in the department, and resource documents including the part-time *Faculty Handbook* and "Teaching at Cornell."

B. To ensure ongoing support and attention, a full-time member of the department shall serve as departmental mentor to the part-time faculty member, and in a new part-time faculty member's first teaching term a full-time department member shall visit the classroom and provide appropriate feedback and follow-up.

C. To aid in evaluation of teaching performance, part-time faculty members in their first and second years shall administer the uniform student evaluation forms on an official basis in at least the first two courses they teach. If they teach as many as two courses in the first semester and one or more courses in the second semester, they shall also submit a set of forms for at least one second semester course. If they have taught at Cornell for more than two years, they shall submit forms officially for one course, if they teach only one; or for two courses if they teach two or more.



D. As a matter of individual record, part-time faculty members in their first and second years shall submit a brief year-end commentary on their experience at Cornell, remarking on student feedback, evaluating their own performance, and offering any suggestions they might have for improving part-time faculty support. This commentary shall be submitted to the department, with a copy to the Dean of the College.

E. As a matter of institutional record, departments shall submit to the Dean of the College a brief year-end commentary regarding the performance of part-time faculty members in their first and second years. Departments will also share this commentary or its substance with the part-time faculty member being evaluated. For part-time faculty members who continue to teach at least one course at Cornell after two years, steps D and E shall be carried out at two-year intervals, i.e., in the fourth year, sixth year, etc.

#### Procedures: Appointment of Administrative Officers with Faculty Status<sup>116</sup>

When an appointment is to be made of an administrative officer with faculty status, the faculty shall be so informed. The President and the Chair of the Committee on Committees will select a faculty advisory committee representing various disciplines, especially those most closely associated with the administrative position under consideration. Committee membership will be announced to the faculty.

Candidates for the position shall be interviewed by the advisory committee. The members of the advisory committee should, collectively or individually, give to the President their recommendations for the appointment of a candidate and their opinions of the qualifications of the candidate.

The President will then recommend a candidate to the Board of Trustees.

Procedures for appointing the Dean of the College and the President differ, and are given in the following sections.

Currently, the following administrative officers hold faculty status: President of the College; Dean of the College; Vice President of the College for Business Affairs and Treasurer; Vice President for Enrollment and Dean of Admissions; Vice President for Student Affairs; Vice President for Institutional Advancement; Registrar; Chaplain of the College; College Librarian; other professional library staff.

#### Procedures: Appointment of a Dean of the College<sup>117</sup>

When it becomes necessary to appoint a new Dean of the College, a faculty committee of five (augmented by the President of the Student Senate, or designate, and two other students selected in the manner determined by the student government) shall be selected as follows:

1. The nomination for this committee shall be conducted online, using a secure balloting system. The Committee on Committees shall send to each voting member of the faculty a list of eligible members. Eligibility shall be one year of full-time service on the faculty.

2. Each voting member shall nominate up to three members for the committee.
3. The Committee on Committees shall contact those persons who receive the highest number of votes and inform them of their nomination. If any wish their names withdrawn, the Committee on Committees shall contact that person having the next highest number of votes and inform that person of the nomination. This procedure shall continue until a list of nominees has been formed consisting of ten candidates, except that in a case of a tie for the tenth position, all those so tied will be included. At the time of the election, the Committee on Committees shall inform the faculty of the list of nominees and of those persons who asked that their names be withdrawn from consideration. A period of at least 3 business days (Monday-Friday) will elapse between the announcement of an election, or a call for nominations, and the deadline for voting.
4. From this list of nominees election shall proceed by the usual method of conducting online elections until five nominees shall have received a majority of those voting. On each ballot faculty members will vote for as many candidates as are necessary to complete the committee. After any ballot on which no candidate receives a majority of the votes, the candidate with the lowest number of votes shall be dropped, unless there is a tie for the lowest number of votes, in which case no candidate shall be dropped.
5. If circumstances warrant, elections and/or nominations may be carried out at faculty meetings using paper ballots.
6. The committee shall elect its own chair. The Chair of the Committee on Committees, or, if the Chair is already a member of the selection committee, a member of the Committee on Committees designated by its Chair, shall convene the selection committee and conduct the election.
7. If the committee is in need of a replacement member, the procedure described in sections 1-5 (above) will be followed, with this modification: instead of consisting of ten candidates, the list of nominees will consist of two candidates, except that in a case of a tie for the second position, all those so tied will be included. If there are multiple vacancies, this procedure will be repeated until all vacancies have been filled.
8. Both the President and the committee may make and shall receive nominations for the position of Dean of the College. Dossiers on candidates shall be available to both. By mutual agreement of the President and committee, the President shall invite candidates for interviews. On such occasions opportunity shall be made for candidates to meet other members of the faculty.
9. The President shall recommend to the Board of Trustees for appointment a candidate mutually agreed upon by the President and the committee.

Procedures: Appointment of a President of the College<sup>118</sup>

When it becomes necessary to appoint a new President of the College, a faculty committee of five (augmented by the President of Student Senate, or designate, and two other students selected in the manner determined by the student government) shall be selected as follows to assist the Board of Trustees:

1. Nominations for the five faculty members of the search committee will be conducted online, using a secure balloting system. The Committee on Committees will send to each

- voting member of the faculty a list of eligible faculty members. Eligibility shall be one year of full-time service on the faculty.
2. Each voting member shall nominate up to three members for the committee.
  3. The Committee on Committees shall contact those persons who receive the highest number of votes and inform them of their nomination. If any wish their names withdrawn, the Committee on Committees shall contact that person having the next highest number of votes and inform that person of the nomination. This procedure shall continue until a list of nominees has been formed consisting of ten candidates, except that in a case of a tie for the tenth position, all those so tied will be included. At the time of the election the Committee on Committees shall inform the faculty of the list of nominees and of those persons who asked that their names be withdrawn from consideration. A period of at least 3 business days (Monday-Friday) will elapse between the announcement of an election, or a call for nominations, and the deadline for voting.
  4. From this list of nominees election shall proceed by the usual method of conducting online elections until five nominees shall have received a majority of those voting. On each ballot faculty members will vote for as many candidates as are necessary to complete the committee. After any ballot on which no candidate receives a majority of the votes, the candidate with the lowest number of votes shall be dropped, unless there is a tie for the lowest number of votes, in which case no candidate shall be dropped.
  5. If circumstances warrant, elections and/or nominations may be carried out at faculty meetings using paper ballots.
  6. The Committee shall elect its own Chair. The Chair of the Committee on Committees, or, if the Chair is a member of the selection committee, a member of the Committee on Committees designated by its Chair, shall convene the selection committee and conduct the election.
  7. If the committee is in need of a replacement member, the procedure described in sections 1-5 (above) will be followed, with this modification: instead of consisting of ten candidates, the list of nominees will consist of two candidates, except that in a case of a tie for the second position, all those so tied will be included. If there are multiple vacancies, this procedure will be repeated until all vacancies have been filled.
  8. Both student and faculty representatives shall share in making and receiving nominations, in reviewing applications and in evaluating information about the nominees and candidates for the position.
  9. At the appropriate time, the Board of Trustees will be advised of the recommendation of the committee; student members may issue a separate recommendation if they wish to do so.

## V. ACADEMIC REGULATIONS

### Absence from Campus (Faculty)<sup>119</sup>

During extended periods of absence from campus, whether during the academic year or during the summer, faculty members should inform the Office of the Dean of the College as to where they may be reached in cases of emergency or because of urgent College business.

### Absence from Class (Faculty)<sup>120</sup>

In the event a faculty member cannot meet classes because of illness or emergency, the Dean of the College or the Department Chair is to be notified.

The Dean of the College grants permission for absences necessary for professional reasons and approves temporary arrangements made to cover work during this period.

### Absence from Class (Students)<sup>121</sup>

Policies on class attendance are the responsibility of individual professors. Faculty are encouraged, however, to accommodate students who participate in a college-sponsored trip, encounter an emergency situation (student illness or family death), or participate in religious observances. (See also College-Sponsored Trips and Grade of Withdrawal)

The Health Center or other health professionals will issue verifications of absence for sufficient medical reasons. Students who know that they will be absent should notify their instructors in advance. Those who are unable to do so because of illness or personal or family crisis should notify their instructors as soon as possible. Instructors will decide on the basis of their explanations whether or not to accommodate them and in what way.

Students who participate in College-sponsored trips or will be absent due to religious observances are expected to secure the permission of their course instructors in advance of their absence and to arrange with their instructors to make up the work they will miss. Students who fail to make arrangements with their instructors in advance are subject to whatever penalties the instructors would normally impose for unexcused absences. In case of doubt as to a student's participation in the trip, the instructor may consult the college sponsor.

### Advising<sup>122</sup>

Academic advising of students at Cornell proceeds at two levels:

1. Incoming students are assigned an academic advisor by the Office of Institutional Research, under the supervision of the Dean of the College. Advisors shall be selected from full-time teaching faculty, librarians with faculty rank, the Director of Counseling Services, and the Director of Academic Advising. Where possible, assignments are made on the basis of the student's expressed preference for a field of study. Advisors of first-year students are expected to stay in reasonably close contact with their group. Some money is available to underwrite the cost of group activities. First-year students remain with their advisors, as long as the arrangement is agreeable to both partners, until the student declares a degree program and a major on or before February first of the

sophomore year. First-year students may declare a major as early as March of their first year.

2. A student who selects a major field will choose a faculty advisor from within the major field. A student who elects to complete a B.S.S. degree without a major shall choose an advisor from the full-time teaching faculty. Double or triple majors must designate a principal advisor but should consult with other advisors as needed or as required by the individual advisors.

Advising is considered a normal part of a faculty member's teaching responsibility, and faculty are expected to accept advisees in the major field. If, however, the relationship between an advisor and an advisee is unsatisfactory, either may terminate the arrangement. Any change of advisors or declaration of major must be recorded in the Office of the Registrar. Registration for any course and all changes in registration made by any student must have the advisor's approval and signature, and be recorded in the Registrar's Office.

Faculty are often in the situation of giving advice to students, whether or not they have an official relationship with the student. This friendly and useful association is a Cornell tradition.

### All-College Policies<sup>123</sup>

Cornell College has a strong tradition of democratic and open governance. In that spirit and in the interests of communication among the various constituencies of the college, the procedures described below are established for faculty involvement in the formulation and approval of all-college policies. An all-college policy is any rule regulating behavior with respect to the college and intended to be applicable to faculty, staff, and students alike or to be applicable to all employees of the college. The procedures described below are intended to foster communication among those affected by an all-college policy and are intended to augment rather than to circumvent the long-established procedures for faculty legislation. These guidelines largely describe the procedures to be followed once a policy has been drafted. In formulating a draft policy, the President is encouraged to consult with groups representing the interests of faculty, staff, and students.

#### 1. When an All-College Policy is considered by the President

When a recommendation for an all-college policy has been initiated by a member of the administration and has the President's approval, the President shall consult with the faculty's Committee on Committees. This committee shall determine whether the proposed policy requires faculty legislation and, if so, to which Committee of the Faculty it shall be referred. In making its decision, the Committee on Committees shall seek guidance from the Bylaws of the College, the *Faculty Handbook*, and the Joint Statement on the Governance of Colleges and Universities, as reprinted in the *AAUP Redbook*. Action by the faculty is required when a matter falls within an area over which the faculty has primary purview, e.g., when it pertains to the professional conduct of faculty members.

#### 2. When Faculty Committees initiate Policies Which might be Extended to Other College Employees

Independent of this procedure, Committees of the Faculty may initiate policies governing faculty conduct or that of students. Should the President, subsequent to a policy's enactment by the faculty, desire to extend it to cover all employees of the college or the college community generally, he or she shall follow the procedures set forth in Paragraph 4. If, during committee consideration, the President indicates an interest in extending a proposed policy, the chair of the faculty committee which is considering it shall follow the procedures described in Paragraph 3.

### 3. Special Procedures for Consideration of an All-College Policy by the Faculty

A faculty committee considering an all-college policy shall invite the President, or the President's designate, to meet with the committee during its deliberations. The chair of the faculty committee may also solicit input from others on campus who might be affected by the policy. The committee and the President shall endeavor to draft a proposal acceptable to each. The proposal shall be forwarded to the faculty with the recommendation that it be passed.

### 4. Final Adoption of an All-College Policy

Once an all-college policy has been passed by the faculty or has been determined not to require faculty action, the President shall distribute it to the community at large inviting written comments within 30 days. During this time the President shall convene a public hearing to receive oral comments. At the end of 30 days and subsequent to any public hearing, the President shall consider the comments and make a decision. The President may institute the policy as written, decide not to enact the policy, or amend the policy. If the President decides to amend a policy requiring faculty approval, the policy will be returned to the faculty committee having jurisdiction for further action as described in Paragraph 3.

## Cheating

See description of College policy in *Compass*, under "Honesty in Academic Work."

## Class and Office Hours <sup>124</sup>

1. All syllabi must be submitted through Moodle to the online syllabus archive maintained on the Registrar's website as specified in Section V. Academic Regulations. Documentation of course meeting times for federal credit hour verification can be found in those syllabi. This information is available to any student, faculty, or staff member who desires such information.

2. All OCAAT courses meet at 9:00 a.m. or at 12:00 p.m. on the first day of the term. All classes end at 3:00 p.m. on the eighteenth day of each term except before Thanksgiving recess, winter vacation, and spring break, when they end at 12:00 p.m. In the event that Thanksgiving recess falls within the fourth term, classes will end at 12:00 p.m. on the Wednesday before Thanksgiving.

3. Faculty assigned classrooms for the entire day are free to schedule their classes to meet as they wish between 8:00 a.m. and 3:00 p.m., Monday through Friday. Faculty sharing classrooms are free to schedule their classes at any time between 8:00 a.m. and

12:00 p.m. (for morning classes) or between 12:00 p.m. and 3:00 p.m. (for afternoon classes), Monday through Friday. The following exceptions apply: 11 a.m. to 12 p.m. on Tuesday is reserved for faculty meetings and 11 a.m. to 12 p.m. on Thursday is reserved for convocations and meeting times.

4. Adjunct courses (numbered in the 500s) and Music Lessons, Ensembles and English or Theatre participations activities (numbered in the 700s) generally meet in the hours after 3 p.m., Monday through Friday, unless all students registered for an adjunct course can arrange to meet at alternate times that do not interfere with their OCAAT course meetings. Adjunct courses cannot meet between the hours of 11:00 a.m. and 12:00 noon on Tuesdays and Thursdays.

5. Courses receiving one course credit typically meet for a minimum of 50 hours of classroom or direct faculty instruction (equivalent to  $2\frac{3}{4}$  hours per day), courses receiving  $\frac{1}{2}$  credit meet for a minimum of 25 hours, and courses receiving  $\frac{1}{4}$  credit meet for a minimum of 12.5 hours. Classroom and direct faculty instruction include required group and individual meetings with the primary course instructor and required meetings with ancillary faculty involved in the course (e.g., consulting librarians, consultants in the Center for Teaching and Learning and laboratory instructors). Courses meeting fewer than these minimums include significant projects and activities that extend beyond normally expected out-of-class student work and that are clearly delineated in the course syllabus. (Federal regulations state that each hour of classroom instruction should typically require a minimum of two hours of out-of-class student work.)

