

The Union College Faculty Handbook

NOTE TO READERS

In the document that follows, italicized sections are explanatory advice that accompanied approval of the document by Faculty Senate and others.

All portions of this document have been approved by President's Council. It was also approved by Faculty Senate on August 6, 2009, aside from the revised section on medical termination and minor changes suggested by faculty members. On September 24 it received approval from legal counsel. Final confirmation was received from the Board of Trustees on October 5, 2009, except for sections F 3.5, voted by Academic Council on October 12, 2009; F 4.1.2; F 5.2.1; F 8.3; and F 9.3. Sections F 7.0 – F 7.2 have been modified to unify the treatment of all grievances.

ACKNOWLEDGMENTS

This *Faculty Handbook* is original in the sense that it was compiled after consideration of the needs of Union College and the evident best practices here and elsewhere based on observation of Union College needs and the handbooks from a score or more of private institutions. While major concepts and many details remain from the previous Union College document, in structure and approach a great debt is owed to Wartburg College, whose documents are clear, concise, and comprehensive. The strong Biblical basis of the Dordt College *Faculty Handbook* reinforced philosophical sections dealing with academic freedom, remuneration, and promotion, and the documents from Luther College, Creighton University, and Grinnell College proved particularly beneficial in determining specific policies. Walla Walla University's concepts of initial annual appointment, promotion, post-tenure review, and termination were especially valuable, as were the structure of La Sierra University's handbook and the breadth of Andrews University's multivolume *Working Policy*.

Malcolm Russell
Vice President for Academic Administration
August 4, 2009

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F. 1.0 RESPONSIBILITIES OF THE GENERAL FACULTY

Through Academic Council, within the purview of Faculty Senate and subject to the approval of the Board of Trustees, the faculty establishes the departments of instruction, decides upon courses of study, and determines requirements for admission to the College and for graduation. Faculty Senate approval is required for standards and procedures that address the appointment and separation of faculty; the evaluation of faculty for renewal of appointment, promotion, and continuous appointment; and the continued professional development of faculty in teaching, scholarship, and service.

Along with staff and sometimes students, faculty members carry significant responsibility for other areas of the College's operation. They serve on committees that advise key administrators, revise the mission statement, set institutional goals, recommend final candidates for administrative positions, and oversee various areas of the college. The general faculty is represented on President's Council by the chair of Faculty Senate.

F. 1.1 DEFINITION OF THE FACULTY

The faculty of Union College is constituted of all those holding academic rank.

F 1.2 ACADEMIC FREEDOM

Union College values academic freedom. It recognizes that the analysis of conflicting evidence and perspectives and other elements of critical thinking are essential to truth-seeking and student learning in higher education. Consequently, the Union College teacher is entitled to freedom in the classroom to discuss the course content, though this freedom does not extend to extraneous material. The College grants faculty members freedom to pursue research and to publish the results of that research. It also recognizes the faculty member's freedom of speech as a private citizen, though as members of the teaching profession, the faculty should remember that the public might judge the profession and Union College by their utterances. Hence they should at all times be accurate, exercise appropriate restraint, show respect for others, and make every effort to indicate that they do not speak for Union College.

Conflicts may arise between a professor's academic freedom and an institution that recognizes the supremacy of Holy Scripture and whose mission is to provide a distinctive Christian and Seventh-day Adventist education. To minimize the possibility of such conflicts, the College commits to follow the 1984 General Conference statement on academic freedom (Appendix 1), and it undertakes to inform prospective faculty members of this policy when offering an appointment. Thus faculty members will understand that if, in the performance of their academic tasks, they depart from the goals and purposes of the College, they should be prepared for the reevaluation and possible termination of their appointment after peer review, an appeal process, and a review by the Board of Trustees (see Section F 1.2.3.1 Procedures for Academic Irresponsibility). The 1940 "Statement of Principles on Academic Freedom by the American Association of University Professors" recognized that religious institutions might limit academic freedom, but in 1970 it withdrew that recognition on grounds that

most religious institutions no longer desired such limitations. Union College adheres to the 1940 interpretation and clearly interprets academic freedom as limited by the foundational truths of Christianity and Seventh-day Adventism.

Academic freedom at the College is also constrained by faculty responsibility and effective teaching. Academic freedom explicitly does not protect the following:

- An instructor's discussion of material in the classroom that is not germane to the subject;
- Classroom advocacy of political candidates and partisan activity. Given the College's status as a non-profit institution, this is prohibited by law;
- An instructor's failure to participate responsibly in the assessment of courses and curricula;
- An instructor's failure to treat with respect students who disagree with the instructor;
- Pecuniary research undertaken without College approval.

Academic freedom also does not supersede a faculty member's responsibility to

- Adhere to the professional standards of care or professional standards of the discipline;
- Accept the prerogative of a discipline's faculty to require a common syllabus and common texts for multi-sectioned courses.

Because academic freedom concerns the responsible pursuit of truth, by its very nature it does not apply to conduct that is illegal or unethical, or that infringes the academic freedom of others.

The changes above reflect suggestions from the Faculty Senate discussion, February 2010

F 1.2.1 PROCEDURES FOR ALLEGATIONS OF ACADEMIC IRRESPONSIBILITY

When confronted with apparent academic irresponsibility, including overt disharmony with the teachings of the Seventh-day Adventist church or subversion of them, the College will respond with justice and Christian forbearance, but also decisively.

Initially, the President, other members of the Executive Committee, and the division chair will discuss the matter with the faculty member. If after this discussion and with advice as deemed appropriate the President determines that an allegation of academic irresponsibility or disharmony with the Seventh-day Adventist church merits review, he will refer the matter to the Faculty Grievance Committee. Likewise, a faculty member who feels that academic freedom has been compromised may appeal to the same committee without fear of administrative reprisal.

In contrast to its role in other types of allegations such as personal misconduct, when it addresses matters involving academic freedom, the committee will first determine whether or not the facts merit a detailed investigation. It will review any documentation provided and hold hearings as appropriate to determine what charges, if any, should be made. After considering the evidence, it may seek to settle the issues informally, to the satisfaction of both parties. However, if in the opinion of the committee such a settlement is not possible, the committee will report its findings and recommendations to both the President and the faculty member involved. The President will convey to the faculty member and the Grievance Committee the decision or decisions that may differ from those of the committee, and then present the Board of Trustees with one or more recommendations.

The Board of Trustees serves as the ultimate authority in cases of academic freedom, responsibility, and harmony with the Seventh-day Adventist church.

The faculty member may appeal the recommendations of either the Faculty Grievance Committee or the President to the Board of Trustees, which may establish an *ad hoc* committee to investigate the matter, as set forth in Section F 7.1, Faculty Grievance Committee.

F 1.3 CONSTITUTION AND BYLAWS OF THE FACULTY SENATE

CONSTITUTION

Preamble

In order to promote and encourage an intelligent understanding of the functions and problems of Union College; to foster a spirit of respect and cooperation among individuals and divisions; and to ensure faculty participation in determining the affairs of the College, the Board of Trustees has created a Faculty Senate to advise the president, to reflect the concerns of the faculty, and to recommend policy and practice in those domains most clearly related to the major faculty activities of teaching, scholarship, and service. The Faculty Senate may discuss whatever matters are brought to it by a constituency of the college and will be expected to make specific recommendations regarding its own membership, the curriculum, the general conditions of student entry into and exit from the institution, and regarding general conditions of student and faculty life.

Article I Name

The name of this organization shall be The Union College Faculty Senate.

Article II Membership

Section 1. Active membership in this organization shall be open to all those who hold faculty rank. Emeriti faculty shall be granted active membership upon their request. The three officers of the College will not be granted automatic membership.

Section 2. College employees who are not regular members of the Faculty Senate may, upon nomination by the Faculty Senate, be voted special membership. Special members shall be elected for one-year terms and have all the rights and privileges of active members.

Section 3. Honorary members may also be voted membership by the Senate. Honorary members shall enjoy membership privileges except those of voting and holding office.

Article III Officers

Section 1. The officers of this organization shall be a chair, a vice chair, the immediate past chair, a secretary, a parliamentarian and a communications coordinator. Minimum requirement for the chair and vice chair shall be successful service at the College for no less than two years by date of taking office. Minimum requirement for secretary and parliamentarian shall be successful service at Union College for no less than one year.

Section 2. The vice chair of the Faculty Senate will become the Chair of the Faculty Senate the following year, then serve on the as the immediate past chair for an additional year. The other officers serve one-year terms.

Section 3. In February, the Executive Committee of Faculty Senate shall act as a nominating committee for the following year's officers. In March, the Executive Committee shall present the names of the nominees to the Senate for a vote. No more than two officers may hold appointment in the same division.

Article IV Committees

Section 1. Such standing and ad hoc committees and appointments as are necessary to accomplish the goals of the Faculty Senate may be established by the Executive Committee, the Chair and/or the Faculty Senate.

Sections 2. The standing committee(s) of the Faculty Senate shall be:

- a). the Executive Committee, composed of the officers of the Faculty Senate,
- b). the Faculty Colloquium Committee, and
- c). the Committee on the Professoriate, with shared responsibility to both Faculty Senate and Academic Administration

Section 3. The Colloquium Committee shall have five members, no more than two of whom may hold appointment from the same division. Members of the Colloquium Committee are elected in March to staggered terms of three years effective the next September. The committee chair is elected annually in April for the following year with both the outgoing and incoming members voting.

The responsibilities, membership, and selection of the Committee of the Professoriate are provided with the description of that committee.