6. College-sponsored course and field trips are not bound by the preceding restrictions. There are two cases where the above rules do not apply.<sup>125</sup>

A. Courses involving Course Trips. Course trips are off-campus activities constituting the main body of teaching and learning for the course. Course trips may be set for a substantial fraction of the term or for the entire term. Instructors should supply as much information as possible about the off-campus components of a course to all students at the time of registration. This information will be published in the Catalogue Supplement on the registrar's website and be available from the course instructor. In order to facilitate reimbursement to students for missed meals, instructors should provide in writing the dates of the trip and a list of participants to the Business Office at least seven days in advance of the course term at issue. (This will enable the Business Office to distribute refund checks prior to departure.)

B. Courses involving Field Trips that extend beyond normal class hours. These are course-related activities ranging from a few hours to a few days in duration and involving the class outside the normal class hours described above. Instructors should supply as much information as possible about field trips that extend over more than one day to all students at the time of registration. This information will be published in the Catalogue Supplement on the registrar's website and be available from the course instructor. Information describing field trips that are required must be made available to the class on the first day of the course. The "Absence from Class (Students)" policy also applies to Field Trips. Professors should be sensitive, however, to the students' other activities and obligations when Field Trips that extend beyond normal class hours are

rescheduled. In order to facilitate reimbursement to students for missed meals, instructors should provide in writing the dates of the trip and a list of participants to the Business Office at least seven days in advance of the field trip. (For one-day Field Trips Bon Appétit will provide box lunches. For longer trips, this will enable the Business Office to distribute refund checks prior to departure.)<sup>126</sup>

7. Faculty members are encouraged to establish and keep regular office hours and to be available by appointment for those students who cannot come at the regularly scheduled office hours.

### Class Lists <sup>127</sup>

Class rosters are available online. Faculty must submit a final roster to the Registrar's office by noon on the fourth day of classes each term.

Final grades must be submitted to the Registrar's office before noon on the Monday following the end of the term unless otherwise stipulated.

### Classrooms <sup>128</sup>

Assignment of classrooms is made each term by the Registrar. Faculty may request particular room assignments and should do so at least two weeks before the start of the term when the room is desired. Some rooms contain equipment limiting their use, but, in general, classrooms are not reserved for special purposes.

Any changes in the time or place of meeting must be reported to the Registrar immediately, so that faculty or students can be found in case of emergency.

### Class Size <sup>129</sup>

1. Any class of fewer than six students may be cancelled by the Dean of the College, in which case the faculty member involved and the Dean must negotiate the additional administrative or teaching responsibilities needed to give the faculty member a full load. This provision does not apply to Individual Projects, Group Projects, departmental 400-level seminars or special topics courses, or tutorials.
2. The enrollment of courses numbered below 500 shall not exceed 25 students without the permission of the faculty. The Dean of the College shall be responsible for enforcing this policy.
3. While 25 students shall be the usual upper limit on class size, a student may be admitted to a fully enrolled course no later than the Monday before the course begins provided that the student has secured approval from the instructor, the department chair, and the Academic Standing Subcommittee by proving that a hardship situation exists. In all cases the enrollment limit may be exceeded by no more than four students.



4. Exceptions from the provisions of paragraphs 2 and 3 above are "course changes" and may be granted by the faculty using the same procedure by which course changes are approved. ("See Faculty Meetings: Rules of Procedure," Section C, paragraph 1. See also "Committee on Academic Affairs," paragraph 4 under functions, and "Academic Programs [Subcommittee]," paragraph ii under functions.) Grounds for exception <sup>130</sup> are:

- a) pedagogical considerations
- b) space or other facilities limitations at the college
- c) special circumstances related to travel

The first two qualifications above mean that only if the nature of the course demands that it be taught to a class larger or smaller than 25 students, or if limitations of space or facilities make a number lower than 25 obligatory, should the faculty person teaching the course apply for an exception to the 25 student limit. In both of these categories, it is expected that the nature of the course requires a larger or smaller enrollment or that the demands on the instructor or facilities are unusually great and therefore reduction in class size is the only way of relieving an unworkable situation. The third category, "special circumstances related to travel," covers cases where the reasons for the change in enrollment cap are the result of travel required for the course, for example, van size, safety of group, number of campsites or rooms available.

5. At the opening meeting of the course (normally Monday morning of the first day of the term), the instructor should call the roll. If there are any students on the roster who are not present, the instructor is free (but not required) to release the places of those absentees to students who may appear at the door or who have otherwise previously made contact with the instructor. Similarly, if any student present at the first meeting fails to appear at any subsequent meeting on Monday, Tuesday, or Wednesday of the first week, the instructor may give away her or his place.

#### College-Sponsored Trips <sup>131</sup>

For Course Trips and Field Trips which are part of a regular Cornell course, see "Class and Office Hours" above, Section 4.

For other College-sponsored trips, see "Absence from Class (Students) above.

#### Commencement and Convocation <sup>132</sup>

All members of the teaching faculty and administrative staff are expected to participate, appropriately attired in academic regalia, in the commencement and other academic processions and ceremonies as for the opening convocation.

#### Confidentiality of Student Records <sup>133</sup>

The College has adopted by vote of the Faculty a policy to insure the protection and confidentiality of all student records. The following injunctions apply to the teaching faculty:

1. Instructors may not reveal the grade or academic progress of any student to another student. They should exercise discretion in releasing such information to fellow faculty members. Instructors are, therefore, cautioned against posting grades (unless the individuals' names are disguised or replaced by code letters or numbers), setting out packs of tests or papers in such a way that one student in retrieving his or her own paper may see the grades of other students, sending grade reports or other confidential information by the hand of a student in such a manner that the student can see information about other students (such information should be delivered by the faculty member or else placed in an envelope and sealed before being given to a student messenger or dropped into Campus Mail), and discussing other students with special friends, e.g., one's student secretary. Under no circumstances should student secretaries or assistants be permitted to handle, view, process, or transport unsealed confidential information.

2. Instructors should vigilantly guard against leaving confidential information (packs of test papers, their grading book, grading sheets) in places where students may view them, i.e., open or face up on their desks or within easy access of any visitor to their office.

### Course Enrollment<sup>134</sup>

1. Students may enroll in courses at the college according to the policies listed in the Academic Catalogue.<sup>135</sup>

2. Apart from formal prerequisites, courses, especially those taught off-campus, may require particular skills or abilities. Faculty members have discretion in determining whether students meet these requirements. They also have the right to determine whether the enrollment of a particular student would have a deleterious effect on the overall instructional climate or course objectives and to deny enrollment in such a case.

3. Faculty members have full authority in the classroom during the course, and they have the right to withdraw from the course any student whose behavior is evidently disruptive or otherwise seriously problematic by notifying the student and the Registrar. The student will receive a grade of W for the course.

4. Students who wish to appeal such a decision must so indicate to the Registrar within 24 hours of notification. The Registrar will take the matter to the Committee on Academic Standing for a timely recommendatory finding. However, the faculty member has final authority in determining enrollment in a course.

### Course Evaluation<sup>136</sup>

In adopting a system of student evaluation of instructors, which includes the use of a questionnaire uniformly administered by the entire faculty, the faculty understands that:

1. Student evaluations are only one, and not necessarily the most important source, of information to be used in the evaluation of faculty members. A uniformly

administered questionnaire is not the only source of information regarding student judgments of courses and instructors. The results of student evaluations conducted within the departments, using methods of their own devising, should be compiled and also submitted to the Reappointment, Tenure, and Promotion Subcommittee; and the RTP Subcommittee may interview students. Faculty members under

review are free to comment to the committee on the meaning and significance of student evaluation.

2. In the evaluation of faculty members, peer evaluation, when carried out thoroughly and conscientiously, will normally be given the most weight. Information, including self-evaluations, provided by the instructors under review, is also important.

3. Members of the RTP Subcommittee, and others involved in the evaluation process, must avoid attributing a spurious reliability and validity to numerical representations of the quality of teaching. The purpose of the evaluation is to make a judgment, not a measurement. No judgment shall be based on a single summary statistic.

4. The Dean of the College shall be responsible for informing the members of the RTP Subcommittee each year of this statement of policy.

#### Method of Administration<sup>137</sup>

1. Questionnaires will be administered using online survey software. Each full-time instructor shall have at least three courses evaluated; each part-time instructor shall have every course evaluated. An instructor on a half-year sabbatical shall have at least one course evaluated. Faculty who opt not to have all courses evaluated should, to the extent possible, include courses ranging from the introductory to the advanced level among those selected for evaluation, and should prioritize courses of 12 or more students.<sup>138</sup>

2. Students will have the opportunity to complete the questionnaire starting on the 16th day of the block through the first day after the block ends. Having students complete course evaluations during class time is a recommended way to increase response rates. However, instructors are responsible for communicating to their students whether they are expected to complete the online survey during or outside of class time. If an instructor chooses to administer the course evaluation during the class session, they can either stay in the classroom or leave. Regardless of the choices made in administering the survey, the instructor should not attempt to influence student responses.

3. After grades have been turned in, results of the evaluation shall be distributed to the instructor of the course, the instructor's department chair, and the Dean of the College, who will share them with the RTP Subcommittee.

Students are subject to the regulations and requirements in the *Catalogue* and its supplements (called *deTERMinations*) in effect at the time they begin their first course at Cornell. A Cornell student who leaves and is later readmitted returns under the *Catalogue* in effect at the time of readmission.

As for requirements for Majors or Minors, students are expected to complete the requirements set forth in the March issue of *deTERMinations* in their first year at Cornell. Transfer students admitted with sophomore or higher status fulfill the requirements in force at the time of their first course at Cornell.

If, after a student has begun her or his Cornell career, one or more of the degree requirements are changed, the student may choose to be graduated under either the original or the revised requirements, unless faculty legislation has specified a time when the new regulation is to go into effect.

Faculty Responsibilities <sup>140</sup>

The normal teaching load under the one-course-at-a-time calendar is six courses per year. Any reduction in the normal teaching load for whatever reason must be approved by the Dean of the College.

During those terms in which faculty are not teaching scheduled courses, they engage in activities related to teaching, professional development on or beyond the campus, service, or advancement of the liberal arts. Since committee service, continuity of student advising, and departmental obligations remain important responsibilities throughout the academic year, faculty members who wish to be absent from campus for a term or more must consult with their department and gain the approval of the Dean of the College.

Faculty members contemplating accepting positions outside of Cornell College that may conflict with their paramount responsibilities within the College must consult with their department and gain the approval of the Dean of the College.

Departmental chairs are expected to assume this responsibility as part of their duties without additional compensation or reduction in teaching load.

Final Examinations <sup>141</sup>

1. On the first day of each term the instructor will make explicit how the work of the students will be evaluated. The instructor alone determines whether a final examination is to be part of the evaluation.
2. Classes meet for the last time on the morning or the afternoon of the eighteenth day of the term. Permission for an instructor to require that all course work, papers, and examinations be completed before the eighteenth day must be obtained from the Dean of the College.
3. Student help must not be used in preparing and grading final examinations. Faculty who wish the help of an academic program assistant in preparing final examinations

should make arrangements with the academic program assistant at least seven working days in advance of the examination.

4. Cornell does not have an honor system. Teachers are expected to proctor examinations and to remain in the testing room until the last student has turned in his or her paper. Few instructors encounter cases of cheating and plagiarism; however, if you do, retain all evidence (e.g., the answer sheet, a paper) and get in touch with the registrar immediately. Some students come to grief through ignorance of what the teacher considers plagiarism. Explain to your students how you wish them to document their papers. Do not assume that they have been taught "your system." (See the *Compass*, Honesty in Academic Work.)

#### First-year Academic Program<sup>142</sup>

1. The First-year Seminars will be taught only by tenure track faculty members.
2. It is expected that all academic departments will contribute to the First-year Academic Program on a regular basis.

#### Grades<sup>143</sup>

1. There is no institutional policy with respect to determining students' grades. With the exception of the grades of Incomplete and Withdrawal (see below), they are issued entirely on the judgment of the individual instructor.
2. All teacher grade report sheets are due in the Office of the Registrar before noon on the Monday following the end of each term. For graduating seniors, a final grade is due in the Office of the Registrar by 12:00 p.m. on the Thursday before Commencement.
3. After the instructors receive their grade sheet on the last Monday of the term, they are responsible for notifying (before Wednesday noon or the last official meeting of the course) any students who have been taking the course but whose names do not appear on the final grade sheet. Such students must then make the necessary arrangements with the Registrar before Wednesday at 4:30 p.m. or risk losing credit for the course.
4. Faculty may use their own discretion in releasing final grades to students (see Confidentiality of Student Records).
5. A report of grade distribution by departments and by individual faculty member is to be produced after each academic year and distributed to all faculty members by the end of the first week of the following academic year. The report shall include mean and median grades for the college and mean grades for departments and individual faculty members. It shall also include a bar chart of the campus-wide distribution of all grade categories.<sup>144</sup>

#### Grade of Incomplete<sup>145</sup>

The notation "Incomplete" (I) may only be recorded by an instructor on the Grading Sheet if the student in question has met the following requirements:

1. Has obtained a special petition from the Registrar's Office (if the student is not on campus, the Registrar will initiate the petition upon request);
2. Has presented the petition to the instructor and has obtained the instructor's endorsement (see below);
3. Has returned the petition to the Registrar with the necessary supporting material (e.g., letter from a physician or psychological counselor, authoritative statement of emergency); and
4. Has received confirmation (a copy of which is also sent to the instructor) from the Registrar that the student qualifies according to College legislation for an "Incomplete."

College policy regarding "Incomplete" requires that the student be doing passing work up to the time when the illness or emergency prevented the student from finishing the work in the course. The student must submit to the Registrar a valid reason for failure to complete the work. In addition to illness or family emergencies (death of parent or serious illness of parent), students may qualify for "Incomplete" if, through no fault of theirs, certain materials needed in their research were delayed or lost (such an excuse requires that the instructor certify to the specific circumstances). Students should not be encouraged to prolong their research or course work beyond the end of the term, and the instructor is expected to make every effort to see that the student can finish on time. An instructor is under no obligation to issue an "Incomplete" if the instructor believes that student is unworthy of such a boon, nor should the instructor entice poor or failing students to petition for an "Incomplete" in order for them to improve their grade.

Instructors should tell their students precisely how they will arrive at their final grades, e.g., the approximate importance of each quiz, test, paper, project, homework assignment, as well as any penalties for taking a make-up test or submitting a paper after the deadline. Because students often misunderstand such things as extra credit or optional tests and assume that such credits will more than offset low scores in required work, make clear who needs to take such tests and how much these options can affect the average calculated from required work.

#### Grade of Withdrawal <sup>146</sup>

After the third day of the term, a student can withdraw from a course (other than for reasons of health) only on the fifteenth day of the term, and then if and only if the instructor can certify that the student has:

1. complied fully with the instructor's attendance policy;
2. taken all the tests and turned in all the papers or projects that were due by the 15<sup>th</sup> day;
3. made, in the opinion of the instructor, a determined effort to learn the material, complete the work, and to participate in the class.

The instructor is expected to work with the student to diagnose the problems and to suggest alternatives that may allow the student to continue or may encourage the student

to try harder. However, between the sixth and fourteenth days of the term, the instructor may release a student if the instructor believes that the student cannot keep up in the course because the student, when compared with the others in the class, has not had adequate preparation or is deficient in a skill essential for success in the course. The instructor must describe the problem in a petition to the Subcommittee on Academic Standing and also certify that the student attended faithfully and tried to do the work assigned. As another alternative, if the instructor believes that the student can profit from auditing the course, then the instructor is free to require the student to attend but to exempt the student from homework assignments, papers, and tests, in order for the student to be eligible to drop the course on the fifteenth day.