Section 4. Ad hoc committees shall customarily consist of 3-5 members. Each committee shall be responsible for electing a chair.

Article V Meetings

Section 1. In addition to regular meetings scheduled in the College calendar, the chair of the Faculty Senate shall have power to fix the date of additional meetings. At least three regular meetings shall be held each semester.

Section 2. Special meetings of the Faculty Senate shall be called upon petition signed by twenty percent of the active membership.

Section 3. Approved minutes of the Faculty Senate shall be distributed electronically to the members and to the Vice President for Academic Administration before the next regular meeting. Minutes of the Colloquium Committee shall be distributed to the committee members, the Senate Executive Committee, and the Vice President for Academic Administration.

Article VI Authority

Section 1. The Faculty Senate makes recommendations to the administration or the appropriate policy making council. If the Faculty Senate makes a formal policy recommendation to a council, the Chair of the Senate will request to present the recommendation to that council, which is obligated to provide a written response within 30 days. If a formal policy recommendation or a referred policy is rejected, the Faculty Senate may, by a majority vote of members present at an official meeting, require a joint meeting with the rejecting group to discuss resolution of the disagreement.

Section 2. The Faculty Senate has access to the Union College Board of Trustees through its representative to the board. This representative is the Chair of Faculty Senate who has all the rights and privileges of the honorary members as described in the by-laws of Union College.

Section 3. The Chair of the Faculty Senate will be a full member of the President's Council.

Article VII Amendments

Proposed amendments to this constitution may be introduced at any regular or special meeting of this organization and be referred to the Board of Trustees for final action by a three-fourths vote of those voting, provided the proposed amendment shall have been circulated at least ten days prior to the time of voting.

BYLAWS

Article I Officers

Section 1. The chair of Faculty Senate shall be an ex officio member of all Senate committees.

Section 2. The chair of Faculty Senate shall prepare the agenda for each meeting. Proposed items for inclusion must be submitted to the chair at least ten days before scheduled meetings. An item is guaranteed a place on the agenda if it is supported by a petition signed by twenty percent of the active membership.

Article II Committees

Section 1. Committee responsibilities shall include but not be limited to the following areas of concern:

EXECUTIVE COMMITTEE

- Monitor issues being discussed by other groups on campus and bring relevant items to Faculty Senate
- Decide when there might be a need for an ad hoc committee

- Serve as a clearinghouse for ideas, suggestions, complaints, and agenda items to be brought to Faculty Senate
- Determine the agenda for Faculty Senate meetings

COLLOQUIUM COMMITTEE

Plan the faculty colloquium which takes place prior to each fall semester. Members elected at the end of an academic year will have one full academic year and a summer to plan the colloquium that they are responsible for.

Section 2. Ad hoc committees will be formed to work on specific problems and will be disbanded upon completion of the task assigned. Ad hoc committees will customarily have 3-5 members. Ad hoc committees may be formed at the recommendation of Faculty Senate or the Executive Committee.

ARTICLE III Meetings

Section 1. All meetings of this organization shall be governed by parliamentary law as set forth in the latest edition of Robert's Rules of Order.

Section 2. Twenty-five percent of the active members of this organization shall constitute a quorum at any special or regular meeting.

ARTICLE IV Amendments

These Bylaws may be amended by a two-thirds vote at any meeting of the organization, provided the proposed amendment shall have been distributed to each member not less than ten days prior to the time of voting. Amendments to the Bylaws may be implemented immediately but are subject to review by the Board of Trustees at its next regular meeting.

Revised March 1988; July 1989; January 1995, February 2009

F 2.0 FACULTY RANKS, APPOINTMENTS, AND COMPENSATION

F 2.1 FACULTY RANKS

[We desire to consider in 2010-11 a separate ranking for professionals who come to teach, such as Professor of Distinguished Professional Service. Warren Buffet would fail to qualify as full professor of business here—but that's the common treatment academia would grant.]

[Very possibly, the task force to align financial incentives to encourage terminal degrees may recommend the definition of “professional experience related to the field of employment” be expanded to include doctoral studies.]

In the definitions of rank, professional experience related to the field of employment is equated with faculty experience in higher education at the rate of 1:1 for the first two years and 2:1 for the next 12 years. Thus, an individual working as a nurse, pastor, or business professional for 10 years will be considered equivalent in assigning rank to a faculty member of similar degree with 6 years experience exclusively in higher education. However, the assignment of rank does not preclude the necessity of college teaching experience as pre-requisite for promotion to associate or full professor.

Instructor*

A masters degree with less than three years teaching experience or equivalent.

Assistant Professor*

1. A doctorate, or a terminal degree plus two years experience, or
2. A masters degree plus three years experience.

Associate Professor*

1. The doctorate or terminal degree plus five years of experience, at least three of them in post-secondary teaching.
2. A masters degree and 12 semester hours of doctoral-level study plus six years of experience, at least three of them in post-secondary teaching.
3. A masters degree and 6 semester hours of doctoral-level study plus seven years of experience, at least three of them in post-secondary teaching.

Professor*

A doctorate or terminal degree with at least five years as an associate professor, at least three of them at Union College. A prospective appointee holding the rank of professor at regionally-accredited institution may be considered for appointment as professor.

Temporary Ranks

On the recommendation of an academic division, an individual may be hired for a short time with a temporary rank, typically lecturer. Because that rank does not imply a regular appointment, it is assigned by the Vice President for Academic Administration. A visiting professor who continues to hold academic rank at another institution is considered an honorary member of the faculty with the same rank at the College.

The definitions above apply to faculty members hired after August 1, 2009. They become effective for promotions granted to faculty appointed before August 2009 with the start of the 2013-2014 academic year. The ranks of faculty hired before August 2009 were determined by the policy in effect at time of hire, usually Section D-2 of the previous *Faculty Handbook*.

*For librarians, professional library responsibilities are equivalent to teaching.

Professors Emeriti

Upon retirement, professors or associate professors who hold continuous appointment may qualify for emeritus status if they have taught full-time a minimum of ten years at Union College, five of them immediately before retirement. Professors Emeriti have contributed to the college through one or more of the following: (a) outstanding college teaching or librarian experience, (b) scholarly recognition as evidenced by publication in refereed journals or books, (c) achievement and contribution to the college through administrative or other duties, (d) recognized creative works, and (e) exemplary service provided to students, the community and the church. Recommended emeritus rank is that held by the individual at the time of retirement.

Emeritus status is granted by the Board of Trustees after an initial recommendation by the division chair, library director, or Vice President for Academic Administration is approved by the Committee of the Professoriate. With the approval of the President, the Vice President for Academic Administration will bring the recommendation to the Academic Committee of the Board, and following approval there it is referred to the entire board.

Faculty emeriti are listed in the College *Bulletin*. They are granted the following privileges:

- They receive notices of divisional, faculty senate, and general assembly meetings and minutes for these meetings;
- Upon request, they receive a College e-mail account;
- They are listed on the College's telephone lists as emeriti;
- They are provided a faculty/staff identification card with faculty privileges at the Larson Lifestyle Center, Crandall Library, Campus Store and Computer Services.

F 2.1.1 ENDOWED CHAIRS AND DISTINGUISHED PROFESSORSHIP

The title of Endowed Chair is accorded to a distinguished scholar whose position is supported in whole or in large part by endowment funds. An Endowed Chair is appointed by the President and confirmed by the Board of Trustees for a specified term. Members of the College faculty may be appointed to the position of an Endowed Chair through an internal selection process; new faculty members are appointed through the established search process. The determination of rank and eligibility for promotion and continuous appointment follow regular policies and procedures. Holders of endowed chairs are expected to be authentic scholars who are prominent in their respective disciplines.

The holders of endowed chairs enjoy unique opportunities and carry distinct responsibilities. The financial support, reduced teaching load, and stature accorded them should leverage their academic knowledge and abilities to benefit students, colleagues, and the College. Because of their enhanced freedom and support, chair-holders are expected to pursue significant scholarly goals and to provide distinguished service to their profession. They should challenge and inspire students, and, through

synergistic and supportive relationships with colleagues, chair-holders are expected to help shape the academic climate of the College. The relative emphasis of teaching, research, and service for an endowed chair-holder may be stipulated by the agreement of endowment, and is agreed during the appointment process.

The minimum amount required to endow a chair is determined by elements such as the expected interest rates after adjustment for inflation, and the specifics of the chair package such as salary, travel allowance, benefits, research allowances and secretarial assistance. It is set by President's Council.

A Distinguished Professorship is likewise accorded to an established scholar or teacher, and supported at a lower financial level. The general considerations applying to the appointment of an Endowed Chair likewise apply.

F 2.1.2 FACULTY RANK FOR ADMINISTRATORS AND STAFF

When individuals who hold staff or administrative positions at the College teach regularly, possess appropriate academic credentials (usually the doctorate), and continue involvement in an academic discipline, their teaching roles become greater than that of adjunct instructors. With the approval of both Academic Council and the Committee of the Professoriate, such individuals may be granted academic rank, even at the time of initial appointment. Initial rank will not exceed that held at a previous institution, unless a doctoral degree has been earned since that rank was received.

Promotion in rank for such individuals requires meeting the normal expectations, with some allowance for equivalence in actual teaching. When such an individual no longer participates in the academic life of the College by teaching regularly, academic rank will be withdrawn.

The President and the Vice President for Academic Administration carry faculty rank, the latter by virtue of the designation "Dean of the Faculty."

F 2.2 APPOINTMENT OF NEW FACULTY

Each individual who accepts appointment at the College joins a community of believers that acknowledges the vital importance of God's calling in daily and professional life. In its interactions the College community seeks to model the Apostle Paul's description of the believers as a body of interacting members, called to mutual support and mutual obligations and engaging both the broader body of believers and the world (see I Corinthians 12).

Appointment to the faculty reflects the assumption by all parties in the recruitment and appointment process that the appointee is the best qualified individual available for the position—in terms of the specific institutional requirements and expectations for the position. It is assumed also that each faculty member has the potential and motivation, through development, to reach and maintain an optimum level of qualification and performance in the position. The College will encourage and support development efforts, and expects a pledge of commitment to such continuing development when an appointment is accepted.

Mutual Obligations

Responding to Biblical admonitions, the College desires its policies and practices to give formal expression to these mutual obligations. The Board of Trustees and the administration assume the responsibility to

1. Establish and adhere to clearly understood faculty personnel policies whereby each faculty member is treated with justice and fairness;
2. Define what constitutes an equitable work load and specify the duties and responsibilities for which each faculty member is qualified;
3. Provide the resources and environment necessary to carry out those official duties;
4. Encourage continued professional development by providing resources for such development;
5. Provide just and fair compensation for faculty members, in accord with the College Philosophy of Remuneration.

In relationship to the Board of Trustees, administration, and faculty and student bodies, each faculty member reciprocates by committing to

1. Develop and maintain the highest possible level of development and performance within the context of the Union College academic community;
2. Be accountable at all times to the Board of Trustees, administration, and faculty for such performance and development;
3. Carry out assigned duties and responsibilities to the best of the individual's ability and abide by the stipulations of stated employment expectations and policies.

Appointment

Members of the faculty are appointed by President's Council or the executive committee, to positions voted by President's Council. The terms of appointment to the faculty, including its conditions and specific term, are stated in a written offer executed by the Vice President for Academic Administration, and confirmed in writing by the appointee. Appointments are made to teaching and/or research positions within a specified division of the College.

With the exception of appointments clearly limited by their definitions, all initial full-time appointments to the faculty are provisional, as specified by Section F 2.8.1.

The Vice President for Academic Administration, working with the division chairs and the President, coordinates the process of recruiting qualified people to fill teaching positions.

F 2.2.1 GENERAL CRITERIA FOR APPOINTMENT

The appointment of academically qualified faculty members dedicated to the College's mission, vision, and goals is of utmost importance. Successful candidates for appointment should possess promise of spiritual leadership, intellectual distinction, commitment to service, and the potential for eventual promotion. As is normal in higher education, the College seeks faculty with terminal degrees in the disciplines in which they teach. As a matter of principle, the College is committed to transparency in the search process and equal employment opportunities for men and women of all races. It does not discriminate on the basis of age, handicap, gender, race, color, or national origin.

In harmony with its mission and affiliation with the Seventh-day Adventist Church, Union College is committed to recruit faculty who are active members of the Church. If a qualified Seventh-day Adventist is not available to fill an advertised position, Christians who demonstrate sympathy for and commitment to the mission of the College may be considered for initial and then renewable multi-year appointments.

F 2.3 SEARCH PROCEDURES FOR NEW FACULTY

Over time, new faculty members are crucial to the success of the College in fulfilling its mission and even to its very existence. As a result, the search procedures for new faculty are structured to ensure that new appointees will contribute scholarship, teaching excellence, and spiritual leadership to the campus.

F 2.3.1 DETERMINATION OF A VACANCY OR NEW POSITION

The Vice President for Academic Administration, in consultation with division chairs, regularly reviews faculty staffing needs with Academic Council. Following notice of an impending vacancy or in seeking authorization for an additional position by President's Council, the division chair will provide the Vice President for Academic Administration with a formal request to open a search. This request should include

1. A one-page job description listing the desired responsibilities of the position, the general qualifications sought in the appointee, and the academic specialty preferred or required;
2. An explanation of how the appointment falls within the discipline's recent program review and the College's strategic plan; and
3. A draft advertisement for the position.

For an official search to commence, Academic Council and President's Council must approve filling the vacancy or creating a new position. Where it is advisable to begin the search process before President's Council is able to finalize budgetary commitment to the position, a search process may be approved "subject to budgetary approval."

The Vice President for Academic Administration, consulting with the Human Resources Director, will authorize the division to initiate the search process for a new faculty member. The division chair (or if appropriate, program director) also reviews the prospective appointment with the Human Resources Director.

F 2.3.2 THE SEARCH COMMITTEE

After consultation with divisional faculty, the division chair will appoint a formal search committee, composed of the division chair, at least two faculty members from the discipline (where possible), one faculty member from outside the division, and at least one student. The Vice President for Academic Administration is an *ex officio* member, and as determined by the division chair, additional members may be appointed. A retiring or departing faculty member is frequently consulted by the search committee, but is not eligible for membership on the committee. *If the formal search is to*

replace the existing division chair, the Vice President for Academic Administration will play the role in the search committee of the division chair.

The division chair carries the responsibility for ensuring a smooth selection process, but the search committee may elect its own chair.

The search committee carries specific responsibility for conducting a thorough search, including

1. Learning relevant policies and procedures that guide the search, through discussion with the Human Resources Director;
2. Seeking suggestions for candidates by contacting alumni and professors at other Adventist colleges and universities;
3. Providing the Vice President for Academic Administration and the Human Resources Director with advertising copy for the College's and denominational websites, and for publication. The College advertises all regular faculty vacancies (see Appendix ?? of the *Administrative Manual* for current details of advertising requirements);
4. Identifying and contacting prospective candidates, and seeking recommendations about them;
5. Providing prospective candidates with
 - a. the formal job description,
 - b. the Union College mission, vision and values statements,
 - c. citations for the College catalogue and other information on the web,
 - d. an explanation of the application procedure, and
 - e. other relevant information;
6. Preparing a time line of goals for completing the application, screening, and appointment processes;
7. Ensuring that the College's non-discrimination and other relevant policies are followed;
8. Appraising the Vice President for Academic Administration and Human Resources Director of progress with the search, including forwarding vitae and unofficial transcripts of prospective candidates to the former; and
9. Notifying applicants who are not selected.

Before selecting individuals for interviews on campus, the search committee requests potential candidates to submit the following information:

1. Curriculum vitae,
2. Copies of transcripts, official or unofficial,
3. A brief (one- or two-page) personal statement concerning religious convictions,
4. A brief personal statement regarding Christian higher education,
5. Evidence of the candidate's philosophical orientation to teaching, research, and service,
6. References, and
7. Other information as appropriate.

If after an extensive search the committee has not located a Seventh-day Adventist qualified for the position, it may propose to the Executive Committee consideration of a candidate from another Christian tradition.

F 2.3.3 THE INTERVIEW PROCESS

When the search committee wishes to initiate interviews with candidates, the search committee chair and the Vice President for Academic Administration review the perceived strengths of the candidates, including the recommendations, and determine how each meets the desired qualifications for the position. Following approval from the Vice President for Academic Administration, up to three individuals may be interviewed. It is not necessary to conduct an interview with a candidate whose qualifications are considered marginal by the search committee.

Before a candidate from a Seventh-day Adventist educational institution is invited to campus, courtesy requires that the Vice President for Academic Administration contact the appropriate administrator for permission to interview. By custom, interviews with such candidates are not appropriate after April 1.

The search committee will plan visits to the campus at divisional travel and hospitality expense, and travel arrangements should be guided and reviewed by the division to conserve funds. The minimal expectation of a visit includes

1. Formal interviews with the President, Vice Presidents for Academic Administration and Finance, and Director of Human Resources;
2. Formal or informal meetings with divisional faculty and students;
3. One or more formal interviews with the search committee;
4. A presentation in at least one class, appropriate to the expected teaching level;
5. A general presentation to the College community. The interviewee should be informed that the use of technology is valued, and academic thinking is expected. Division faculty members are particularly encouraged to attend the presentations;
6. An opportunity for the interviewee to mix socially with faculty and students;
7. Opportunities to worship with the College, tour the Lincoln community, meet with a realtor, and visit local Adventist schools (as desired).

The division chair (or search committee chair, as appropriate) is responsible to

1. Explain the interview process to prospective candidates;
2. Review the proposed schedule with a candidate being interviewed;
3. Announce the schedule to the campus at least one week in advance of the visit;
4. Assume host responsibilities for lodging, meal arrangements, introductions, and other amenities;
5. Collect receipts for travel expenses incurred by the candidate and forward them to the business office for payment;
6. Working with the Human Resources Director to gather information from the candidate regarding the following, as applicable:
 - a. The visa status of the prospective employee,
 - b. Financial obligations likely owed to the current employer such as unamortized doctoral support expenses, and
 - c. Whether the candidate is vested within the denominational retirement plan.
7. Obtain the necessary information for a request for employment (verification of educational experience, local address, social security number, visa status, birth date, and veteran's status).

F 2.3.4 CANDIDATE SELECTION AND APPOINTMENT

When the search committee, division chair and the Vice President for Academic Administration reach consensus on the preferred ranking of candidates, the Vice President for Academic Administration will present the recommended choice to the Committee of the Professoriate for the determination of academic rank, to the Vice President for Finance and the Human Resources Director for determination of salary, and to the President's Council or the executive committee for approval. After approval, an informal offer may be extended to the candidate by the division chair or Vice President for Academic Administration.