The option of withdrawal is intended only for students who are conscientious and diligent but cannot keep up. Students who cut classes, are cavalier in their attitude towards course work, and neglect to consult their instructor when they experience difficulties do not qualify for this special consideration, should not be allowed to drop the course, and will receive at the end of the term whatever grade has been earned in the course.

### Legal Use of Software <sup>147</sup>

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgement, right to privacy, and right to determine the form, manner, and terms of publication and distribution.

Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and copyright violations, may be grounds for sanctions against members of the academic community.

User Account Network policy is available to faculty on the Academic Computing website at: [http://www.cornellcollege.edu/computing\\_services/technology\\_policy/index.shtml](http://www.cornellcollege.edu/computing_services/technology_policy/index.shtml)

### Petitions <sup>148</sup>

The following guidelines are recommended to all faculty members who are responsible for assisting a student to petition the Academic Standing Subcommittee or who are involved in the course for which the waiver, exemption, or permission is being sought:

1. Do not sign a petition until satisfied as to its validity, correctness, and completeness. A petition is often a contract, and you ought to know what you have contracted for by signing.
2. Your signature, unless accompanied by a note of explanation, will be interpreted as a sign of your perfunctory approval, which in many cases is all that is necessary. However, when you believe that there is a special circumstance which would justify the Subcommittee's approval of the request or which would assist the Subcommittee to reach the best decision for the student concerned, you should submit on the petition or separately your own comments. Special circumstances require a more detailed recommendation.

3. Petitions are approved only when the student has demonstrated a compelling reason for the waiver or exemption. The simple fact that a student wants to do something normally denied to students is not a compelling reason. Unless the student addresses the special circumstances which necessitate the request, the petition may be denied. You may include a statement of your own to add weight to the student's request.
4. Petitions for Group Projects contain sections for "Evaluation." Unless the method of evaluation is described in some detail, the Subcommittee cannot grant approval. Group projects are only graded credit/no credit.

### Students with Disabilities <sup>149</sup>

Section 504 of the Rehabilitation Act of 1973 (Public Law 93-112) was the first federal civil rights legislation designed to protect the rights of individuals with disabilities. It applies to both children and adults with disabilities from preschool through adult education. The mission of this legislation was to maximize "the opportunity to be fully integrated into mainstream American life." (*Handicapped Requirements Handbook*, [1993, January]. Washington, DC: Thompson Publishing Group.)

Section 504 of the Rehabilitation Act of 1973 states:

"No otherwise qualified handicapped individual in the United States, as defined in section 706(7) of this title, shall, solely by reason of his handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance..." (29 United States Code 794)

The Americans with Disabilities Act of 1990 states that a handicap shall be defined as "a physical or mental impairment that substantially limits one or more of the major life activities." (42 United States Code 12102[2])

The Office for Civil Rights, Department of Education, states that any postsecondary education program which receives Federal financial assistance (34 Code of Federal Regulations 104.41) "shall make such modifications to its academic requirements as are necessary to ensure that such requirements do not discriminate or have the effect of discriminating, on the basis of handicap, against a qualified handicapped applicant or student." (34 Code of Federal Regulations 104.44[a]). In addition to academic adjustments, "a recipient...shall take such steps as are necessary to ensure that no handicapped student is denied the benefits of, excluded for participation in, or otherwise subjected to discrimination...because of the absence of educational auxiliary aids for students with impaired sensory, manual, or speaking skills." (34 Code of Federal Regulations 104.44[d])

NOTE: Copies of these laws and administrative rules may be obtained from the Office of Academic Affairs and Student Affairs.

### Definition of a Learning Disability

Although Section 504 does not give a detailed definition of learning disabilities, a group of nine organizations with a major interest in the field of education for students with learning disabilities has developed the following definition:



“Learning disabilities is a generic term that refers to a heterogeneous group of disorders manifested by significant difficulties in the acquisition and use of listening, speaking, reading, writing, reasoning, or mathematical abilities. These disorders are intrinsic to the individual and presumed to be due to central nervous system dysfunctions. Even though a learning disability may occur concomitantly with other handicapping conditions (e.g., sensory impairment, mental retardation, social and emotional disturbance) or environmental influences (e.g., cultural differences, insufficient/inappropriate instruction, psychogenic factors), it is not the direct result of those conditions or influences.” (National Joint Committee on Learning Disabilities, quoted from Hammill, et al. [1981] *Learning Disability Quarterly*, 4, 336-342. The article outlines procedures followed in the development of the definition, lists committee membership, and explains the committee’s intention in the wording of the definition.)

Note: Copies of this article are available from the Dean of Students.

### Academic Adjustments (Reasonable Accommodation)

The HEATH Resource Center (National Clearinghouse on Postsecondary Education for Individuals with Disabilities) and AHEAD (The Association on Higher Education and Disability) reviewed 120 model programs providing services for persons with disabilities. They have published a guide of commonly accepted academic adjustments for students with disabilities. The Office of Special Advising uses these resources when working with students and course professors. Appropriate academic adjustments are determined on an individual basis and are matched to address specific aspects of a disability.

The Code of Federal Regulations, as quoted in the previous section defines academic adjustments. Section 104.44 contains descriptions of modifications made to the learning environment that help to create equal educational opportunity. It applies to steps that can be taken without significant difficulty or expense to allow otherwise qualified students to fulfill course requirements by limiting as much as possible the effects of their disability on their performance. The concept of academic adjustments is not aimed at giving students with disabilities undue special advantages in order to help them pass nor does it require that they be graded on a different scale from their classmates.

The terms *academic adjustment* and *reasonable accommodation* are used interchangeably in the literature on disability law. Technically *Academic adjustment* refers to the educational arena and *reasonable accommodation* is used in the work setting.

### Examples of academic adjustments for students with learning disabilities:

- Modified testing procedures which include, but are not limited to: extension of time for tests, use of oral or tape recorded test questions, or provision of a less distracting test environment such as a separate room.
- Course syllabus and book lists provided upon student request one block prior to the term in which the course is taught.
- Notetakers permitted in the classroom. Instructors may be requested to provide a copy of the lecture notes or to assist in the arrangement of a notetaker for the student.

- Allotment of extra time to copy information from the chalkboard or overhead projector.
- Spelling and grammar proofreaders provided by the Writing Resource Center for written assignments.
- Spelling errors not counted against a student's exam grade when exams are written in class or permission to use dictionary or spell checker during the exam.
- Early registration for specific classes allowed when appropriate, as in cases where taped texts need to be ordered in advance.
- Permission to tape record lectures for specific course use. This usage will be specified in a signed release with the instructor prior to taping.

Academic Adjustments for students with physical disabilities (in addition to those listed above):

- Seating arrangements modified to provide visual access to the instructor, the blackboard and the overhead projection screen and/or auditory access to the instructor. Also seating access to a notetaker or an electrical outlet for tape recording lectures will be provided.
- Instructors are asked to lecture facing the class.
- Brailers permitted in the classroom.
- Prior registration and exemption from Accommodation Evening registration permitted in cases of visual, auditory, or mobility impairments.
- Classrooms will be moved to accessible buildings in the event a mobility impaired student enrolls in the class.

Qualifications for service:

A student qualifies for disability services at Cornell College when:

- he or she obtains documentation of the disability from a medical doctor (MD), Educational or School Psychologist (PH.D), or other individual licensed by the state of origin to diagnose learning or physical disabilities, and
- he or she presents such documentation to the Registrar's Office where it is placed on file for confidential record.

Cornell College reserves the right to determine what constitutes appropriate documentation.

Syllabi<sup>150</sup>

Course Information on the First Day of Class

All Cornell College instructors must post a course syllabus no later than the first day of each class they teach, on the Cornell College web site. The syllabus must contain (at least) the following information:

1. Instructor's name, office location and contact information (telephone and e-mail address).
2. Required texts (title, authors, and edition) and other required course materials.
3. A description of the course and major course objectives including learning objectives related to the Educational Priorities and Outcomes of the College.
4. Course requirements (such as major assignments, deadlines, exams, and required prerequisites) and policies (if any) pertaining to attendance, assignments, and exams.
5. A statement about the grading process and criteria.
6. Class meeting times.
7. Statements on the following:

- (a) Academic Honesty expectations. This must include the following statement:

Cornell College expects all members of the Cornell community to act with academic integrity. An important aspect of academic integrity is respecting the work of others. A student is expected to explicitly acknowledge ideas, claims, observations, or data of others, unless generally known. When a piece of work is submitted for credit, a student is asserting that the submission is her or his work unless there is a citation of a specific source. If there is no appropriate acknowledgement of sources, whether intended or not, this may constitute a violation of the College's requirement for honesty in academic work and may be treated as a case of academic dishonesty. The procedures regarding how the College deals with cases of academic dishonesty appear in *The Catalogue*, under the heading "Academic Honesty."

- (b) Students with disabilities. This must include the following statement:

Students who need accommodations for learning disabilities must provide documentation from a professional qualified to diagnose learning disabilities. For more information see

[cornellcollege.edu/disabilities/documentation/index.shtml](http://cornellcollege.edu/disabilities/documentation/index.shtml)

Students requesting services may schedule a meeting with the disabilities services coordinator as early as possible to discuss their needs and develop an individualized accommodation plan. Ideally, this meeting would take place well before the start of classes.

At the beginning of each course, the student must notify the instructor within the first three days of the term of any accommodations needed for the duration of the course.

- (c) A summary statement of how the course supports the Educational Priorities and Outcomes of the College.

Additional policies and requirements (if any) should be noted.

## Registration <sup>151</sup>

It is the duty of faculty members to counsel and assist students with registration.

## VI. ADMINISTRATIVE INFORMATION

The information in this section is updated annually with input from appropriate administrators.

### Administration Office Hours

Administrative offices are open Monday through Friday 8:00 a.m. to 12:00 noon and 1:00 p.m. to 4:30 p.m. during the academic year.

[Automobile Registration and Parking](#) (Click here for parking maps, regulations and registration forms.)

All faculty and staff who operate or park their vehicles on College property must register their vehicles and are expected to comply fully with the College's parking rules and regulations. Failure to do so may result in suspension and/or termination of parking privileges.

### Bookstore

The College contracts with Follett Higher Education Group for bookstore services. Follett uses an on-line ordering system called Online Adoptions, which allows faculty to easily order texts and other course materials from the Cornell College Bookstore webpage. It is important to recognize, however, that there are a number of exigencies in obtaining textbooks. Faculty should use the following dates as guidelines for ordering texts:

- The bookstore will place a “first call to all faculty members for books/course materials orders for the following academic year by February 1 with a February 15<sup>th</sup> response date. Faculty must respond in one of the following four ways:
  - Turn in the books/materials information for the courses (The ISBN#, title, author, publisher, and edition of the textbook will be needed to place the order.)
  - Indicate that the information is “to be determined”
  - Indicate that no books or materials will be needed for the course
  - Indicate that you intend to continue use of the same books/materials last used in the course.
- Faculty indicating that the materials are “to be determined” should place the order with the bookstore as soon as practicable after February 15<sup>th</sup>.
- Final deadline for submission of orders for books are as follows:
  - May 15<sup>th</sup> for Terms 1-3
  - September 15<sup>th</sup> for Terms 4-6
  - December 15<sup>th</sup> for Terms 7-8

Faculty adherence to these guidelines will help the college show a good faith effort to meet the federal regulations and will be beneficial for our students. There may be a few occasions in

which it will not be possible to meet the deadlines listed above (visiting faculty, late changes to the course schedule, etc.), and in these situations orders should be placed with the bookstore in as timely a manner as possible. Faculty should check to be sure the books have arrived with the bookstore in as timely a manner as possible. Faculty should check to be sure the books have arrived before the term begins.

The sale of classroom supplies, books, and materials to students is the responsibility of the College Bookstore. The sale of these items through the Bookstore benefits the College with returned commissions. Faculty members are not to sell books and supplies directly to students; they should arrange with the Bookstore manager to stock the items which students are required to purchase.

Laboratory manuals, studio supplies and similar materials prepared by members of the faculty for student use are to be sold by the Bookstore.

### **[Campus e-Newsletter/Master Calendar](#)**

The *Cornell Campus e-Newsletter* is distributed by e-mail weekly during the academic year by the Office of Marketing and Communications. The Master Calendar offers a complete overview of campus events and dates into the future.

### **[Campus Security](#) (Click on link for security services, safety information, and resources.)**

The Office of Campus Safety provides 24 hour campus safety coverage, year-round. Officers on campus provide routine patrols of the entire campus and maintain and enforce all parking regulations. Campus Safety Officers work in conjunction with staff members of the Student Affairs division and closely with Mount Vernon Police Department to ensure the safety and security of all members and guests of the Cornell College Community.

### **[The Center for Teaching and Learning](#) (Click on link for additional information on the services and resources available in The Center for Teaching and Learning.)**

A unique aspect of academic support at Cornell College is the Center for Teaching and Learning, which is involved with students throughout the course of their assignments and with faculty as they design learning experiences for students. The Center brings together the Consulting Librarians, Audiovisual Services, the Writing Studio, the Academic Technology Studio, and Quantitative Reasoning Studio—all housed in Cole Library—to support students' development of information literacy and critical thinking in collaboration with faculty. Information literacy can be defined as skills, values, and attitudes for articulating an information need, accessing information, evaluating and processing information, and using and communicating ideas, within the context of social and ethical implications of information use.

### **[Thomas Commons Services](#) (Click on link for information concerning services in the Thomas Commons.)**

[Copyright Regulations](#) (Click on link for more information regarding copyrighted works.)

For current information about copyright regulations, contact the Cornell College Bookstore or Cole Library.

### **Faculty Offices**

Office assignments are made by the Dean of the College. To the extent possible, fulltime faculty members will be assigned individual offices.

[Information Technology](#) (Click on link for information on technology policies and services.)

The Office of Information Technology (IT) supports the computer and telecommunications needs of Cornell College.

[Intercultural Life and International Student Services](#) (Click on link for information on services and activities.)

The Office of Intercultural Life (ICL) at Stoner House is dedicated to providing quality programs and services to ALL students at Cornell College.

[Keys and Identification Cards](#) (Click on link for information regarding the issuance of keys.)<sup>152</sup>

Keeping the Cornell community safe is a top priority for all. In an effort to ensure this happens we have determined it best practice to tighten up on keys and ID card issuance.

Effective immediately, we ask that faculty and staff turn in to Residence Life, any key(s) they are not currently utilizing. Additionally, if you have a master key and don't absolutely need it, please turn it in as well. If you need a key to a specific office, you can trade your master key for the office key. All employees are expected to keep keys in a safe location. If you lose a key, report it immediately to the Residence Life Office. Any lost key will require that locks be changed and a \$50 per lock rekeying charge will be charged to the employee. The costs associated with rekeying due to lost master keys can be significant. If you end your employment with Cornell, you need to return all keys or lock change charges will apply.

Should you need to access a space infrequently used, or you have locked yourself out of your office, please contact Campus Safety for assistance.

It is also important that identification (ID) cards be issued to all employees. If you don't have one, or have lost yours please report to the Residence Life Office to acquire an ID card. For safety reasons, it's important to be able to identify Cornell employees and these cards allow us to do so. Additionally, ID cards are necessary to acquire certain services on campus. There is a \$10 charge to replace a lost or stolen identification card.

**Library Services** (Click on link for information regarding the services available at Cole Library.)

**Mail and Service Center/Photocopying and Printing** (Click on link for information regarding services, delivery schedules, rates, and guidelines.)