The Vice President for Academic Administration's letter of appointment constitutes a formal offer of employment. It should reference

- general expectations for new faculty;
- formalities such as academic rank, compensation step, date of appointment, and general duties expected of the appointee;
- nature of the compensation system;
- the candidate's status regarding continuing appointment;
- initial responsibilities of the appointee, including attendance at colloquium and new faculty orientation; and
- provide the College's statement on academic freedom.

All initial appointments are offered for one year unless other terms are explicitly stated in the letter of appointment to a mature scholar with successful teaching experience in higher education or similar unique qualifications. Renewal will be according to policy as provided in sections F 2.8 – F 2.8.1 in this *Handbook*.

F 2.4 NEW FACULTY ORIENTATION

A faculty orientation program designed by the Vice President for Academic Administration and reviewed by Academic Council is conducted for new faculty members before the annual Colloquium. This orientation includes an introduction to the College's expectations of faculty members, discussion of successful pedagogical practices on campus, grading practices, advising responsibilities, faculty development issues and discussion of the faculty ethos. Later sessions during the year provide new faculty members the opportunity to address pedagogical issues and policy topics such as promotion policies, faculty development opportunities, separation policy, and grievance procedures.

Attendance at the August orientation is obligatory for all new faculty members. Requests for a partial exception should be made to the Vice President for Academic Administration.

F 2.5 FIRST YEAR EXPECTATIONS OF NEW FACULTY

Faculty in their first year of service should concentrate on developing their assigned courses and performing effectively as a teacher. To assist them in this regard, they carry fewer advising responsibilities (where possible) and are exempt from service on College committees. Exceptions to this policy must be approved by the Vice President for Academic Administration, e.g., to mature

scholars or experienced administrators hired at the rank of associate professor or above. Department chairs should monitor the workload assignments and expectations of first-year faculty and suggest appropriate adjustments to the Vice President for Academic Administration if circumstances warrant.

To foster the development of teaching and the ongoing development of a Christian philosophy of education, during their first year new faculty members receive the support of a non-evaluative mentor appointed by the division chairs and an array of faculty enrichment opportunities ranging from formal workshops to informal class visits, peer discussion groups, and consultations.

F 2.6 FACULTY COMPENSATION

The Union College Philosophy of Remuneration (*Administrative Manual* 4.1.1) provides the context for faculty compensation, founded as it is on the Seventh-day Adventist Working Policy. Individuals receive the salary designated for the particular “step” which they have been designated.

Prior to 2009, faculty rank and step within it directly determined one’s compensation. Undergraduate faculty members holding identical ranks for the same number of years generally received the same compensation. Rank itself depended on academic preparation and years of service, with partial credit granted for related work experience outside higher education. However, for faculty appointments effective during the 2010-2011 academic year compensation will be based on academic qualifications and experience at the time of initial appointment.

F 2.6.1 DETERMINATION OF FACULTY SALARY

An individual’s initial salary is based on academic qualifications and professional work experience outside teaching in higher education and as a faculty member. These two elements determine a faculty member’s initial step ranking on the College pay scale, provided in Appendix 2. This scale maintains the previous compensation standards.

1. Professional work experience outside faculty responsibilities is equated to post-secondary teaching valuing the initial two years of experience directly equivalent to college teaching at a 1:1 rate. Up to 12 additional years of such work experience may be valued at the rate of two years such experience equals 1 year post-secondary teaching experience.
2. The Vice President for Academic Administration and the chair of the division of appointment propose a step ranking to the Human Resources Director and the Vice President for Financial Administration.
3. Faculty members meeting or exceeding normal expectations of performance are granted annual step increases until reaching the maximum for the degree held, specifically 103 on the existing Adventist denominational pay scale for masters qualifications, 108 for a terminal masters, and 108 for a doctorate.
4. The annual step increase will be halted if a faculty member eligible for promotion in rank to associate or full professor fails to obtain it, whether due to failure to apply for promotion or rejection of the application.
5. A faculty member who completes a higher degree will receive a new step ranking appropriate to the degree and years of experience, effective the next month after receipt of the degree.
6. Doctoral study will be funded as follows:
 - a. 100% tuition and expenses for approved doctoral programs, or
 - b. 50% for approved doctoral course tuition outside a doctoral program.

F 2.6.2 THE FACULTY EMPLOYMENT PERIOD AND “95% PLAN”

College faculty members normally receive appointment for the period June 1 – May 31, for a work year between August 1 and the end of the third week of May (usually the Friday following graduation), compensated monthly at the rate of 95% of a full year’s salary. Faculty who are not asked, before March 15, to render service to the College during the summer are released to engage in personal activities, though to meet requirements for promotion, graduate study and research may sometimes be necessary. All faculty members are expected to remain in occasional communication with advisees and prospective students during the summer, unless by arrangements with the division chair this responsibility is assigned to another.

Faculty who accept summer teaching duties are paid at the adjunct rate per semester hour.

F 2.6.3 COMPENSATION FOR ADJUNCT FACULTY

Compensation rates for adjunct, summer, and supplemental teaching contracts are set by President’s Council for different levels of academic qualifications and experience as part of the annual budget process. Separate rates for specialized experience or unique circumstances may also be set by President’s Council.

Authorization for adjunct positions is included in budget requests.

When enrollment in a course fails to meet the minimum level stipulated in the contract, a new contract may be offered at 50% of the compensation rate for 50% of the minimum number of students.

F 2.7 FACULTY WORKLOAD

The normal academic load of an undergraduate faculty member is

- A teaching load of 24 hours per academic year (e.g., 4 3-hour lecture courses per semester or the laboratory/clinical equivalent). Additional remuneration will be granted for overloads when recommended by the division chair and approved by the Vice President for Academic Administration and President’s Council, according to policies outlined in the Administrative Manual.
- Service as academic advisor for up to 25 students;
- Service on up to three standing college-wide committees;
- Contribution to effective teaching through participation in the discipline and undertaking research;
- Service for instruction-related activities such as library book orders, program reviews, divisional recruiting activities, Colloquium and faculty development workshops, Faculty Senate, and annual college ceremonies;
- Maintaining regular availability to students during at least 10 hours per week, with adjustment for overlapping laboratory or clinical responsibilities.

Members of the Graduate Faculty are defined as those qualified with a doctorate or relevant terminal degree who hold appointment to a graduate program with the rank of assistant professor or greater.

To facilitate the higher levels of research activities expected of full-time graduate faculty, other components of their academic load are reduced. A full workload therefore comprises

- A normal teaching load of 18 semester hours of lecture courses or laboratory equivalent per year, adjusted for administrative responsibilities as appropriate;
- Service as academic advisor for no more than 20 students;
- Service on one standing college-wide committee;
- Contribution to effective teaching through participation in the discipline and undertaking research;
- Service for instruction-related activities such as library book orders, participation in scheduled program reviews, program recruiting activities and annual college ceremonies;
- Maintaining regular availability to students during at least 10 hours per week, with adjustment for overlapping laboratory or clinical responsibilities.

Division chairs calculate the academic loads of their faculty and report the findings to the Vice President for Academic Administration, who monitors faculty workloads to ensure broadly equal shared responsibility.

F 2.8 FACULTY APPOINTMENTS

Appointment to the College faculty implies an institutional desire to establish a continuing relationship with a successful teacher and researcher that may eventually lead to the achievement of the status of continuous appointment. The initial appointment is provisional, and usually annual. As evidence accumulates of the faculty member's growing achievement and commitment to the mission and vision of the College, the period of appointment lengthens. The following sub-sections provide detail regarding such appointments.

Renewals of faculty appointments are contingent upon satisfactory annual evaluations.

Request for Release from an Appointment

Faculty members retain a yearly option to discontinue service to the College by giving timely notice to the division chair, making every effort to give this notice as early as possible and at least by March 15, when a formal letter of resignation is due (see Section 6.2). A faculty member may properly request waiver of this notice requirement in case of hardship or in a situation of substantial professional advancement or personal opportunities.

Otherwise, once accepted, an appointment is considered binding unless released by the President. A request for release from an appointment during the current year should be undertaken only for the most serious reasons. To request a release during the term, the following procedures and guidelines should be followed:

A written request for release should be sent to the President stating specific reasons for seeking release and the specific date that release is requested, with copies to the division chair and the Vice President for Academic Administration. Upon receipt of the request, the President and the Vice President for Academic Administration will consult with the chair of the division concerning the feasibility of carrying out the functions of the position for the balance of the year.

If the President determines to grant a release, the division chair, Vice President for Academic Administration, and Human Resources Director will determine the status of the individual with

respect to eligibility for salary and benefits. At that point, the individual making the request will be informed of the decision.

F 2.8.1 PROVISIONAL ANNUAL APPOINTMENTS

Until successfully completing pre-promotion review two years before eligibility for promotion to associate professor, faculty members are offered annual appointments. These are issued on the formal request of the Vice President for Academic Administration in accordance with the search and appointment procedures described in sections F 2.2 – F 2.3.4. No offer of employment is valid and binding on the College unless signed by the President. An offer of appointment that is not accepted within 30 days of issuance is considered void.

Appointments are provisional until the successful completion of pre-promotion review (see Sections F 2.8.2 and F 4.0.1). If the faculty member meets expectations, the appointment is normally renewed, but the College may choose to permit an appointment to lapse. The final decision not to renew an appointment is made by the President. Among the circumstances that may lead the College to this decision are

- cancellation of or change in a program;
- declining enrollment or enrollment emergency;
- overstaffing;
- non-renewal of the faculty member's visa;
- evidence of incongruence between the interests of the faculty member and the goals of the College; or
- unfavorable performance evaluations of the faculty member's teaching or other major responsibilities by the division chair, reviewed by the chair with the Vice President for Academic Administration.

Notification of Renewal

The chair of the faculty member's division notifies a provisional appointee of the College's offer of reappointment for the following academic year by February 15. Should the College determine to discontinue the provisional appointment of a faculty member, the Vice President for Academic Administration will notify the individual in writing by the same date. This provides a minimum of four months notice of discontinuation before the end of the year's appointment.

Non-renewal of a provisional appointment is not considered termination of a contract, and the same standards do not apply (see Section F 6.3 Separation Due to Non-Reappointment).

Severance and Other Assistance in Case of Non-Renewal

As implied by the category, a faculty member whose provisional appointment is not renewed is not eligible for severance payments provided notification is given by February 15.

Provisional Appointments for Appointees Tenured or Experienced Elsewhere

At the time of initial hire, an exception may be made in writing to the standard provisional appointment period for an individual with tenure or continuous appointment at a regionally-accredited post-secondary institution or exceptional experience related to the discipline of appointment. Given the evidence of the appointee's successful experience, the provisional appointment may be for two years, and continuous appointment may be sought during the second year by an individual who possessed it previously.

Also at the time of initial hire, a new appointee with at least four years successful post-secondary teaching experience but lacking tenure may request the pre-promotion review in the second year of employment at the College and apply for continuous appointment the fall semester of the fifth year of service at the College.

F 2.8.2 INITIAL MULTI-YEAR APPOINTMENT

Two years before the expected application for promotion to associate professor, the pre-promotion review process seeks evidence of the faculty member's teaching, scholarly activities, service, and general suitability for continuing employment (see Section F 4.0.1 Pre-Promotion Review). A successful pre-promotion review provides the faculty member with clear expectations of the achievements required for promotion to associate professor and for continuous appointment. The successful review provides the College evidence to offer an appointment for a three year period. It is normally renewed for up to two years, to cover employment during the year of application for continuous appointment. An unsuccessful pre-promotion review normally results in discontinuation of employment at the end of the current academic year.

Notification of Renewal

The chair of the faculty member's division notifies a faculty member of a successful pre-promotion review by January 15, and the College will then offer reappointment for the following three academic years. Should the results of the pre-promotion review indicate that the College should not renew employment, the Vice President for Academic Administration will notify the individual in writing, also by the January 15.

Severance and Other Assistance in Case of Unsuccessful Application for Continuous Appointment

A faculty member who applies for continuous appointment but fails to obtain it may be retained by the College in the category of "Renewable Multi-year Appointment" (see F 2.8.4 below). However, if the College does not choose to offer continued employment, the faculty member becomes eligible for up to three months of severance payments at the rate of current salary until comparable employment (as defined in Section F 6.4.4) is found, provided that a good-faith and active job search is made, with health benefits determined by the current health care plan (e.g., two months in 2009).

By contrast, when an eligible faculty member declines to apply for continuous appointment, and is not offered a renewable multi-year appointment, the College is not obligated to provide severance payments.

F 2.8.3 FACULTY WITH CONTINUOUS APPOINTMENT

By definition, the grant of continuous appointment establishes the right to continuous employment until the faculty member resigns, retires, becomes permanently disabled, is dismissed for adequate cause, or is terminated for institutional cause or medical reasons. The grant of continuous appointment is confirmed by an annual letter until the faculty member elects to retire, unless the faculty member gives timely notice of an intention to discontinue service to the College, or the College gives timely notice of intent to terminate the individual for one or more of the reasons set out in Section F 6.4 Involuntary Termination of Employment.

F 2.8.4 RENEWABLE TERM APPOINTMENTS

At the discretion of the College, a faculty member with the rank of associate professor who is not successful in seeking continuous appointment, or who does not apply for it, may be offered a three-year appointment for continued service to the College.

Term appointments are normally issued by January 15, and must be signed and returned to the Human Resources Director within 30 days of issuance, unless the Vice President for Academic Administration approves a request for extension. Signed contracts by individual faculty members constitute acceptance of the terms and conditions of the appointment. If a letter of appointment is not signed and returned within the time provided by this policy, the Vice President for Academic Administration may notify the individual that the signed letter of appointment has not been received. At that point, unless the individual immediately accepts the appointment, it is nullified and revoked. Reissuance of the appointment is at the sole discretion of the President.

Notification of Renewal

The chair of the faculty member's division notifies a provisional appointee of the College's offer of reappointment for the following three academic years by December 15. Should the College determine that the appointment should not be renewed, the Vice President for Academic Administration will notify the individual in writing by the same date.

If the terms and conditions of a subsequent appointment contain specific changes which the faculty member questions, the faculty member may submit a written request for reconsideration to the Vice President for Academic Administration by January 15. After reviewing the request in a meeting with the Committee of the Professoriate, the Vice President for Academic Administration shall inform the faculty member in writing of the final decision on or before January 31.

Severance and Other Assistance in Case of Non-Renewal

A faculty member who is not offered a reappointment to a three-year appointment after the successful completion of a previous one becomes eligible for up to six months of severance payments at the rate of current salary (as defined in Section F 6.4.4) with health benefits determined by the current health plan (e.g., two months in 2009), unless comparable employment is found within the time period, provided that a good-faith and active effort job search is made. If a lower-paid position is accepted, the College will cover the difference in salaries during the period.

F 2.9 ANNUAL EMPLOYMENT LETTER

The annual employment letter is a written mutual agreement between an individual faculty member and the College that specifies the terms and conditions of the faculty member's employment for the coming year. Each letter is signed by the President, and a copy is supplied to the division chair and the faculty member, who indicates assent to the terms and conditions by signing the letter.

Appointment letters for the academic year 2011-2012 and thereafter include the following information:

- Type of appointment;
- Salary track, step, remuneration percentage, annual salary and monthly pay (95% plan);
- Any proposed variation from the 95% plan, except overload and summer courses;
- Designation of responsibility, within degree programs;
- Designation of Type of Faculty if not regular, e.g., Special Status, or Endowed Chair/Distinguished Professor;
- Special Conditions, such as special administrative or program duties;
- A statement that the faculty member and the College shall adhere to the policies and procedures set forth in this *Faculty Handbook*;
- Specification of years of prior service credit granted.

2.9.1 ADJUNCT, SPECIAL AND TEMPORARY CONTRACTS

Contracts regularly define the employment of adjunct instructors, those serving under special circumstances, and regular faculty and staff who accept appointments for supplemental or summer teaching. Such contracts may cover assignments ranging from a single semester up to one year.

Requests for individual contracts are made by division chairs or program directors to the Vice President of Academic Administration. They are due by February 15 for full-year adjunct and temporary contracts, June 15 for fall-semester contracts, and November 1 for Spring Semester contracts.

After the issuance of a contract is approved by President's Council, it is prepared by Human Resources and issued by the President. To be valid, the contract must be signed and returned to the Human Resources Director within two weeks of date of issue.

Adjunct, special, and supplemental contracts issued for teaching purposes depend upon enrollment reaching the minimum level stipulated in the contract, usually six students for a lecture-style course. Where this minimum is not met, a new contract at 50% compensation rates may be issued where three or four students enroll in the course. When a contract is cancelled less than two weeks before registration for the semester, the teacher may receive 5% of the contracted compensation for the course. If the course is cancelled after registration but within the first two weeks of the semester or three days of the summer term, the teacher may receive 10% of the contracted compensation.

F 3.0 FACULTY ETHICS, TEACHING, RESEARCH & SERVICE

As teachers and mentors, faculty members carry deep professional responsibilities towards their students, colleagues, institutions, and knowledge itself. These have been summarized in a secular context by the 2001 "Statement on Professional Ethics" of the American Association of University Professors (see Appendix 3). Based on its mission, the College values behavior in accord with such principles, but it expects even more than formal correctness. It asks its faculty members to strive to exemplify, in their personal and professional conduct, the ethical code exemplified by the life and teachings of Jesus Christ. Accepted and fostered by the College community, this expectation is embedded in the campus culture. Colleagues and students anticipate that in their thoughts, expression, and conduct, faculty members begin with Christian charity and add an ethical regard for the inherent worth and dignity of each person as a creation of God.

F 3.1 PROFESSIONAL DEVELOPMENT AND GROWTH

The College recognizes its responsibility to facilitate faculty achievement and foster increased student learning through curricular and pedagogical improvements. The efforts of individual faculty members are critical to the success of these goals, and to assist them the Faculty Development Committee and academic administration sponsor a variety of activities during Colloquium, at workshops and presentations during the year, and during the May Meetings. Modest summer grants may be available for curricular development, pedagogical improvements, and research. The College also provides an annual professional convention travel allowance for each faculty member.

F 3.1.3 RELEASE TIME FOR FACULTY RESEARCH

Significant research, publication and artistic engagement enhance the experience of the teacher, the quality of student learning and the reputation of the college. Therefore, in addition to opportunities under the sabbatical policy (see Section F 8.0.1), release time for research may be considered a part of the teacher's load if a division schedule permits lighter teaching assignments, provided that the professor demonstrates that the project will likely lead to publication or other useful purposes, and that the teacher agrees to remain at Union College the following academic year.