**Purchasing** (Click on link for purchasing guidelines and procedures.)

**Recycling** (Click on link for an explanation of Cornell's campus recycling program.)

**Student Employment** (Click on link for information on Cornell's work study program.)

The purpose of the Cornell College student employment program is to provide students an opportunity to earn money to assist with educational expenses.

**Telephone Service** (Click on link to access the Faculty/Staff Telephone and Voicemail Guide.)

The college telephone system has the Mount Vernon number 895-4000.

**Travel Guidelines** (Click on link for travel guidelines and reimbursement procedures.)

**Vehicle Rental** (Click on link for policies and procedures for vehicle rentals.)

The Office of International and Off-Campus Study is responsible for handling requests for rental vehicles for faculty and staff for college-related travel.

## VII. FACULTY BENEFITS <sup>153</sup>

The faculty benefit program at Cornell College is administered by the Director of Human Resources. Below is a summary of benefits. Additional information is available from the Human Resource Office or on its Web site [http://cornellcollege.edu/human\\_resources/benefits](http://cornellcollege.edu/human_resources/benefits).

The Employee Handbook is available at this link: <http://www.cornellcollege.edu/human-resources/staff-handbook-policies/index.shtml>

Insurance benefits are governed by the detailed language in the insurance contracts and Summary Plan Descriptions. Cornell reserves the right to add, change, or terminate any provisions addressed in the benefits listed below. Faculty teaching at least four courses per academic year are eligible for benefits. Those teaching four or five courses per academic year pay full-time premium rates for health insurance, plus 50%. Those teaching six or more courses per academic year pay full-time premium rates for health insurance.

Business Travel Accidental Death Insurance (See Employee Handbook)

Dental Insurance (See Employee Handbook)

Employee Assistance Program (EAP) (See Employee Handbook)

### Faculty Development

Recognizing the close connection between effective teaching and intellectual and professional stature, the College encourages and expects scholarly or creative activity among its faculty as a component of effective teaching or as an end in itself. Since teaching is the clear emphasis at Cornell, faculty members are expected to devote appropriate time and energy to this aspect of professional activity. Extensive reading in the discipline, revision of courses when warranted, and development of new courses when appropriate to the program in a department are expected activities. In sum, faculty must attend to current developments in their field as they pertain to their pedagogical activities.

Moreover, the institution recognizes that scholarly and creative activities inside and outside of Cornell College are valuable to the individual faculty member involved and to the College as a whole. The College therefore both desires and fosters such activities and is pleased that faculty development monies are available each year in several categories. The specific guidelines, including funding support in each category, are announced year by year. More information can be found at: [http://cornellcollege.edu/academic\\_affairs/faculty\\_development/guidelines.shtml](http://cornellcollege.edu/academic_affairs/faculty_development/guidelines.shtml)

### Family and Medical Leave (Revised February 2013)

Because employees may find it necessary to take a temporary leave from their jobs to address family medical responsibilities or their own serious health condition, and in order to comply with the Family and Medical Leave Act of 1993 (FMLA), the College has established the following family and medical leave policy and procedures.



## **Eligibility**

- To be eligible, faculty must have taught a minimum of five (5) blocks during the 12-month period preceding the start of the leave. Leaves of absence will be granted for the following reasons:

## **Medical Leave**

- Employee's serious health condition that renders him/her unable to perform his/her essential job functions.

## **Family Leave**

- The birth, adoption, foster care placement, or first-year care of a child.
- To care for a spouse, domestic partner, child, or parent of the employee if that individual has a serious health condition.

## **Service Member Leave**

- A qualifying exigency arising out of a covered family member's (spouse, parent, son, daughter\*) active duty or call to active duty in the Armed Forces, National Guard and Reserves. The military member must be deployed to a foreign country.
- To care for a covered family member (spouse, parent, son, daughter, next of kin of the covered service member) who has incurred an injury or illness in the line of duty while on active duty in the Armed Forces provided that such injury or illness may render the family member medically unfit to perform duties of the member's office, grade, rank or rating, OR a veteran\*\* of the Armed Forces (effective 3/8/13).

\*Parent means a biological, adoptive, step or foster father or mother, or any other individual who stood in loco parentis to you when you were a child. This term does not include parents "in law."

Son or daughter means your biological, adopted, or foster child, a stepchild, a legal ward, or a child for whom you stood in loco parentis, and who is of any age.

Next of kin is the nearest blood relative, other than the spouse, parent, son, or daughter, in the following order of priority:

- 1) a blood relative who has been designated in writing by the service member for purposes of FMLA military caregiver leave
- 2) blood relatives who have been granted legal custody of the service member
- 3) brothers and sisters
- 4) grandparents
- 5) aunts and uncles
- 6) first cousins

\*\*A covered service member is a veteran discharged under conditions other than dishonorable within the five-year period before you first take military caregiver leave to care for that veteran who is undergoing medical treatment, recuperation, or therapy for a serious illness or injury.

For any veteran who was discharged prior to March 8, 2013, the period of time between October 28, 2009 and March 8, 2013 will not count as part of the five-year period. For example, if your family member became a veteran on October 28, 2009 then you may

begin to use your military caregiver leave entitlement at any time up until March 8, 2018. As long as your military caregiver leave begins within five years of the veteran's discharge, the 12-month period may extend beyond the five-year period.

If the leave is for birth, adoption, or foster care placement, the leave must be completed within 12 months of the date of birth or placement.

\*All employees, regardless of hours worked or tenure, are eligible for 8 weeks of unpaid leave for disability due to pregnancy, childbirth, or legal abortion under Iowa Code 216.6.

### **Procedures for Requesting Leave**

Employees must give the College 30 days advance notice for foreseeable family or medical leaves. If the need for family or medical leave is not foreseeable, notice must be given by the employee as soon as possible and practicable. Except in cases of extreme medical emergencies, the employee is expected to advise his/her supervisor as soon as he/she knows of the need for and expected duration of the leave.

Faculty requesting leave must complete a Family and Medical Leave Request Form from the Human Resources Office and provide copies to his/her Chair, the Dean of the College and the Human Resources Office.

Any request for leave based on a serious health condition, whether it involves the faculty member or a family member, must be supported by the appropriate medical certification. In all cases of leave for a serious health condition, the College reserves the right to request another medical opinion at the College's expense.

For service member leave arising out of exigency, the College reserves the right to request supporting documentation showing that the service member has been called to active duty.

Faculty will be notified in writing by the Human Resources Office of the terms and conditions of their leave. This written notice will reflect the decision of the department Chair, and the Dean of the College in consultation with the Director of Human Resources.

### **Length of Leave**

Faculty can take up to twelve weeks of leave under this policy during any twelve-month period. This leave may be taken intermittently or applied to a reduced work-week or work-day schedule. The leave will be measured as a rolling twelve month period measured backwards from the date any leave was taken under this policy. When both husband and wife work for the College, they are limited to a combined total of 12 weeks for birth or placement of a child, the care of a parent with a serious health condition, or exigency leave for a service member.

### **Substituting Paid Leave**

Sick time will run concurrently with leave taken under FMLA and will be used to cover the missed pay in full until the sick leave runs out, or the faculty member returns from leave, whichever occurs first. Up to two paid teaching terms of time off are available to the faculty member for the birth of a child. Up to one paid term is available for other types of leave.

Where other College policies provide a greater leave benefit than the Family and Medical Leave, the other policy will prevail. However, any leave under the FMLA will run concurrently with such leave until exhausted.

## **Workers' Compensation Medical Leave**

A faculty member who is injured on the job will receive workers' compensation following 3 days off from work as provided under state compensation law. If off work more than 14 calendar days, then worker's compensation will retroactively pay for the first 3 days off. The workers' compensation leave and FMLA will run concurrently.

## **Benefits During Leave**

**Group Health Insurance:** During an approved leave the College will maintain the faculty member's group health insurance. The faculty member is required to continue to pay his/her contribution for medical insurance cost. The contribution will be deducted from the faculty member's paycheck during the leave if the faculty member is being paid. If the faculty member is on unpaid leave, the contribution will be billed to his/her Cornell account which is payable upon receipt of the statement.

**Other Benefits:** All other benefits normally provided to a faculty member will be provided to the faculty member only if permitted by the plan document governing the provision of benefits. Upon return from FMLA, a faculty member may be returned to the same participant status in those employee benefit plans in which the faculty member participated prior to the FMLA leave. In the event that a faculty member fails to return from family or medical leave, or returns but stays less than 30 days, the faculty member will owe the College the cost of any benefits provided during the entire duration of the leave, including Cornell's contribution to the faculty member's group health benefits. No such amount will be owed if there is a recurrence or onset of a serious health condition or, in the opinion of the College, there is a change of circumstance beyond the faculty member's control.

## **Return from Leave**

Faculty members returning from leave will be reinstated to the same or equivalent position. If the faculty member was on medical leave, medical certification may be required verifying ability to return to work.

Failure to return to work after the expiration of the leave will result in termination of employment and benefits, with the exception of COBRA benefits.

Flexible Spending Accounts (Medical and Dependent Care) (See Employee Handbook)

Health Insurance (See Employee Handbook)

Health Savings Account (See Employee Handbook)

Hilltop Fitness & Roe Howard Fitness Club Memberships (See Employee Handbook)

## Leaves of Absence

Faculty members may also request leaves of absence for up to one year assignments under grants from foundations, visiting professorships at other colleges and universities, appointments with government, business, performing artist groups, faculty exchange programs or other similar activities and programs which increase professional or teaching effectiveness. These must be arranged in consultation with the Dean of the College and require an endorsement by the department involved. During such leaves Cornell salary and social security benefits are discontinued but you may continue your existing coverage under the College's health, dental, accidental death and dismemberment, life insurance, long-term disability and vision plans. Additionally tuition exchange privileges continue for qualified dependents.

Time spent on a leave of absence will not necessarily count as part of the years of service accumulated for a sabbatical leave. In general, time spent on a leave of absence should be for purposes of research or creative activity or for engaging in activities in programs that increase the normal time between sabbatical leaves. A leave of absence for purposes of employment as an instructor at another institution will not be considered as part of the normal time between sabbatical leaves.

It is the policy of the college not to grant a sabbatical leave for the 2 years immediately following a leave of absence. Leaves of absence may have to be limited in order not to interfere with the teaching program.

A faculty member who teaches in a Cornell off-campus program or in an ACM program is not considered to be on leave of absence but rather on an off-campus teaching assignment for Cornell. Such an assignment will, of course, be considered as part of the normal time between sabbatical leave. Faculty on off-campus or ACM programs continue to receive salary from Cornell and receive full Cornell benefits.

Applications for leaves are made to the Dean of the College whose recommendation is made to the President. All leaves must be approved by the President and the Executive Committee of the Board of Trustees.

Life/AD&D Insurance (See Employee Handbook)

Long Term Disability Insurance (See Employee Handbook)

Moving Allowance

The College will reimburse newly appointed members of the faculty for moving expenses. The amount to be reimbursed is determined by the Dean's Office. Personal travel expenses are not included.

Professional Development/Travel

Professional development funds provided by the college are intended to encourage faculty travel related to professional development and to distribute the opportunity to do so as equitably as

possible among all members of the full-time teaching faculty. These funds may be used to support professional travel and any other legitimate professional expenses that are tax deductible under IRS code. Such expenses may include expenses related to attending an academic or professional meeting (transportation, lodging, meals, registration), annual memberships in professional organizations, subscriptions to professional discipline related publications, books, software, and other scholarly materials. Computing equipment and accessories are not considered allowable expenses since these items are generally not deductible under IRS code. In addition, some professional travel support is available to other persons with faculty status such as librarians, lecturers, and academic instructional staff.

Receipts for monies to be reimbursed must be submitted within thirty days of incurring the expense.

### Sabbaticals

After six (6) years of full-time service faculty may apply for one semester off at full pay or two semesters at one-half pay. Faculty members taking a one-semester sabbatical leave will teach three courses during the rest of that academic year. A limited number of sabbatical leaves are available each year. Fringe benefits continue while the individual is on sabbatical leave.

The purpose of the sabbatical leave program is to encourage study and research which will increase the professional effectiveness of the faculty member. It is not to allow faculty simply to collect sabbatical pay from Cornell while at the same time accepting employment elsewhere for salary. An applicant should provide an outline in writing of the proposed study and research to be attempted while on sabbatical, and indicate its importance for the faculty member's professional development.

Faculty planning to secure sabbatical leaves should consult with the Dean of the College no later than the beginning of the sixth year and arrange for a period of absence.

It is the understanding of the college that faculty will return to Cornell from sabbatical leave for a minimum of two years of service following the leave.

TIAA-CREF Retirement Program (See Employee Handbook)

Tuition Remission and Tuition Exchange (See Employee Handbook)

Vision Plan (See Employee Handbook)

Worker's Compensation (See Employee Handbook)

## **APPENDIX**

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### **ARTICLES OF INCORPORATION ON RENEWAL AND REINCORPORATION OF CORNELL COLLEGE**

(Amended and recorded the twenty-second day of June, A.D., 1962;  
the fifteenth day of May, A.D., 1970; and the twenty-third day of October, A.D., 1999)

#### **ARTICLE I**

The name of this corporation shall be CORNELL COLLEGE.

#### **ARTICLE II**

Its principal place of business shall be located at Mount Vernon, in the County of Linn and State of Iowa.

#### **ARTICLE III**

Its business or objects shall be to conduct and maintain the literary institution, which is now established in Mount Vernon, in the County of Linn and State of Iowa, and is known as Cornell College, and to have and exercise all of the rights, powers, privileges, franchises, property and immunities of a former corporate body known as the "Iowa Conference Seminary," and afterwards merged in the corporation heretofore and now existing under the name of Cornell College, and which is now hereby reincorporated, and all of the rights, powers, privileges, franchises, property and immunities of Cornell College, as heretofore organized; to confer the degrees usually conferred by such institutions; and to have and exercise all the rights, powers, privileges, franchises and immunities conferred by the laws of Iowa on corporations not for pecuniary profit.

The Board of Trustees shall admit men and women to the same courses of study, and graduate them with the same honors and degrees; or the board may establish at its discretion a separate course (or courses) for men or women and grant appropriate honors, degrees and diplomas.

The Board of Trustees hereinafter provided for shall make such by-laws, rules and regulations as may be necessary for the transaction of business and the proper conduct and government of the College; the election of trustees; the election and support of the faculty; the

employment of agents and the furtherance of all matters promotive of the interests of this organization and not in conflict with the laws of the State.

But neither the Board of Trustees nor the Executive Committee shall have power to mortgage or sell the college buildings or campus except by majority approval of all the Board of Trustees and then only in connection with the construction of dormitories, dining halls, or other self-liquidating projects; and those are the only such buildings which can be mortgaged. All permanent funds shall be kept unimpaired and held sacred, using only the interest and income therefrom.

While Cornell College has been, and shall continue to be, known as one of the colleges related to the United Methodist Church, all departments shall be open alike for those of any religion or race; and no denominational or sectarian test shall be imposed in the choice of trustees, officers or teachers, or in the admission of students, nor shall distinctively denominational tenets or doctrines be taught to the students.