A request for such release time is submitted to the Vice President for Academic Administration through the division chair. The proposal should contain (1) the purpose of the research; (2) a brief description of the project in non-specialized terms; (3) a brief discussion of the importance of the project and its relationship to the researcher's field; (4) an estimate of the duration of the project and the fraction of the teacher's time needed for its completion; and (5) an itemized budget listing such costs as travel and clerical assistance and revenue such as grants.

F 3.1.3 AWARDS FOR PROFESSIONAL ACTIVITIES

Cash honoraria are awarded annually to members of the Union College faculty, staff, and administrators for academic publications, presentations to academic conferences, and certain contributions to the church and general society. Three levels of honoraria are awarded:

1. Refereed and juried publications, performances and exhibits: Articles published or accepted for publication in refereed journals, books and juried artistic or musical activities;
2. Presentation of scholarly papers: Presentation of scholarly papers at academic conferences;

3. Presentations to and publications for general audiences: Significant articles in major church and community publications, featured keynote speaker or seminar lecturer, full-length concerts and reviewed art exhibits and drama productions.

Honoraria are granted for publications, presentations, and other activities accomplished since the last awards were granted. A record of productions granted honoraria shall be maintained in the office of the Vice President for Academic Administration. Recommendations regarding the actual awarding of honoraria and their appropriateness will be made by the Committee on the Professoriate to the Vice President for Academic Administration.

F 3.2 TEACHING

The primary responsibility of a faculty member at Union College is to facilitate the intellectual growth and development of students: in other words, to teach. Teaching excellence is given primacy in evaluation for reappointment, promotion, and continuous appointment. In accordance with the College mission, vision and values as stated in Section 2.1 of the *Administrative Manual*, faculty members strive to integrate faith in the learning process and demonstrate how both knowledge and faith can help change the world.

In higher education, teaching involves far more than the effective presentation of factual knowledge in the classroom. Conceived broadly, teaching at Union College involves these elements:

- **Development of a Christian and Adventist Philosophical Foundation:** Faculty-scholars approach their disciplines with a Christian philosophy that lays the foundation, if often subtle rather than obvious, for student learning in the discipline and in life.
- **Designing a Credible Curriculum and Credible Courses:** Their mastery of their disciplines permits faculty-scholars to plan representative, rigorous courses and learning experiences with a credibility and currency that is recognized by program reviews.
- **Implementing Effective and Inspiring Courses:** Teachers organize courses to engage students effectively in the subject, including the active pursuit of learning through varied and appropriate teaching approaches, using available resources and technology. Implementing effective courses also involves reflecting on the teaching experience and thoughtful refinement and revision of courses over time. Effective teaching includes the ability to inspire student intellectual abilities and growth, both within one's discipline and beyond it.
- **Assessing Student Learning:** Teachers assess important student learning outcomes regularly to improve student learning and strengthen programs. Effective evaluation of student achievement includes the design of course requirements that distinguish among outstanding, commendable, and acceptable levels of student performance.
- **Nurturing Students:** Faculty-scholars demonstrate a nurturing attitude toward students, with sensitivity to the inclusiveness of all students and the absence of continuing serious and uncorrected student complaints.
- **Achieving Professional Development and Recognition:** Faculty-scholars maintain active lives as learners by continuing to grow and remaining current in their disciplines.
- **Participation in the Campus Community:** Faculty-scholars communicate with each other in a collegial atmosphere, and following Biblical precept, share one another's burdens. They participate in the general operations of the program, including responding to campus

communications, and work cooperatively with the director and chair. Faculty members are also encouraged to involve themselves in the extra-curricular life of the campus. They are expected to observe and enforce the rules and regulations of the College, to promote the principles and ideals for which it stands, and to avoid any misconduct that might bring disgrace or discredit on themselves or the College.

F 3.2.1 TEACHING RESPONSIBILITIES FOR INDIVIDUAL COURSES

1. Planning and organizing course material:
 - a. Selecting and ordering texts and other supplemental instructional materials;
 - b. Preparation of a course syllabus that meets standards set by the College in Appendix 4, including clearly stating course objectives, purposes, and requirements;
 - c. Demonstration of initiative in course renewal;
2. Within the Classroom:
 - a. Delivering learning experiences that enable students to fulfill course objectives;
 - b. Implementing a responsible attendance policy in keeping with that of the College;
 - c. Meeting all teaching appointments, and canceling class sessions only after consultation with the division chair;
 - d. Informing students frequently of their academic progress;
 - e. Providing regular educational counseling and guidance for students;
 - f. Using copyrighted material and software legally and ethically;
 - g. Caring for classroom and laboratory facilities, including ensuring its security;
3. During Evaluation:
 - a. Preparing, proctoring, and correcting student examinations;
 - b. Directing and reading student reports and papers;
 - c. Evaluating and grading the work of individual students according to the criteria; and weights evident in the course syllabus;
 - d. Addressing incidents of academic dishonesty;
 - e. Submitting grades within designated time limits;
 - f. Adhering to final exam schedule;

Policies regarding incompletes, deferred grades, and related matters are provided in Appendix 5.

F 3.2.3 CURRICULUM DEVELOPMENT

Faculty shall be responsible for the development of new courses, deletion or changes in existing courses, initiation of new programs, discontinuance of existing programs, or other program modifications. In such development efforts, faculty shall follow published academic guidelines and procedures as established by the appropriate faculty governance body, Academic Council, with recommendations from the Faculty Senate.

F 3.2.4 ETHICAL STANDARDS FOR RESEARCH

Faculty conducting or supervising research with human and animal subjects shall abide by applicable federal and state regulations as well as the prevailing ethical standards for research within the discipline. All human research authorized and conducted under the College's jurisdiction is subject to review for human risk, benefit, and informed consent by the Human Subjects Review Board before a project can be started. This panel of faculty and community experts determines whether human subjects have volunteered for a research endeavor with informed consent as defined by committee procedures and policies, and whether risks to the subject from research are outweighed by the potential benefits to be gained from the research endeavor. Evaluation of risk involves weighing the potential for injury to the subject by reason of direct application of an experimental procedure or circumstance, or by reason of the subject's exclusion from ordinary standards of practice and welfare. The rights of subjects regarding confidentiality and access to professional care and counsel are included in deliberations, so that human dignity, rights, and physical, behavioral, and social welfare are protected. Details of the committee are found with other committees in Appendix ?? of the *Administrative Manual*, and policies, procedures, and forms in Appendix 6.

Faculty conducting or supervising research with animal subjects shall conduct these activities in accordance with the policies and procedures established by the Animal Research Review Committee, whose committee description is provided in Appendix ?? of the *Administrative Manual*, and policies, procedures, and forms in Appendix 7.

F 3.2.4.1 HAZARDOUS MATERIALS AND BIOLOGICAL POLICY

Material to come from Division of Science & Mathematics

F 3.3 ACADEMIC ADVISING

Given the mission and culture of Union College, academic advising of students is considered one of the essential components of sound teaching, and advising is a significant responsibility of each faculty member.

Advising is not limited to assuring that a student is properly enrolled in courses each semester, important as that is. Since college is for many students their first real venture into independence, the adviser must foster that spirit while at the same time diplomatically helping the student to avoid unnecessary problems. Intellectual curiosity, critical analysis, self-reliance, trust, and awareness of one's strengths and weaknesses should be encouraged. In cases where the student has not decided upon a major, especially by the sophomore year, the adviser should discuss various alternatives and suggest colleagues who may be able to give more specific information about given majors.

In advising majors, one should ascertain the student's plan for a career and, where appropriate, direct the student for further advice to the Career Center.

Students are initially appointed advisors by the division chair. Subsequent student requests to change advisor are implemented by the Records Office with notification to the student, as well as to current and former advisors.

Advisors are specifically expected to carry out the following responsibilities, among others:

- Review and approve semester preregistration for each assigned advisee;
- Know curriculum and graduation-related policies and requirements;

- Provide timely feedback regarding academic performance and progress;
- Guide, assist, and counsel assigned advisees in regard to meeting their educational and professional goals;
- Participate in additional advising responsibilities designated by the department. This usually includes limited responsibility for advising during the summer, especially for incoming students;
- Write effective letters of recommendation;
- Help students work through academic or personal problems, as the advisor feels competent and comfortable;
- Refer students to appropriate personnel as required.

Advisees are personally responsible for meeting graduation requirements. However, faulty advising is considered a shortcoming in the performance of professional duties.

A Manual of Academic Advising, prepared by the Office of Academic Administration, is available on the web and periodically provided in hard copy to faculty members.

F 3.4 INSTITUTIONAL SERVICE

Full-time faculty members serve the College in vital capacities. They involve themselves in meetings of their academic programs and division, and participate in the Faculty Senate. They share the division's responsibility of assisting in new student recruitment, and contribute knowledge and perspectives on institutional committees. All faculty members should find appropriate ways in which to participate in the system of faculty governance of the academic life.

Full-time faculty members are expected to participate in all faculty processions at College ceremonies, including Academic Convocation and Commencement. In case of unavoidable absences, a faculty member seeks approval from the Vice President for Academic Administration. Regular attendance at chapels and General Assembly is also expected, in the absence of conflicts with teaching responsibilities.

In the spirit of community that characterizes the College, faculty members assist one another, their program directors and divisional chairs in the development, maintenance, and acquisition of department resources. These resources may include, but are not limited to, laboratory facilities, instrumentation, equipment and supplies, curriculum materials, teaching aids, audio-visual materials, computer software and hardware. As the campus experts within their disciplines, faculty members advise the library staff of acquisitions needed to support their disciplines.

Faculty members are responsible for meeting deadlines established for various procedures and duties, as published in this *Faculty Handbook*, the current *Bulletin*, the Academic Calendar, or announced by an administrative office such as Records. Deadlines which fall on a weekend or on a day when the College is not officially open automatically advance to the first working day following the deadline.

F 3.4.4 CURRICULUM VITAE

At the end of every academic year, each member of the faculty is responsible for providing an updated curriculum vitae in an appropriate style to the Office of Academic Administration for inclusion in the permanent personnel file. Sample vitae are provided in Appendix 8.

F 3.5 ANNUAL FACULTY PLANNING AND EVALUATION

For many reasons, the College faculty desires to ensure that all its members achieve high standards of quality in their academic accomplishments, and consequently the faculty collectively acts as the long-run guarantor of the College's academic mission. Planning and evaluation are crucial elements in determining the achievement of that quality for both the individual and the institution. Planning and evaluation guide individual efforts by faculty members for professional growth, and indicate priorities for institutional faculty development. They are also essential for accreditation.¹

For each faculty member, formal planning and evaluation take place annually, incorporating self-analysis and goals established in previous years. By documenting the achievement of goals, the results of successive annual evaluations in turn provide evidence to support applications for promotion, continuous appointment, or developmental review.

The annual growth and evaluation conference between the individual faculty member and the division chair typically takes place during the two weeks following graduation, using evidence provided by the teacher, the chair, students, and in some cases peer evaluators. Current documents to guide the annual planning, evaluation, and conversation are provided in appendix 9.

Recognizing that faculty members' teaching may involve skills they never have been trained to use, the Faculty Development Committee provides workshops and other opportunities to focus on professional skills beyond the realm of the teacher's content knowledge. It also functions to keep faculty skills abreast of changes in pedagogy, technology, and the understanding of student learning. In turn, the College's faculty development efforts are guided in part by the summary evidence provided by the planning and evaluation process.

It is the responsibility of the faculty member to strive to meet the commitments given as part of the planning and evaluation process.

Based on concepts provided in August, 2009; approved by Academic Council, October 12, 2009

F 3.6 LIBRARIANS RESPONSIBILITIES

The rapid pace of change in information technology inevitably necessitates that the vital responsibilities carried by librarians must be sketched in broad rather than detailed terms. The librarians collectively provide services and educational materials to support student learning and teaching faculty. They manage collection development, work with faculty members in strengthening

¹ When this Handbook was developed, The Higher Learning Commission's *Handbook of Accreditation* charged colleges to create processes for evaluation that improve the quality of education (Criterion 2); to use ongoing evaluation processes to provide evidence of effectiveness that inform strategies for continuous improvement (Core Component 2c), to use ongoing evaluation processes to provide evidence of effectiveness that inform strategies for continuous improvement (Criterion 3), and to promote a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creativity, practice, and social responsibility (Criterion 4).

student learning in information literacy, maintain the general functions of the facility, and provide some services to the general public.

Librarians who carry academic rank maintain an active role in the profession, continually update their knowledge and skills, and stay informed of changes in information technology which impact library services and resources. They also participate on faculty committees and the Faculty Senate.

F 4.0 PROMOTION IN RANK

Union College recognizes its deep responsibility to foster increased student learning and faculty achievement. The efforts of individual faculty members are critical to the success of these efforts, and promotion in rank recognizes a faculty member's development in four areas that directly or indirectly support student learning: teaching effectiveness, scholarly activity, service to the College, and service beyond--to church, community, and society. A growing academic stature implies increasing rigor in standards for promotion and continuous appointment.

Because Union College considers itself as primarily an undergraduate institution focused on student learning, successful teaching is a prime requirement for promotion. Nevertheless, some involvement in scholarly activities is essential. The expectations of involvement increase for faculty members in a graduate program.

F 4.0.1 PRE-PROMOTION REVIEW

Preparation for promotion from assistant to associate professor includes the pre-promotion review two years before the faculty member is expected to apply for promotion (i.e., typically in the fall of the third year when holding terminal qualifications and the fourth or fifth year with masters qualifications). This review considers the individual's recognized accomplishments to date in the areas of teaching, scholarship, and service, and compares them with the standards required for promotion to associate professor and for the continuous appointment. The process therefore provides indications of further achievements likely necessary to meet the standards for promotion and continuous appointment.

As discussed in Sections F 2.8 – 2.8.2, a successful pre-promotion review enables the College to provide a multi-year appointment to the faculty member.

F 4.1 ELEMENTS OF TEACHING IN PROMOTION

Given the definition of teaching responsibilities found in Section F 3.2 Teaching, applicants for promotion in rank are expected to demonstrate success in each of these elements of teaching.

- **Development of a Christian and Adventist Philosophical Foundation:** For promotion to Associate Professor or Professor, successful applicants demonstrate their efforts to address their disciplines with a Christian philosophy.
- **Designing a Credible Curriculum and Credible Courses:** For promotion to Associate Professor or Professor, successful applicants demonstrate that they have planned representative and rigorous courses whose content and requirements meet common expectations in the discipline.
- **Implementing Effective and Inspiring Courses:** For promotion to Associate Professor or Professor, successful applicants demonstrate that they organize courses to engage students effectively in the subject, including the active pursuit of learning through varied and appropriate teaching approaches. Implementing effective courses also involves

thoughtful refinement and revision of courses over time, and the ability to inspire student intellectual abilities and growth.

- **Assessing Student Learning:** For promotion to Associate Professor or Professor, successful applicants assess important student learning outcomes regularly to improve student learning and strengthen programs. Effective evaluation of student achievement necessitates the design of course requirements that distinguish among outstanding, commendable, and acceptable levels of student performance.
- **Nurturing Students:** For promotion to Associate Professor or Professor, successful applicants demonstrate that they portray a nurturing attitude toward students, with sensitivity to the inclusiveness of all students and the absence of continuing serious and uncorrected student complaints.
- **Achieving Professional Development and Recognition:** For promotion to Associate Professor or Professor, successful applicants demonstrate that they maintain active lives as learners by continuing to grow and remaining current in their disciplines.

F 4.1.1 DEMONSTRATION OF TEACHING ACHIEVEMENT

Both the Committee of the Professoriate and the College administration accept a variety of evidence that demonstrates effective teaching. The categories of evidence provided below are examples that a faculty member might use in preparing the portfolio for an application.

Elements of Teaching within a Given Course or Courses:

- Quality of class content;
- Organization of materials;
- Clarity of exposition;
- Stimulation of student intellectual abilities and growth;
- Responsiveness to student questions and involvement of students in discussion;
- Use of technology and other teaching aids;
- Effective evaluation of student achievement, including the design of course requirements and standards of integrity in grading that distinguish among outstanding, commendable, and acceptable levels of student performance;
- Initiative in course renewal undertaken to improve student learning, demonstrated by course assessment and syllabi revision over time;
- Sensitivity to student problems and needs, including the inclusiveness of all students;
- Absence of continuing, uncorrected serious student complaints.

Elements of Teaching Effectiveness beyond a Specific Course

- Accessibility and openness to students, including availability during regular office hours;
- Regular and effective participation in the College's course assessment activities;
- Commitment to a growing Christian faith and respect for Adventist lifestyle, principles, values traditions, and beliefs;

Means of Assessing Teaching Effectiveness

The appropriate method may depend on the particular elements being studied, but will commonly include:

- Self-assessment by the individual faculty member;
- Peer review by colleagues;
- Reviews by the division chair, at least annually;
- Student evaluation of courses, including optional feedback opportunities developed by the teacher;
- Evidence of reflection on teaching and the philosophy of teaching; evidence of reading and study about teaching;
- The ability to discuss best teaching practices in various types of courses in the discipline.

F 4.1.2 DEMONSTRATION OF LIBRARIAN ACHIEVEMENT

Librarians holding academic rank possess ALA-accredited masters degrees or international equivalents. Because librarians' duties vary according to job description, the elements of effective librarianship listed below may not carry equal weight across all members of the library faculty.

Elements of Effective Librarianship

1. Development of services that support the library's academic mission, student learning, and research
 - Delivery of services in support of academic programs and research;
 - Provision of educational materials to ensure effective use of library resources and services, including instructional technology;
 - Development of a supportive environment for research and educational activities;
 - Contributions to the professional development of colleagues;
 - Research on academic librarianship;
 - Contributions to academic planning and policy making;
 - Stimulation of student intellectual abilities and growth.
2. Collection development and management; other library services
 - Organization of access to the collection, including cataloguing and technical services;
 - Service in selected other activities (e.g., institutional archives);
3. Service to students and other publics
 - Stimulation of student intellectual abilities and growth;
 - Sensitivity to student problems and needs, including the inclusiveness of all students;
 - Responsiveness to student questions;
 - Absence of continuing, uncorrected serious student complaints.
4. Commitment to excellence in responsibilities, including openness to new ideas, programs and services, and the application of appropriate new techniques from the profession.

Submitted to Faculty Senate February 25, 2010

F 4.2 ELEMENTS OF SCHOLARSHIP IN PROMOTION

Like other teaching institutions, Union College expects faculty members seeking promotion to Associate Professor or Professor to demonstrate the involvement with their professions necessary for

them to become discoverers of knowledge and scholars of learning. The following examples of specific evidence may help demonstrate this.