#### **ARTICLE IV**

This corporation shall consist of, and be conducted by, a board of forty (40) trustees, to be composed of thirty-nine (39) elective trustees and the president of said college who shall *ex officio* be a trustee. The thirty-nine (39) elective trustees shall be elected at such time and place and in such manner as shall be specified by the by-laws. Sixteen (16) of said trustees shall constitute a quorum for the transaction of business. Any number may adjourn until a future time. Vacancies in the Board of Trustees shall be filled in such manner as may be provided by the by-laws. The officers of the corporation shall be the President of the Board of Trustees, a Vice-President of the Board of Trustees, a Secretary, a Treasurer, a President of the College, and such other officers as may, from time to time, be determined by the Board of Trustees in accordance with the by-laws. The Board of Trustees shall have power to form an Executive Committee and prescribe its powers and number, which powers may be exercised when said Board of Trustees is not in session. The powers and duties of the officers shall be fixed by the by-laws or other action of the Board of Trustees.

#### **ARTICLE V**

The trustees of the corporation (list omitted).

#### **ARTICLE VI**

The duration of the corporation shall be perpetual unless sooner dissolved in accordance with law.

#### **ARTICLE VII**

The articles may be amended at any meeting of the Board of Trustees by a vote of a majority of the whole board, that is to say by a majority of all of the trustees; provided written notice of the proposed amendment, with a copy thereof, has been given to every trustee, either by

mailing it to him at his address as it appears on the books of the corporation, or by delivering it to him personally, at least four (4) weeks previous to such meeting.

AMENDED and recorded the twenty-second day of June, A.D., 1962, and the fifteenth day of May, A.D., 1970, and the twenty-third day of October, A.D., 1999.



**BYLAWS  
OF  
CORNELL COLLEGE  
MOUNT VERNON, IOWA**

**(Revised October 26, 2013)**

**ARTICLE I**

**THE BOARD OF TRUSTEES**

**SECTION 1. RESPONSIBILITY, POWER, AND AUTHORITY.** The Board of Trustees shall have responsibility for implementing the mission of Cornell College, which is to offer an innovative and rigorous learning community where faculty and staff collaborate with students to develop the intellectual curiosity, creativity, and moral courage necessary for a lifetime of learning and engaged citizenship. In implementing the mission of the College, the Board of Trustees shall have and exercise all the powers given or allowed by the laws of the State of Iowa to the boards of directors of not-for-profit corporations and shall have the final responsibility for the operation of the College, including such powers or authority as may be appropriate for this purpose. These powers shall include but are not limited to the following:

1. Appoint or remove the President of the College, the Board Chair, the Chair-Elect, and the Secretary;
2. Approve degrees upon recommendation of the faculty;
3. Establish and review the educational programs of the College;
4. Establish annually the budget of the College, which shall be submitted to the Board upon recommendation of the Business Affairs Committee;
5. Authorize the construction of new buildings and major renovations of existing buildings;
6. Authorize by majority vote of all Trustees the sale, lease, and purchase of land, buildings, or major equipment for the use of the College (except to the extent a 75 percent vote of all members of the Board of Trustees is required by the Articles of Incorporation);
7. Institute and promote all fund raising efforts of the College;
8. Authorize any changes in tuition and fees within the College;
9. Authorize officers or agents of the College to accept gifts for the College;

10. Authorize, as limited by the Articles of Incorporation, the incurring of debts by the College and securing thereof by mortgage and pledge of real and personal property, tangible and intangible;
11. Approve honorary degrees upon recommendations of a Joint Faculty-Trustee Committee on Honorary Degrees and Citations; and
12. Authorize, as limited by the Articles of Incorporation, the issuing of bonds, notes or other debt obligations for the construction, expansion, renovation and acquisition of buildings, equipment and property (unrestricted endowments and other unrestricted assets may be pledged as security for such projects).

The Board of Trustees may from time to time delegate the responsibility for the performance of any functions deriving from these powers to appropriate officers or employees of the College, and the Board may revoke or modify any such delegation at any time.

**SECTION 2. ELECTION AND TERM OF TRUSTEES.** The Board of Trustees shall consist of thirty-nine (39) elected members and the President of the College as a non-voting ex officio member. The elected Trustees of the Corporation shall be elected by the Board at the Annual Meeting (Fall) of the Board. The Trustees shall be elected in three (3) classes of thirteen (13), each for a term of three (3) years. Each term shall begin on the day after the Annual Meeting (Fall) at which they were elected. Vacancies on the Board may be filled for any unexpired term at any regular or special meeting of the Board and Trustees so elected shall be eligible to serve three (3) consecutive three (3)-year terms thereafter. In addition, the President of the Alumni Association Board of Directors shall be a non-voting ex officio member of the Board so long as he or she shall continue in that office and may designate an alternate member of the Alumni Association Board of Directors to represent him or her in the event of his or her inability to attend any meeting of the Board.

Each Trustee whose term expires and who has served for three (3) consecutive three (3)-year terms will rotate off the Board for a minimum of one (1) year, after which he or she is again eligible for consideration by the Governance Committee.

**SECTION 3. NOMINATIONS.** The Governance Committee shall nominate and the Board shall elect in each class of thirteen (13) Trustees, two (2) representing the United Methodist Church; two (2) of the alumni of the College; eight (8) at-large; and one graduating senior recommended by the Governance Committee who shall be considered and voted on by the Trustees at the Spring Board Meeting and who shall become a Trustee beginning on the day after the Annual Meeting (Fall), if elected, upon completing all requirements for graduation.

**SECTION 4. ELECTION OF BOARD CHAIR.** The Board Chair shall assume and retire from office at the Annual Meeting (Fall) of the Board, shall serve for a three (3)-year term subject to Board reaffirmation and shall be eligible to immediately succeed himself or herself in that office for an additional three (3)-year term. At each Annual Meeting (Fall), the Governance Committee shall present to the Board its recommended candidates for Chair and Chair-Elect. Any individual retiring as Chair shall be eligible to serve as a Trustee for an additional three (3)-year term on the Board (which term shall commence when the individual leaves office even if that would otherwise violate the three consecutive three (3)-year term limitation rule). The Chair and Chair-Elect shall be entitled

to serve as Trustees during their tenure in office even if that would otherwise violate the three consecutive three (3)-year term rule.

**SECTION 5. REMOVAL OF TRUSTEES.** A Board member who fails to attend at least 50 percent of the regularly scheduled Board and Standing Committee Meetings during a three (3)-year term may by such failure be removed from the Board by majority vote of Trustees present at any Meeting. Trustee attendance shall be monitored by the Governance Committee. All Trustees serve at the pleasure of the Board. A Trustee may be removed from office by an affirmative vote of two-thirds of the Trustees.

**SECTION 6. HONORARY AND LIFE TRUSTEES.** Upon nomination by the Governance Committee, the Board at any regular or special meeting may elect as Honorary Trustee any person other than a former Trustee who has rendered unusually distinguished service to the College, and may also elect as Life Trustee any Trustee who has rendered long and distinguished service as a Trustee. Honorary and Life Trustees shall have all the rights and privileges of members of the Board except the right to vote.

## **ARTICLE II**

### **MEETINGS**

**SECTION 1. REGULAR MEETINGS.** There shall be three regular Meetings of the Board of Trustees annually, which shall be held in the Winter, Spring, and Fall on such date and place as may be designated either by the Board or by any two of the Chair, Chair-Elect, President of the College, and Treasurer. The Annual Meeting of the Board shall be the Fall meeting.

**SECTION 2. SPECIAL MEETINGS.** Special Meetings of the Board may be held at the call of any two of the Chair, Chair-Elect, President of the College, or Standing Committee Chair, and must be called upon the request in writing (which shall set forth the objectives of the Meeting) of any five members of the Board.

**SECTION 3. CONDUCT OF MEETINGS.** The Secretary shall mail notice (which may include electronic mail) of the time and place of all regular and special meetings of the Board to each Trustee on or before the 15th day prior to the date of said meeting.

Board and Committee meetings may be conducted by any means of communication which allows all Trustees and Committee members to simultaneously hear each other. Any Trustee or Committee member participating in a meeting through this means is deemed to be present in person at the meeting.

Sixteen (16) of the voting Trustees shall constitute a quorum for the transaction of business at any meeting of the Board. A majority of the voting Trustees of any Committee shall constitute a quorum for the transaction of business at any meeting of such Committee. The act of a majority of the Trustees present at a Board or Committee meeting at which a quorum is present shall be the act of the Board of Trustees or the Committee, unless the act of a greater number is required by statute, these Bylaws, or the Articles of Incorporation. The Board Chair, Chair-Elect, President of the College, and Board Secretary shall prepare an agenda of the subjects to be considered at each regular

Meeting of the Board. There shall be included in the agenda any subject requested by any member of the Board. This agenda, together with all reports of officers and Committees containing any recommendations requiring action by the Board, shall be sent to each member of the Board by the Secretary with the notice of the meeting. No action shall be taken at the meeting on any subject not contained in the agenda except by two-thirds (2/3) vote of the Trustees present at the meeting. All business to be transacted at any Special Meeting of the Board shall be specified in the notice of the meeting.

Any action required to be taken at a meeting of the members may be taken without a meeting if consent in writing, setting forth the action so taken, shall be signed by all of the members entitled to vote with respect to the subject matter thereof.

**SECTION 4. WAIVER OF NOTICE.** Whenever any notice is required by these Bylaws to be given to any member of the Board, any member of the Executive Committee, or any member of other Standing or special Committee of the Corporation, a waiver of such notice in writing signed by such member, whether before or after the time stated therein or required for such notice, shall be equivalent to the giving of such notice.

A member's participation at any Board or Committee meeting waives any required notice unless the member objects to the lack of notice upon arriving at the meeting.

### **ARTICLE III**

#### **OFFICERS OF THE CORPORATION**

**SECTION 1. OFFICERS.** The officers of the Corporation shall be the Board Chair, Chair-Elect, President of the College, Secretary, and Treasurer.

The Board may appoint other officers of the Corporation as they deem appropriate and shall define their duties and responsibilities.

**SECTION 2. ELECTION OF OFFICERS.** The Board Chair, Chair-Elect, Secretary, and any other corporate officers appointed by the Board shall be elected at the Annual Meeting (Fall) of the Board and shall assume office at the end of the Meeting for the ensuing year unless specified otherwise in these Bylaws. Vacancies may be filled at any Meeting of the Board. The President of the College shall be elected by the Board whenever a vacancy occurs and shall hold office at the pleasure of the Board.

The President of the College and Board Chair, Chair-Elect, Treasurer, and Secretary may be removed from office by the Board at any time with or without cause.

**SECTION 3. BOARD CHAIR.** The Board Chair shall be its presiding officer. The Chair's powers and duties shall be such as are prescribed by these Bylaws, provided by law, and as may be prescribed by the Board from time to time. The Board Chair shall annually appoint all Committee Chairs in consultation with the Governance Committee and the President of the College, subject to approval by the Board, except as otherwise provided in these Bylaws. The Chair shall be notified of and have right to attend all Committee Meetings.

SECTION 4. BOARD CHAIR-ELECT. The Board Chair-Elect shall perform temporarily all the duties of the Chair in the absence of the Chair or in case of the Chair's inability to act and perform other duties as the Board Chair may so delegate or direct. The Board Vice-Chair who shall have the longest length of term of service as Vice-Chair shall perform temporarily all the duties of the Chair in the absence of the Chair or Chair-Elect.

SECTION 5. PRESIDENT OF THE COLLEGE. The President of the College shall be the Chief Executive Officer of the College and the official adviser to and executive agent of the Board and its Executive Committee. The President of the College shall, as educational and administrative head of the College, exercise a general superintendence over all the affairs of the institution, and bring such matters to the attention of the Board as are appropriate to keep the Board fully informed to meet its policy-making responsibilities. The President of the College shall have power, on behalf of the Trustees, to perform all acts and execute all documents to make effective the actions of the Board or its Executive Committee.

The President of the College shall formulate, revise, amend, monitor, and present to the Board annually for its review and approval long-range plans for the College.

Except as otherwise provided in these Bylaws, the President of the College shall be ex-officio a member of the Board and all committees of the Board, unless otherwise provided in the Bylaws, without power to vote.

The President of the College or the President of the College's designated representative shall prepare and submit to the Business Affairs Policy Committee not later than the Spring meeting of the Board a proposed budget for the next fiscal year.

SECTION 6. VICE PRESIDENTS. The Vice Presidents of the College shall be appointed by the President of the College after consultation with the Board. They shall have such powers and shall perform such duties as may be assigned by the President of the College. Unless otherwise designated by the Board, in the case of the absence of the President of the College, the duties of that office shall be performed by any Dean or Vice President designated by the President of the College, or in the absence of any such designation, by the Vice President for Academic Affairs and Dean of the College.

The Vice Presidents of the College may be removed from office with or without cause by the Board or the President of the College.

SECTION 7. SECRETARY. The Secretary or designee shall have custody of the seal of the College and shall attest to and affix said seal to such documents as required in the business of the College, including but not limited to deeds, bonds, mortgages, agreements, contracts, diplomas, evidences of the award of degrees, transcripts, abstracts of resolutions, certificates, Minutes, and Bylaws issued pursuant to the authority of the College.

The Secretary or designee shall give proper notice of all meetings of the Board of Trustees and shall keep a record of the appointment of all Committees of the Board and members of the administrative and teaching staffs.

The Secretary or designee shall keep, or cause to be kept, a record of the Minutes of all Meetings of the Board and each of its Committees.

The Secretary may be removed from office with or without cause by the Board or the President of the College.

The Secretary need not be a Trustee.

**SECTION 8. TREASURER.** The Treasurer is the Vice President for Business Affairs, who is the chief financial officer of the College, and shall be appointed by the President of the College after consultation with the Board of Trustees. The Treasurer shall have the duty to keep, or cause to be kept, full and accurate accounts of all receipts and disbursements. The Treasurer shall carry out all functions and responsibilities under the supervision and direction of the President of the College. The Treasurer shall be responsible for the preparation of any corporate financial reports as may be required by departments of government; the Board; the Audit, Business Affairs, or Executive Committees; or the Board Chair or Chair-Elect.

The Treasurer may be removed from office with or without cause by the Board or the President of the College.

The Treasurer shall, in the name of the College, give receipts for monies or property as shall be required, deposit funds in accordance with resolution and direction of the Business Affairs Policy Committee or the Board, and safeguard the money of the College. The Treasurer shall keep informed as to all investments and income, receipts, and disbursements. The Treasurer shall have custody of all monies and securities of the College. The Treasurer shall not pay out any money unless by order of the Board or under such regulations or with such approval as the Business Affairs Policy Committee may prescribe. The Treasurer shall cooperate with any independent auditors or certified public accountants retained by the Board for the purpose of conducting audits of the accounts of the College, and shall make reports at Meetings of the Board, the Audit Committee and Business Affairs Policy Committee with respect to the financial condition of the College at such time and in such form as the Board or the Committees may duly require.

The Treasurer shall give a bond to the College faithfully to perform the duties of the Office, and to account for all monies and other matters and things which may come into the Treasurer's possession by virtue of said Office, in such amount as the Audit Committee shall direct.

**SECTION 9. VACANCIES.** In the case of a vacancy in the office of Board Chair, Chair-Elect, or Secretary by death, resignation, removal, or any other cause, the vacancy may be filled by the Board of Trustees at any meeting, and the person elected to fill an unexpired term shall enter upon the duties of office immediately upon election. The President of the College shall fill any vacancy in any office for which these Bylaws reserve to the President of the College the power of appointment.

## **ARTICLE IV**

### **COMMITTEES**

**SECTION 1. STANDING COMMITTEES.** The Standing Committees of the Board of Trustees shall be: the Executive Committee; five Policy Committees: (1) Academic and Student Affairs, (2) Business Affairs, (3) Enrollment and Communications, (4) Alumni and College Advancement, and (5) Buildings and Grounds; an Audit and Assessment Committee, a Compensation Committee, a Governance Committee, and an Investment Committee. An individual may only serve three (3) consecutive one (1)-year terms as the Chair of the same Committee with the exception of the Executive Committee Chair.

With the exception of the Executive Committee, the Audit and Assessment Committee, and the Compensation Committee, Committee members shall be appointed by the Board Chair at the Annual Meeting after consultation with the Governance Committee and the President of the College, subject to approval by the Board.

The Standing Committees may create any Sub-committees or Councils as they may deem necessary to fulfill their responsibilities. The Committees and such Sub-committees or Councils may include non-voting non-Trustees among their membership as necessary to carry out their duties.

Standing Committees shall establish Committee Charters, which shall outline the responsibilities and duties of the Committee. Such Charters shall be reviewed and updated no less than every three years. All such Charters shall be reviewed by the Governance Committee to ensure consistency with the Bylaws.

The Chair of each Standing Committee shall be appointed annually by the Board Chair in consultation with the Governance Committee and the President of the College. Such Policy Committee Chairs shall be referred to and carry the designation of Vice-Chair of the Board for (committee name). The Vice Chairs and Chair of the Governance Committee may serve for three (3) consecutive one (1)-year appointments at which time they shall be ineligible for further appointment as a Vice-Chair or Chair of the Governance Committee for a period of one (1) year.

Each Trustee shall serve as a member of one or more Standing Committees for a period of one year and may be reappointed.

**SECTION 2. EXECUTIVE COMMITTEE.** The Executive Committee shall consist of the Chair, Immediate Past Chair, Chair-Elect, Vice-Chairs, Chair of the Governance Committee, President of the College, and up to two (2) At-Large Trustees appointed at the Annual Meeting, all subject to approval by the Board. The Immediate Past Chair will sit on the Executive Committee for one year following his or her term as Board Chair. Any Trustee shall be eligible for the two additional At-Large Trustee positions on the Executive Committee, without regard to term limits applicable to other positions. The Board Chair shall serve as Chair of the Executive Committee.

Between Meetings of the Board, the Executive Committee shall have general supervision of the administration and property of the College except that it may not take any action inconsistent with the laws of the state of Iowa and, unless specifically empowered by the Board to do so, it may not take any action inconsistent with a prior act of the Board, award degrees, alter Bylaws, locate permanent buildings on tax-exempt property held for College purposes, remove or appoint the President of the College, or take any action which has been reserved by the Board.

Meetings of the Executive Committee may be called by the Chair of the Committee, the President of the College, or any two members of the Committee. Reasonable notice of Meetings shall be given to all members. A report of the Meeting shall be sent to the members of the Board.

The Executive Committee shall have power to appoint in any manner it sees fit, such other Ad Hoc or Special Committees as it may desire, and assign to them such duties as it may deem advisable providing such duties are not held by the Standing Committees. The members of such Committees need not be members of the Executive Committee nor of the Board.

**SECTION 3. ACADEMIC AND STUDENT AFFAIRS POLICY COMMITTEE.** The Academic and Student Affairs Policy Committee shall consist of at least five members of the Board. The Vice President for Academic Affairs and Dean of the College, the Vice President for Student Affairs, the College Chaplain, and the President of the College will serve (without vote) as Committee members.

The purpose of the Academic and Student Affairs Policy Committee is to inform itself and to make policy recommendations concerning all matters relating to the academic goals and curricular programs at the College including degree requirements, quality of instruction and related matters. In addition, the Committee will recommend such faculty personnel policies as those concerned with compensation, retirement, and performance evaluation, and shall advise the Business Affairs Policy Committee on the financial requirements of the academic programs. The Academic and Student Affairs Policy Committee shall also inform itself and make policy recommendations concerning all matters relating to the quality of student life on the campus.

The Committee shall work closely with the President of the College in order to assure that it does not come between the administration and the faculty and thus become needlessly involved in internal administrative functions.

The Committee shall meet at least three times a year preceding the regular Board Meetings. A Committee report shall be presented at each regular Board Meeting.

**SECTION 4. ALUMNI AND COLLEGE ADVANCEMENT POLICY COMMITTEE.** The Alumni and College Advancement Policy Committee shall consist of at least five members of the Board. The Vice President for Alumni and College Advancement and President of the College will serve (without vote) as Committee members.

The purpose of the Alumni and College Advancement Policy Committee is to formulate, review, monitor, provide leadership, and recommend to the Board policies and programs for development encompassing all fund raising and public relations. It shall provide estimates of income from all fund raising.

The Committee shall meet at least three times a year preceding the regular Board Meetings. A Committee report shall be presented at each regular Board Meeting.

**SECTION 5. BUILDINGS AND GROUNDS POLICY COMMITTEE.** The Building and Grounds Policy Committee shall consist of at least five members of the Board. The Treasurer and President of the College will serve (without vote) as Committee members.



The Building and Grounds Policy Committee shall have responsibility for supervising planning for College facilities and making recommendations to the Board of Trustees related to (a) the long-term physical development of the College; (b) the design, construction, and renovation of new or existing facilities; and (c) the budgeting and cost control for construction and renovation projects. It shall also review policies and make recommendations with respect to the maintenance and operation of buildings and the care of grounds, all with a view to maintaining a high-functioning and attractive campus.

The Committee shall advise the Business Affairs Policy Committee of the financial requirements of its undertakings and proposals.

The Committee shall meet at least three times a year preceding the regular Board Meetings. A Committee report shall be presented at each regular Board Meeting.

**SECTION 6. BUSINESS AFFAIRS POLICY COMMITTEE.** The Business Affairs Policy Committee shall consist of at least five members of the Board. The President of the College and Treasurer will serve (without vote) as Committee members.

This Committee shall be responsible to the Board for recommending business policy for the effective and efficient operation of the College, and shall review College operations so as to evaluate adherence to policy and achievement with respect to any business functions of the College such as, but not limited to: annual and capital budget, business records and systems, business planning, legal functions, non-academic personnel, auxiliary enterprises, and buildings and grounds. The Committee shall advise the President of the College and recommend to the Board both immediate action and long-range business and financial programs and plans.

A Committee report shall be presented at each regular Board Meeting. The Committee shall meet at least three times a year preceding the regular Board Meetings.

**SECTION 7. ENROLLMENT AND COMMUNICATIONS POLICY COMMITTEE.** The Enrollment and Communications Policy Committee shall consist of at least five members of the Board. The Vice President for Enrollment and Dean of Admission, and President of the College will serve (without vote) as Committee members.

The Enrollment and Communications Policy Committee shall have responsibility for assisting the Board in the review of the College's policies and procedures for attracting, enrolling, and maintaining enrollment of students who would benefit from attending the College. The Committee shall also have responsibility for assisting the Board in reviewing the College's communications with and programs for its off-campus constituencies, including prospective students and their parents.

The Committee shall advise the Business Affairs Policy Committee of the financial requirements of its undertakings and proposals.

The Committee shall meet at least three times a year preceding the regular Board Meetings. A Committee report shall be presented at each regular Board Meeting.

**SECTION 8. GOVERNANCE COMMITTEE.** The Governance Committee shall consist of at least six (6) members of the Board appointed by the Board Chair. The President of the College will serve (without vote) as a Committee member. The Board Chair shall not be eligible for membership.

The Governance Committee is to make nominations for membership on the Board, including Life Trustees and Honorary Trustees. The Committee also nominates the Chair, Chair-Elect, and Secretary. The names of the nominees shall be sent to each member of the Board with the notice of the Board Meeting at which elections are to take place. In the case of persons nominated for the first time for Board membership, there will be also forwarded statements about the background and qualifications of such nominees.

The Governance Committee shall be responsible for the orientation, continuing education, and criteria for evaluation of performance of Board members.

The Committee shall meet as needed and report as necessary.

**SECTION 9. AUDIT AND ASSESSMENT COMMITTEE.** The Audit and Assessment Committee shall be appointed by the Board Chair at the Annual Meeting of the Board, subject to approval by the Board, and shall consist of not less than three (3) members of the Board not members of the Executive Committee, Business Affairs Committee, or Officers of the Corporation. The President of the College shall not be a member of the Audit and Assessment Committee, but may, upon invitation of the Committee, attend any meeting.

The Audit and Assessment Committee shall periodically appraise the financial control and accounting systems of the College and recommend any changes it deems appropriate. It shall recommend the designation of an independent auditor each year and shall cause to be prepared and submitted to the Board at least once a year an audited statement of the financial condition of the College as of the close of the fiscal year and of the receipts and expenditures for each year. The Committee may request any designated independent auditor, or any officer or employee of the College, to appear before it to report on the financial condition of the College and answer any questions the committee might have.

A Committee report shall be presented at regular Meetings of the Board.

**SECTION 10. COMPENSATION COMMITTEE.** The Compensation Committee shall consist of four (4) members of the Board, appointed by the Board Chair, subject to approval by the Board, one of whom shall be the Immediate Past Chair, if available. The President of the College shall not be a member of the Compensation Committee.

The Compensation Committee shall create and monitor the President of the College's compensation plans, including any incentive arrangements. The Compensation Committee shall also consult with the President of the College with respect to the performance, base pay and incentive plans for any employee of the College. The Compensation Committee shall also review the College's overall compensation practices, particularly faculty compensation, for appropriateness, fairness, and strategic fit.

The Committee may consider the retention of outside consultants to assist in the above duties.

**SECTION 11. INVESTMENT COMMITTEE.** The Investment Committee shall consist of at least three members of the Board appointed by the Board Chair after consultation with the Governance Committee and the President of the College, subject to approval by the Board. The Treasurer and President of the College will serve (without vote) as Committee members. Committee members should have investment, business, or endowment experience. The Investment Committee's purpose is to maintain the prudent and effective investment of the endowment, formulate investment policies, and oversee management of the endowment. It is responsible for the endowment, planned gift annuities, life income funds, and other assets of the institution. The Committee shall have charge of all the assets and investments of the College, including the power to effectuate purchases, sales, or exchanges of securities or other investment assets of the College. The Committee may employ investment counsel and may delegate authority to purchase or sell securities for the account of the College to such investment counsel or to any Officer of the College subject to such limitations as the Committee may impose.

The Committee shall meet and report as necessary.

**SECTION 12. AD HOC AND SPECIAL COMMITTEES.** The Board may authorize the appointment of ad hoc and special committees as necessary and specify their purposes and duties.

## **ARTICLE V**

### **FACULTY**

**SECTION 1. MEMBERSHIP.** The Faculty shall consist of the President of the College, the Vice-Presidents, the Deans, the Professors, the Associate Professors, the Assistant Professors, the Instructors, the Librarians, the Registrar, and such other teachers and administrative officers as may be nominated by the President of the College and approved by the Board of Trustees.

**SECTION 2. PRESIDING OFFICER.** The President of the College shall be the presiding officer of the Faculty. The Vice President for Academic Affairs and Dean of the College shall be the second presiding officer of the Faculty, and shall represent the President of the College in the President of the College's absence in all College matters relating to academic affairs and related campus procedures. The Chair of the Committee on Committees shall serve as the Chair of the Faculty in the absence of the President of the College and the Vice President for Academic Affairs and Dean of the College.

**SECTION 3. POWERS AND DUTIES OF THE FACULTY.** As provided by law and the Articles and Bylaws of the College, the Board of Trustees is vested with the governance of the College. Subject to the power of general superintendence by the President of the College, the reserved power of control by the Board, and provisions of law, the Faculty:

1. Shall determine the educational policies and procedures of the College, including the courses of study, the methods of instruction, and the standards of admission, promotion and graduation of students.

2. Shall collaborate with the Division of Student Affairs to determine the rules of conduct to be observed by students and the character and method of administering discipline for violation thereof.
3. Shall recommend to the President of the College and the Board of Trustees candidates for earned and honorary degrees.
4. Shall recommend to the President of the College faculty candidates for initial appointment and shall recommend to the President of the College and the Board of Trustees faculty candidates for reappointment, tenure, promotion, and emeritus status.
5. Shall recommend to the President of the College and the Dean of the College policies and procedures for the operation and governance of the Faculty and the academic affairs of the College. Such policies and procedures shall include, but not be limited to, such matters as:
  - (a) The academic organization of the College.
  - (b) Application of the principles of academic freedom.
  - (c) Faculty responsibilities.
  - (d) Appointments, promotion and tenure.
  - (e) Faculty meetings, committee structure, and Faculty leadership elections.
  - (f) Rules of Faculty conduct and discipline.
  - (g) Dismissals for cause.
  - (h) Leaves of absence, attendance, and outside employment.

SECTION 4. FACULTY COMMITTEES. In exercising its delegated powers and duties, the Faculty may create standing and special committees composed of faculty members to carry out such of its powers and duties as it may see fit.

## **ARTICLE VI**

### **INDEMNIFICATION OF TRUSTEES AND OFFICERS**

SECTION 1. INDEMNIFICATION. The College shall indemnify each person who is or was a Trustee or officer of the College, or who is serving or has served at the request of the College as a director, trustee, or officer of another corporation, partnership, joint venture, trust or other enterprise, and may indemnify any person who is or was an employee, agent, or volunteer of the College and any person who is serving or has served at the College's request as an employee, or volunteer, of any other enterprise, to the fullest extent from time to time permitted by the laws of the State of Iowa and the Iowa Nonprofit Corporation Act, as the same may be amended and supplemented from time to

time, in the event any of such persons were or are a party, or are threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative. The indemnification provided for by this Article, includes, but is not limited to, losses occasioned by the negligence of any Trustee, officer, agent or volunteer, and shall not be deemed exclusive of any other right to which a person seeking indemnification may be entitled under any agreement, votes by disinterested Trustees or otherwise, and shall continue as to a person who has ceased to be a Trustee, officer, employee, volunteer or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

**SECTION 2. INSURANCE.** The College may purchase and maintain insurance on behalf of any person who is or was a Trustee, officer, employee, agent or volunteer of the College, or who is or was serving at the request of the College as a director, officer, employee, agent or volunteer of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the College would have had the power to indemnify him or her against such liability pursuant to this Article VI of these Bylaws.

**SECTION 3. ADVANCE PAYMENTS.** Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the College in advance of the final disposition of such action, suit or proceedings, as authorized by the Board of Trustees in the specific case, upon receipt of an undertaking by or on behalf of the Trustee, officer, employee or agent to repay such amount, unless it shall ultimately be determined that he or she is entitled to be indemnified by the College as authorized by this Article VI.

## **ARTICLE VII**

### **CONFLICTS OF INTEREST**

A Trustee shall be considered to have a conflict of interest if (a) such Trustee has existing or potential financial or other interests which impair or might reasonably appear to impair such member's independent, unbiased judgment in the discharge of responsibilities to the College, or (b) such Trustee is aware that a family member (which for purposes of this paragraph shall be a spouse, parents, siblings, children and any other relative if the latter reside in the same household as the Trustee), or any organization in which such Trustee (or family member) is an officer, director, employee, member, partner, Trustee, or controlling stockholder, has such existing or potential financial or other interests. All Trustees shall disclose to the Board any possible conflict of interest at the earliest practicable time. No Trustee shall vote on any matter, under consideration at a Board or Committee Meeting, in which such Trustee has a conflict of interest. The Minutes of such Meeting shall reflect that a disclosure was made and that the Trustee having a conflict of interest abstained from voting. Any Trustee who is uncertain whether he or she has a conflict of interest in any matter may request the Board or Committee to determine whether a conflict of interest exists, and the Board or Committee shall resolve the question by majority vote.

## **ARTICLE VIII**

### **RESTRICTIONS ON ACTIVITY**

No part of the net earnings of the College shall inure to the benefit of, or be distributable to its Trustees, officers, or other private persons, except that the College shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Bylaws. No substantial part of the activities of the College shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the College shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these Bylaws, the College shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

No loans shall be made by the College to any Trustee or officer of the College.

## **ARTICLE IX**

### **AMENDMENTS OF BYLAWS**

These Bylaws may be amended at any regular Meeting of the Board of Trustees, or at a special Meeting, by a majority of those present and voting, provided that a copy of the proposed amendments has been filed with the Secretary in advance of the Meeting, and a copy thereof mailed by the Secretary to each Trustee with notice of the Meeting on or before the fifteenth day prior to the date of the Meeting at which the same will be presented.

## **ARTICLE X**

### **EFFECTIVE DATE**

All former Bylaws are hereby repealed as of the end of the October 2013 Meeting of the Board of Trustees, at which time these Bylaws shall become effective, except that all Trustees, Officers of the College and Committees shall continue to serve as specified in the Bylaws, and if not otherwise specified, until the expiration of the term for which elected or appointed.

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## FOOTNOTES

### THE CORPORATE FACULTY

<sup>1</sup> The definition of the faculty revised in accordance with the May 4, 2013 version of Article V. FACULTY of the ByLaws of Cornell College.

<sup>2</sup> Subcommittees formed when Committee on Student Life was restructured, adopted by the faculty 8 February 2011.

<sup>3</sup> Time and place of meeting adopted by the Faculty 2 September 1971, amended 15 January 1980; rules on faculty voting adopted by the Faculty 15 November 1965; regulations on student attendance and participation adopted by the Faculty 15 September 1970 and reaffirmed 16 November 1971. Time and place of meeting amended by the Faculty 17 May 1994. Adjourned time amended by the Faculty 25 March 2003. The last three rows of West Science 100 no longer reserved for students, amended by the Faculty 25 March 2003.

<sup>4</sup> Language was clarified in the 2011-12 edition of the handbook by the Committee on Committees.

<sup>5</sup> Faculty Meeting: Rules of Procedure. Wording approved by Dean Heywood and Registrar Milhauser (parliamentarian) for 1984 edition. Based on memoranda from Registrar Milhauser 13 September 1973, Dean Ehrmann 20 September 1973, and Professor C. W. Heywood 15 March 1976. The policy on prior presentation was adopted 27 May 1949. Section 1.A. amended 7 March 1989. Section C. revised 24 May 1988. Section C. revised 1 May 1989. Wording slightly revised 28 April 1992. Section 3 revised by the faculty 9 October 2001. Section 4, Paragraph C revised by the Faculty 15 April 2003. Section 5 Faculty Elections added by the Faculty 15 April 2003.

<sup>6</sup> Corrected in the 2011-12 handbook to be consistent with description of the functions of the Committee on Academic Affairs.

<sup>7</sup> This wording was changed in 2011-12 to include the new Civic Engagement minor.

<sup>8</sup> Wording of odd- and even-numbered years clarified by the Committee on Committees 23 May 2013. Increase of RTP Subcommittee from three to four members adopted by the faculty 7 April 2009.

<sup>9</sup> Adopted by the faculty 30 October 2007.

<sup>10</sup> Length of time allowed for voting changed by the faculty 3 May 2005.

<sup>11</sup> Language changed from “at the first faculty meeting in Block 8” to “by the end of Block Eight” by the Committee on Committees for consistency within the handbook 7 February 2014. Term 9 wording changed to Block 8 due to the change to the eight-term schedule 23 May 2013. This sentence moved from Rules Governing Standing Committees and Subcommittees of the Faculty to this location as it deals with faculty elections; change adopted by the Faculty 7 April 2009

<sup>12</sup> Item I added by the faculty 4 May 2010.

### THE COMMITTEE SYSTEM

<sup>13</sup> This section of the *Handbook* was approved by the faculty in December, 1981. The 1982 *Handbook* contained this comprehensive revision of the committee structure. This new structure supercedes all prior committee structures or processes. Previous general revisions of the committee system were made 17 May 1951, 7 May 1956, 21 April 1958, 28 April 1964, 26 September 1972, November 1978.

<sup>14</sup> Wording revised by the Committee on Committees for clarity 23 May 2013.

<sup>15</sup> This section was moved in the 2011-12 handbook by the Committee on Committees to be placed after the Committees of the Faculty section and before the Committee on Academic Affairs section. Some items were deleted as they appear elsewhere in the handbook.

<sup>16</sup> Election procedures adopted by the Faculty 3 December 1969; revised 26 September 1972, 5 February 1974, and 21 February 1989. Procedures section deleted by the Faculty on 15 April 2003. The nomination and election procedures requiring seven faculty meetings following the Christmas recess was deleted by the Faculty 7 April 2009 due to electronic voting and because the schedule of elections exists elsewhere in the Handbook.

<sup>17</sup> Language changed to “end of Block Eight” due to the change to the eight-term schedule 7 February 2014.

<sup>18</sup> On 21 September 1949 student observers were added to the old Curriculum Committee and personnel Committee. Student observers were added to other committees over the years. On 15 September 1970 the number of student

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representatives on faculty committees was increased from two to three. On 16 November 1971 the faculty granted students the right to vote in faculty committees, the vote to be counted and reported separately. The student's separate vote on faculty committees was reaffirmed on 6 February 1973. Student representation was maintained in the committee revision of 15 December 1981.

Faculty meetings were closed until 15 September 1970 when students were granted the right to attend and two students were given the right to speak. This was reaffirmed on 16 November 1971.

Students were added to the President's Selection Committee on 20 November 1973, and the Dean's Selection Committee on 16 September 1975.

<sup>19</sup> Wording revised to be consistent with legislation of 24 November 1987.

<sup>20</sup> This is the successor of the old Education Policy Committee (adopted by the Faculty 14 April, 1952; revised 30 March 1971, 6 February 1973, 11 February 1975, 17 February 1976, 9 March 1976, 26 October 1982.) Structure amended to include College Librarian 9 October 2001. Structure amended to include Writing Program Chair as a consultant 26 May 2009.

<sup>21</sup> Requirement of an annual report on the enrollment cap and bidding system changed to be provided by request. This revision adopted by the faculty 17 April 2012.

<sup>22</sup> This committee was established by the Faculty, 20 April 1949; revised 5 October 1959, 26 September 1972, 16 January 1979, 27 November 1982, 12 March 1985, and 8 March 1988.

<sup>23</sup> A new committee established 1981 and amended 12 March 1985; it inherits some of the functions of the old Educational Policy Committee.

<sup>24</sup> The successor in large part of the Old Curriculum Committee (reactivated 6 October 1948 and 14 April 1952; revised 4 May 1971, 26 September 1972, 6 February 1973, 12 March 1985, 19 May 1987, 24 May 1988, and 2 May 1989).

<sup>25</sup> Committee functions revised to reflect elimination of Bachelor of Philosophy degree by faculty on 13 January 2004.

<sup>26</sup> Function 3.a.iii. expanded on 8 September 1998. Designating W courses added by the Faculty 26 May 2009.

<sup>27</sup> Functions and structure distinguished for the Academic Programs subcommittee to be consistent with the descriptions of the other subcommittees. 9 October 2008

<sup>28</sup> The full committee continues with the functions of these old committees: 1) Liaison (adopted by the Faculty 17 May 1951; reconstituted 10 May 1954; revised 28 April 1964 and 11 February 1975). 2) Honorary Degrees (adopted by the Faculty, 7 March 1966; revised March 1971, 26 September 1972, 17 February 1976; function of choosing commencement speaker dropped in 1980 *Handbook* revision). 3) Joint Committee (was RTP plus Educational Policy, based on faculty legislation of 17 February 1976 and 25 March 1980, revised in the 1980 *Handbook*). Further revisions approved 12 March 1985 and 3 May 1988. A statement of clarification from the Committee on Committees on item 7C was distributed on 9 December 1993.

<sup>29</sup> The President serves as chair only when the committee performs function 4 so the words "and 5" were removed by the Committee on Committees 11 October 2011.

<sup>30</sup> Adopted by the Faculty 9 April 1969; revised 18 April 1972, 15 October 1974, 5 November 1974, 5 October 1993. New Functions were added in the 1980 *Handbook*, due to faculty legislation in those areas. Functions and structure changed to reflect the increase of RTP Subcommittee from three to four members and faculty mentors prohibited from serving on their mentee's review committees; these changes adopted by the Faculty 7 April 2009.

<sup>31</sup> Adopted by the Faculty 9 May 2006.

<sup>32</sup> Adopted by the Faculty 5 April 1977; revised 12 March 1985.

<sup>33</sup> Adopted by the Faculty 10 April 1979; replaced Recruitment, Retention and Placement Committee, established 29 April 1975; which in turn replaced an Admissions Committee, which had existed since before 1958. Language altered in 1980.

<sup>34</sup> The *ex officio* and consultant status for some members of the committee revised by the faculty 15 January 2013 for more appropriate representation. Structure and functions of the Student Life Committee completely revised. Approved by the faculty 8 February 2011. On the origin of this committee, and its evolution over subsequent years through 2010-11, see the Cornell Faculty Handbook, 2010-11, fns. 26-30.

<sup>35</sup> References to first faculty meeting in Term 8 and first faculty meeting in Term 9 revised to Block 7 and Block 8 due to the change to the eight-term schedule 23 May 2013.

<sup>36</sup> Faculty approval process for the Midwest Conference was approved by the faculty on February 10, 2015.

<sup>37</sup> Structure of the Student Governance Subcommittee (Committee on Student Life) was revised by the faculty on 15 January 2013 to remove the chair's responsibility for serving on the Conduct Board and to eliminate the member who serves on the Parking Appeals committee (and replace with a representative to the Conduct Board. Structure of the Student Governance Subcommittee (Committee on Student Life) was revised to eliminate the one Media Board faculty member as the Media Board was dissolved as a Committee of the College on 15 May 2012.



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<sup>38</sup> Origins unknown, but before 1958; revised 26 September 1972, 29 April 1980, and 21 February 1989. Function ix added as a part of the committee revision of 1982. Function x added 28 April 1992.

<sup>39</sup> Function added by the Committee on Committees for consistency with other Handbook Language 10 October 2011.

<sup>40</sup> The Writing Program Committee (WPC) was established by the faculty as a regular committee on 10 May 2005. This entity grew out of the Writing Program Advisory Committee (WPAC), which the Dean of the College had formed in 2001 to coordinate the Writing Across the Curriculum program. The structure and functions of the WPC revised by the Faculty 26 May 2009.

<sup>41</sup> The Religious Life Council (RLC), a Committee of the College, was created 17 May 1951; reorganized 21 May 1962; later constitution approved 18 February 1970, revised 26 September 1972, and 21 February 1989. The RLC ceased to exist in 1998 as a result of lagging student interest and instead evolved into the Interfaith Peer Ministry Team, and then into Spirituality and Interfaith Understanding.

<sup>42</sup> Revisions to the Conduct Board and the Appeals Board approved by the faculty 29 November 2011. A Faculty Committee on Discipline established 18 May 1949; this became a Hearing Board, then the Faculty-Student Judicial Board 3 April 1968. Revised 5 April 1977, 24 May 1988, 19 May 1992, and 9 April 1996. Name of the Judicial Board changed to Conduct Board and “legalistic” language revised by the faculty 4 May 2010.

<sup>43</sup> The structure of the Conduct Board revised by the faculty on 15 January 2013. The change is that the chair of the Student Governance Subcommittee will no longer serve on the Conduct Board. Instead the Subcommittee will provide a representative to the Conduct Board.

<sup>44</sup> Revisions to the Conduct Board and the Appeals Board approved by the faculty 29 November 2011. Adopted 9 April 1996. Name of the Judicial Board changed to Conduct Board and “legalistic” language revised by the faculty 4 May 2010.

<sup>45</sup> Revised by the Faculty 15 May 2007.

<sup>46</sup> Adopted by the Faculty 7 May 1969; and revised 23 March 1971, 5 May 1971. Made a component of the Student Life Committee, December 1981. Reestablished as a Committee of the College with new membership 9 April 1985. Functions, structure, and name revised by the Faculty 3 February 2009.

<sup>47</sup> Approved by the faculty 11 October 2011. The Diversity Committee will begin its activities at the start of the 2012-13 academic year.

<sup>48</sup> Creation of the Reaccreditation Committee approved by the faculty 17 January 2012.

<sup>49</sup> The Committee on Committees will suggest names for replacements on advisory committees added by the faculty 4 May 2010.

## THE ADMINISTRATION

<sup>50</sup> The section describing the administration was revised on the authority of and in cooperation with the President’s Council and on the authority of the President of the College for the 2011-12 edition of the *Handbook*. It was revised in cooperation with the President of the College for the 1980 edition of the *Handbook* and reworked for the 1992 edition.

<sup>51</sup> The first paragraph is from Article Three, Section 5, of the By-Laws, Articles of Incorporation and By-Laws, Cornell College.

## PERSONNEL POLICIES

<sup>52</sup> Revised October 2011 to reflect changes in the College Chaplain’s job description made in spring 2010 under then President Les Garner and endorsed by current President Jonathan Brand.

<sup>53</sup> GENERAL NOTE: The actions of the Board of Trustees are not a matter of public record. According to President Secor, Board policies do “conform substantially or entirely” with faculty legislation in certain instances “or else were Board actions which were later confirmed by faculty action.” Those instances are noted. “In certain other personnel policy areas,” according to President Secor, “the Board has accepted the advice of the president to permit either faculty actions or presidential decisions or both to fill out the administrative details of general Board policies...” These latter areas include the description of faculty ranks, the procedure for initial appointment of faculty, the statement on professional ethics, the affirmative action statement, and the section on the appointment of administrative offices having faculty status. (President’s memo on Board Powers, March 3, 1980.)

<sup>54</sup> Adopted by the Faculty 24 April 1973; wording altered 1980 edition. Updated to reflect changes in AAUP statement 28 April 1992.

<sup>55</sup> Statement of Ethical Conduct approved by the Board of Trustees May, 2009.

<sup>56</sup> Whistleblower policy approved by the Board of Trustees May, 2009.

<sup>57</sup> Conflict of Interest Policy approved by the Board of Trustees May, 2009.

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<sup>58</sup> Anti-Discrimination Policy approved by the faculty 16 April 2013 and vetted by legal counsel with additional changes July 2013. Sections titled Nondiscrimination and Affirmative Action, Equal Opportunity/Affirmative Action Program for Cornell College, and Sexual Harassment and Sexual Assault Policy removed as a result.

<sup>59</sup> Approved by the faculty 23 April 2013 and vetted by legal counsel with additional changes July 2013.

<sup>60</sup> Adopted by the Faculty 9 October 2001.

<sup>61</sup> Smokefree campus policy is in compliance with the Iowa Smokefree Air Act enacted July 1, 2008. Policy approved by the Board of Trustees May, 2009.

<sup>62</sup> Description of Ranks: Report of the President's Ad Hoc Committee on Promotion, accepted by the President 29 November 1972; wording altered for 1980 edition. Description of "Visiting Professorship" revised by Dean to give a two year limit August 1985. Description of ranks revised by the faculty in faculty meeting of May 15, 2007.

<sup>63</sup> Criteria: Report of the President's Ad Hoc Committee on Promotion, accepted by the President 29 November 1972; wording altered for 1980 edition. RTP guidelines revised by the faculty in the faculty meeting of May 15, 2007

<sup>64</sup> Revisions to incorporate the Educational Priorities and Outcomes into the reappointment, tenure, and promotion guidelines adopted by the faculty 18 March 2014.

<sup>65</sup> Based on a memorandum from the Reappointment, Tenure and Promotion Subcommittee, 9 November 1979. RTP guidelines revised by the faculty in the faculty meeting of May 15, 2007

<sup>66</sup> Revisions to incorporate the Educational Priorities and Outcomes into the reappointment, tenure, and promotion guidelines adopted by the faculty 25 March 2014.

<sup>67</sup> Initial Appointment: Items #1 and #2 are based on the creation of the Joint Committee, 17 February 1976, and on faculty legislation of 25 March 1980; items #3, #4, and #5 are from the 1973 *Handbook*, wording altered 1980 edition; items #6 and #7 are from the Report of the President's Ad Hoc Committee on Promotion, approved by the President 15 May 1973, wording altered 1980. RTP Guidelines revised by the faculty in the faculty meeting of May 15, 2007.

<sup>68</sup> Shared Appointments: Accepted by the Faculty 26 October 1993. RTP Guidelines revised by the faculty in the faculty meeting of May 15, 2007.

<sup>69</sup> Added in the 1980 *Handbook* by Dean Robert Lewis. Absorbed into Tenure section (39) 5 October 1993. The review schedule section moved from elsewhere in the Handbook as a result of legislation 7 April 2009. Changes in that candidates may apply for promotion to professor in their seventh year as associate professor and the review cycle for those who postpone or decline consideration for promotion to full professor approved by faculty 8 February 2011.

<sup>70</sup> Tenure: Adopted by the Faculty 16 April 1962; changed following suggestions of President's Ad Hoc Committee on Promotion 15 May 1973; revised for 1980 edition in consultation with Dean Lewis. RTP Guidelines revised by the faculty in the faculty meeting of May 15, 2007.

<sup>71</sup> Language about "retirement for age" rendered meaningless removed on the expiration of a five-year exemption regarding tenured faculty included in the 1986 Amendments to the Age Discrimination in Employment act (ADEA). Correction made 3 June 2011.

<sup>72</sup> Evaluation of Faculty Adopted by the Faculty 6 December 1983.

<sup>73</sup> RTP Procedures: Extensively revised 5 October 1993. Revisions to the RTP guidelines and reorganization of this section of the Handbook approved by the faculty 15 May 2007. This section reorganized and revised by faculty action 5 May 2009.

<sup>74</sup> Timing of when the written departmental recommendation is provided to the candidate clarified by the faculty 8 February 2011.

<sup>75</sup> Procedures and timing of when the recommendation is provide to the candidate clarified by the faculty 8 February 2011.

<sup>76</sup> RTP Subcommittee Procedures: Text of the procedures of the committee agreed to by the President, the Dean of the College, and committee members and circulated to the Faculty in March 1972; amended as agreed to by the above three bodies and circulated to the Faculty 1 October 1975; wording altered 1980. Item #6 revised 5 October 1993. Revisions to the RTP guidelines and reorganization of this section of the Handbook approved by the faculty 15 May 2007. This section reorganized and revised by faculty action 5 May 2009.

<sup>77</sup> These criteria for promotion to professor, formulated by the Reappointment, Tenure and Promotion Subcommittee, are regularly circulated to department chairs. Revised by the Reappointment, Tenure and Promotion Subcommittee 19 March 2003. Revisions to the RTP guidelines and reorganization of this section of the Handbook approved by the faculty 15 May 2007. This section reorganized and revised by faculty action 5 May 2009. These procedures revised by the faculty 8 February 2011.

<sup>78</sup> Revisions to the RTP guidelines and reorganization of this section of the Handbook approved by the faculty 15 May 2007. This section reorganized and revised by faculty action 5 May 2009. Procedures revised by the faculty 8 February 2011.

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<sup>79</sup> Termination of Cause: Section A adopted by the Faculty 25 March 1964; Board action 5 June 1964; the rest of this legislation adopted by the Faculty 29 April 1980; according to the Faculty Minutes of 8 February 1983, the College is operating under the 1980 procedures, although the President did not present the faculty action of 1980 to the Board for its approval.

<sup>80</sup> “Recommended Institutional Regulations”, AAUP *Handbook* (1995) 5, a

<sup>81</sup> Dismissal Procedures of Washington University, VI, B, 3, a.

<sup>82</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) V, C, 8

<sup>83</sup> “Recommended Institutional Regulations,” AAUP *Handbook*, 5, b.

<sup>84</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 3

<sup>85</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995), 5, C, 1

<sup>86</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 2

<sup>87</sup> Dismissal Procedures, Washington University, IX, B

<sup>88</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 5

<sup>89</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 6

<sup>90</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 7

<sup>91</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 9

<sup>92</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5,c, 10

<sup>93</sup> Dismissal Procedures of Washington University, IX, G

<sup>94</sup> “Procedural Standards in Faculty Dismissal Proceedings,” AAUP *Handbook* (1995) 5

<sup>95</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 11

<sup>96</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 12

<sup>97</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 13

<sup>98</sup> “Procedural Standards in Faculty Dismissal Proceedings,” AAUP *Handbook* (1995) 6

<sup>99</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 14

<sup>100</sup> “Procedural Standards in Faculty Dismissal Proceedings,” AAUP *Handbook* (1995), 6

<sup>101</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 15

<sup>102</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 15

<sup>103</sup> Dismissal Procedures of Washington University, IX, A

<sup>104</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 5, C, 16

<sup>105</sup> “Recommended Institutional Regulations,” AAUP *Handbook* (1995) 6

<sup>106</sup> Dismissal Procedures of Washington University, VIII, C, 3

<sup>107</sup> Dismissal Procedures of Washington University, VIII, C, 4

<sup>108</sup> “1940 Statement of Principles on Academic Freedom and Tenure”, AAUP *Handbook* (1995) 3

<sup>109</sup> Termination for Financial Exigency. Adopted by the Faculty 25 May 1964. Completely revised version, based on AAUP principles, adopted by the Faculty 14 February 1984.

<sup>110</sup> Adopted by the Faculty 25 May 1964; Board action 5 June 1964.

<sup>111</sup> See statements by President Cole, 19 April 1954 and 10 May 1954; Faculty minutes of 3 January 1955; Board action 28 December 1954 and 5 April 1978. This document, however, based entirely on the “Cornell College Policy on Faculty Retirement and Related Matters,” approved by the Board of Trustees, March 21, 1981. A section #5 on non-tenured appointment adopted March 25, 1980, by Faculty, and March 23, 1998, by Board, was rescinded by the Faculty 5 April 1983, and by the Board 26 May 1984. Statement regarding no college TIAA/CREF contribution after normal retirement age deleted 1990. Statement regarding incentives for early retirement between the ages of 60 and 65 deleted 1993. Amended to comply with Federal law, Committee on Administration, March 22, 1995.

<sup>112</sup> The College’s Severance Plan was amended effective 26 November 2012. Plan documents are available through the Office of Human Resources.

<sup>113</sup> Language approved by the administration, including President Secor, Vice-President Cochran, Dean Heywood, and Alumni Director Majors in January 1984.

<sup>114</sup> Memo from Professor Jordan, Chair of Academic Affairs, 28 November 1983, modified by Faculty 16 January and 10 April 1990.

<sup>115</sup> Jointly approved by the Dean of the College and the Administration Committee, February 1984.

<sup>116</sup> First two paragraphs adopted by the Faculty 7 March 1966; wording altered or the 1980 edition. List of administrators revised for the 1985 edition.

<sup>117</sup> Adopted by the Faculty 18 April 1966; amended 5 February 1969, 20 November 1973, and 16 September 1975; wording altered. Amended 24 November 1987. Election procedures updated by the faculty 4 May 2010.

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<sup>118</sup> Adopted by the Faculty 9 January 1967; amended 5 February 1969, 3 April 1973, 20 November 1973; wording altered 1980. Amended 24 November 1987. Election procedures updated by the faculty 4 May 2010.

## ACADEMIC REGULATIONS

<sup>119</sup> 1973 *Handbook*; wording altered for 1980 edition.

<sup>120</sup> 1973 *Handbook*

<sup>121</sup> Adopted by the Faculty 11 April 1978. The last sentence amended by the Registrar, December 1983. The Absence from Class (Students) policy was revised by the Faculty 28 April 2009.

<sup>122</sup> Based on the following sources: memoranda from Dean of Student Jean Tompkins 12 October 1972, 11 April 1973, 17 May 1973; from Dean of the college Winston Ehrmann 13 November 1972; "Evaluation of New Student Orientation 1972-73", no date, distributed by the Office of Student Affairs; from Registrar Charles Milhauser 5 April 1976; from Dean of the College Robert Lewis 19 April 1977; the 1979-80 Catalogue: "Faculty Degree Adviser," p. 11, and "Faculty Adviser," p.20. The last sentence in paragraphs one and two changed on advice of the Registrar, December 1983. Language altered for 1992 edition. Taking first year advisees changed from a voluntary to a mandatory assignment for faculty, Summer 1984.

<sup>123</sup> Adopted by the Faculty 31 August 1983.

<sup>124</sup> Section revised by the faculty 8 November 2011 in consideration of the switch to an eight-term calendar in the 2012-13 academic year. Item #1 adopted by the Faculty 28 November 1978; #3, #3a, and #4 adopted by the Faculty 21 November 1978; Convocations changed to Thursdays, 7 May 1985; #3b "established" by memorandum from Professor Marcella Lee 6 December 1979; #5 from 1973 *Handbook*. Item #2 revised to note existence of parallel courses by Registrar 18 June 1985; revised by the Faculty 14 May 1987 to change the end of classes from noon to 5:00 p.m. and modified 3 March 1992 to end classes early prior to the Thanksgiving holiday and winter vacation; revised by the Faculty 16 January 2001 to end classes early prior to spring break in addition to Thanksgiving recess and winter vacation. Item #4 revised 5 January 1999.

<sup>125</sup> Sections A and B revised by the Faculty 5 May 2009.

<sup>126</sup> The College changed from Sodexo Food service to Bon Appétit 23 May 2013.

<sup>127</sup> Online class lists instituted in the 2003-04 academic year. Wording revised by Committee on Committees as submissions are handled electronically 23 May 2013.

<sup>128</sup> 1973 *Handbook*; wording altered for 1980 edition

<sup>129</sup> Wording approved by Dean Lewis for the 1980 *Handbook*. The phrase "four or fewer" changed to "fewer than five" for 1984 *Handbook*. Changed to "fewer than six" in 1985 *Handbook*. Item #2 adopted by the Faculty 31 March 1987; #3 adopted 28 April 1987; #4 adopted 5 May 1987; #3 revised 8 March 1988; #5 adopted 4 April 1989; #4 expanded 22 May 1990. Larger team-taught course size repealed 11 March 1997.

<sup>130</sup> Revised by the Faculty 15 May, 2001.

<sup>131</sup> Adopted by the Faculty 24 November 1958; wording altered 1980, see also memorandum from the Registrar 11 September 1979. Revised 29 November 1988. This section revised by the Faculty 28 April 2009.

<sup>132</sup> 1973 *Handbook*; wording altered 1980; wording changed to no longer require faculty members who wish to be absent from academic processions and ceremonies to gain formal permission of the dean, see special note in minutes of the faculty meeting for 13 May 2003.

<sup>133</sup> Adopted by the Faculty 12 May 1970; wording altered for 1980 edition.

<sup>134</sup> Adopted by the Faculty 2 November 2004.

<sup>135</sup> Revised by the Faculty 3 December 2013.

<sup>136</sup> Mandatory standardized form adopted 8 May 1973. Mandatory form abolished by the Faculty 14 November 1978. Completely revised version again including a mandatory standardized form adopted 1 May 1984. Method of Administration Item #1 revised Summer 1985 to reflect current practice. Wording altered 28 April 1992.

<sup>137</sup> The number of courses to be evaluated by a faculty member on a half-year sabbatical leave was clarified by the faculty on 22 January 2013.

<sup>138</sup> The faculty approved a questionnaire on 1 May 1984. A faculty advisory committee studied the questionnaire results during a probationary period and reported on 17 May 1985. The committee concluded that reported results should be limited to "frequency distributions" and cautioned against an unwarranted reliance on specific numbers or summary statistics. The advisory committee also recommended modifications in the questionnaire. The form was revised again in the 1995-96 academic year. In 2014-15, the paper form was replaced with an online form and in fall 2015 the form was substantially revised.

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<sup>139</sup> Based on Faculty legislation 15 March 1983, amended 29 November 1988. Wording changed in consultation with the Registrar April 1992. Changed to agree with 1998 *Catalogue* ( p.2 and p. 29) February 2000.

<sup>140</sup> A seven-course normal teaching load was based on the Single Course Plan as adopted by the Faculty 9 March 1978 and in 1973 *Handbook*; wording altered in 1980 in consultation with Dean Lewis. The change from a seven to a six-course load teaching load was approved by the Faculty 6 May 1997 and by the Board of Trustees 7 February 1998. See memo of Dean Moore, 26 March 1998. Full implementation of the six-course load for 2000-01 was recommended by the Committee on Administration and approved by the faculty and administration on 18 May 1999. \*\* The material in this section was reorganized, the section renamed, and a statement concerning conflicts of commitment added by the faculty 23 March 2010.

<sup>141</sup> Adopted by the Faculty 16 January 1979.

<sup>142</sup> First-year Academic Program approved by the Faculty 19 May 2009.

<sup>143</sup> Items #1, #2, #4, #5 from 1973 *Handbook*; item #2 and item #3 amended based on memorandum from Registrar 12 October 1979; wording altered 1980. Item #2 revised by the Faculty 14 May 1987, and 29 November 1988.

<sup>144</sup> Revised by the faculty on 23 March 2010 changing the time when reports are distributed and clarifying the contents of the reports.

<sup>145</sup> Faculty legislation on the grade of “Incomplete” adopted 23 May 1966; present text is from *Handbook*, origin unknown.

<sup>146</sup> Adopted by the Faculty 9 May 1978; amended by memorandum from Academic Standards Committee 15 May 1980; last sentence of second paragraph changed by Registrar, December 1983. Explanatory sentences added from the catalogue on advice of the Registrar, 1992. Rewording of criteria 1-3 passed 3 February, 1998.

<sup>147</sup> Adopted by the Faculty 29 November 1988. See also User Accounts Network Policy adopted 17 May 1994.

<sup>148</sup> Based on memorandum from Academic Standards Committee 2 October 1974; see also notes in Faculty Minutes 3 October 1960 and 8 October 1969. Item #4 changed by Registrar, December 1983 and again 18 June 1985.

<sup>149</sup> Provided by the Dean of Students office.

<sup>150</sup> Syllabi section added by the faculty 5 April 2011. Information regarding the inclusion of the Educational Priorities and Outcomes of the College and location of the procedures for dealing with academic dishonesty revised 20 September 2013.

<sup>151</sup> Wording approved by Dean Ehrmann. Wording changed to no longer require faculty members to be present at registration, 1992.

<sup>152</sup> The administrative information regarding Keys and IDs was updated to be consistent with the announcement made by Human Resources in the 22 January 2014 Campus Newsletter.

<sup>153</sup> This section updated to current practices by Human Resources and Academic Affairs 29 June 2007. This section updated 31 August 2009. Substantial updates to this section made 13 September 2013.