- Activity in recognized professional associations and societies; minimally, professional membership and attendance at conferences and evidence of benefits gained from this;
- Participation in committees and leadership of professional societies;
- Presentation of research or other scholarly or creative work in a professional environment;
- Popular dissemination of research and knowledge, including lectures on campus;
- Publication of research in refereed journals (including on-line) and books for academic audiences;
- Participation in advanced professional courses, seminars, or institutes; other professional involvement or contributions;
- Where appropriate, the development and continuation of professional expertise and skills.

F 4.3 ELEMENTS OF SERVICE IN PROMOTION

The service component of a faculty member involves two usually distinct categories of activity, service to the College and service representing the College or church in community and church activities. The following examples of specific evidence may help demonstrate each. Note that many of these examples of service to the College constitute job expectations.

Service to the College

- Demonstrating effective membership of a program and division;
- Participation in program and divisional faculty meetings;
- Demonstrating collegiality and teamwork within the program and broader college community;
- Participation in division's recruiting and student extra-curricular efforts;
- Regular participation at Colloquium, Faculty Senate, General Assembly, and post-graduation faculty development meetings;
- Frequent participation in Academic Assembly and other campus efforts at faculty development; more generally, active participation in the intellectual and social life of the College's faculty;
- Active annual membership on up to three College-wide committees;
- Service as advisor to student organizations and activities;
- Professional service for the College and its immediate community;
- Program-specific leadership roles;
- Advising students and prospective students during summer release time.

Service Representing the College

Service representing the College or church in community and church activities such as

- Sustained contribution to the College's mission;
- Fostering key elements and values of the College's mission:
 - Fostering spiritual, intellectual, social, and physical values;

- Fostering service to humanity through local or global outreach activities;

F 4.4 APPLICATION PROCEDURES FOR PROMOTION

The application process is normally initiated by Academic Administration, with formal notice in May of eligibility to apply the following autumn. A faculty member who has chosen to forego the opportunity to apply for promotion may, at the beginning of a later academic year, request to apply for promotion during that year.

After consultation with the division chair, program director (if any) and the Vice President for Academic Administration, by October 1 the successful candidate will submit a portfolio to the Committee of the Professoriate demonstrating evidence of meeting the standards required for promotion in rank.

While an individual professor may choose not to apply for promotion or continuous appointment, faculty members on renewable multi-year appointments will be expected to formally demonstrate their professional development before each renewal.

Promotions ordinarily become effective at the beginning of the College's fiscal year. An exception is granted when a doctoral degree is completed and application for promotion is made during the year.

F 4.4.1 DEMONSTRATION OF ELIGIBILITY

The faculty member requesting promotion develops supporting materials addressing the three major faculty responsibilities, as outlined in Sections F 4.0 – F 4.3 above. When these are completed in time to permit their serious consideration according to the schedule in Appendix 9, the faculty member will present them to the program director (if any) and the division chair. The supporting materials for promotion to Associate Professor or Professor should include, at a minimum,

- A cover sheet, including name, degrees, rank, and division;
- An up-to-date curriculum vitae;
- A significant statement of commitment to the mission and vision of Union College and an undertaking to honor it in teaching and participating in the life of the College;
- A significant statement of the candidate's philosophy of teaching or library service;
- Evidence of the accomplishment of expectations from pre-promotion discussions;
- Evidence of excellence in the various elements of teaching, demonstrated by (among other materials) peer reviews, the comments of the director or chair, and comparative feedback from student ratings;
- Evidence of integrity in grading that reflects the definitions of letter grades provided in the *Bulletin*;
- Evidence of thoroughness of preparation that portrays development as a professor, including course development and pedagogical advances;
- Evidence of readiness to advise students, including comments from advisees, documentation of advising load, and the chair's comments, as appropriate;
- Evidence of scholarly and/or creative accomplishments, including memberships in professional organizations, scholarly and other presentations (as reported annually), and

conferences attended annually. Copies and other materials evidencing the candidate's publications, presentations, performances or related indicators of scholarly or artistic production should be attached to the list;

- Evidence of willingness to participate actively in scholarship and service, including the comments of the chairs of at least two college-wide committees, and other recognition of service to the college.

The burden of proof lies with the applicant for promotion or continuous appointment. The faculty evaluation file, consisting of the documentation gathered in preparation for faculty evaluation, includes the professional portfolio (and its associated materials) and the division chair's evaluation. After the faculty evaluation has been completed, the professional portfolio is returned to the faculty member. Copies of the self-assessment, division chair evaluation, and classroom observation reports are entered into the permanent personnel file.

F 4.4.2 STEPS FOR APPROVAL OF PROMOTION

Throughout the promotion process, the faculty member shall be entitled to review the documentation in the portfolio, with the exception of letters of recommendation.

Recommendations by the Program Director and Division Chair

After reviewing the portfolio, the program director (if any) and division chair formally and confidentially comment on the application for promotion to the Vice President for Academic Administration. The recommendation is expected to provide an honest and comprehensive overview of the accomplishments of the faculty member, and must formally present reasons to recommend the application or not.

Role of the Committee of the Professoriate

After receiving the faculty evaluation file (comprising the portfolio and recommendation from the division chair), the Vice President for Academic Administration will submit it to the Committee of the Professoriate. The Committee then evaluates the file according to the criteria established by Sections F 4.0 – F 4.3.

After reaching its decision and documenting the reasons for it, the Committee of the Professoriate forwards its recommendation to the Vice President for Academic Administration. *This recommendation becomes part of the applicant's permanent file.*

If the Committee of the Professoriate denies an application for promotion or continuous appointment, the Vice President for Academic Administration must notify the candidate of the decision, and the candidate may appeal the decision, according to Section F 7.2 Appeal of an Unfavorable Decision Regarding Promotion or Continuous Appointment.

Roles of the Vice President for Academic Administration and President

After receiving the faculty evaluation file and the decision of the Committee of the Professoriate, the Vice President for Academic Administration reviews the documents and provides a formal

recommendation to the President. If the vice president supports a favorable recommendation from the committee, and the President concurs, the proposed promotion is submitted to the Academic Committee of the Board of Trustees for recommendation to the Board of Trustees.

If the recommendation of the Vice President for Academic Administration conflicts with the recommendation of the Committee of the Professoriate, the President will convene a meeting of the committee and the vice president to discuss the differences. The President will then make the final determination if promotion is to be recommended to the Board of Trustees.

Notification to the Applicant

After the promotion has been voted by the Board of Trustees, the Vice President will notify the faculty member and the division chair in writing.

Should there be an adverse decision at an administrative level, the Vice President for Academic Administration will notify the faculty member in writing within one week of such action, with copy of the notification also given the division chair. A candidate who wishes to appeal the decision may, within an additional seven days, invoke the grievance procedure by requesting it in writing and addressing the specific details cited in the denial notification.

F 5.0 DEFINITION AND PURPOSE OF CONTINUOUS APPOINTMENT

Because its commitment to long-serving faculty members differs in important respects from the common definition of tenure, Union College has adopted the term continuous appointment to express that status, a term also used by a number of other institutions.

The grant of continuous appointment symbolizes mutual confidence between the College and the faculty member. It constitutes recognition by the institution of a valued colleague, an esteemed teacher, and an active scholar, artist, or librarian. It indicates the College's satisfaction with, and approval of, the faculty member's philosophy, teaching, research, contribution to the mission of the College, citizenship and public service, and professional collegiality. It reflects the College's assurance that the continued employment of the faculty member is appropriate to the strategic goals of the institution.

Continuous appointment provides the faculty member with a reasonable assurance of continuing service and responsible academic freedom. It provides the College with assurance of responsibility and continuity. The application for continuous appointment affirms that the faculty member aspires to continue professional development, embraces the missions and standards of Union College, and commits to serve in spirit and in deed the mission and goals of the College.

The grant of continuous appointment implies indefinite employment. It is broken if the professor chooses retirement or employment elsewhere. It may also be broken by the College, following procedures stipulated below in Sections F 6.0 ff, if

- the professor violates stated norms and expectations; or
- suffers physical or mental health limitations that preclude satisfactory performance;
- the College undergoes financial exigency; or
- it makes program cuts.

The grant of continuous appointment implies sustained commitment to the College's mission and goals and successful performance as measured by regular faculty reviews. In return, the professor or associate professor with continuous appointment receives greater protection should the College face declining enrollment or other financial difficulties (see Section 6.8), and will receive greater severance in the event of termination for institutional cause.

With the adoption of these articles (F 5.0 – F 5.7), the grants of tenure held under the previous *Faculty Handbook* are replaced by grants of continuous appointment. The requirement that the College establish evidence of need for continuous appointment will become effective in Fall 2010.

F 5.1 ELIGIBILITY FOR CONTINUOUS APPOINTMENT

Because the grant of continuous appointment implies institutional satisfaction with the faculty member's professional development and qualifications of the faculty member, the following standards are expected of a successful candidate:

- Academic rank at the level of associate or full professor. This implies a terminal degree or a masters degree plus additional doctoral study.

- Six years of successful experience completed as a full-time faculty member at the College at the time of application. Time spent on any leave of absence does not apply. If arranged at time of initial employment, the six years may be reduced by four years for a mature scholar holding tenure from a similar institution, or by two years for an individual with four years of successful tenure-track teaching experience elsewhere.
- Completion of all College-sponsored doctoral study, or a plan to do so approved by President's Council. Failure to complete doctoral study within a reasonable period under the plan will lead to forfeiture of continuous appointment. At the discretion of the College, continuous appointment may later be sought on a different basis.

F 5.2 STANDARDS FOR CONTINUOUS APPOINTMENT

In granting continuous appointment, the Board of Trustees recognizes that an applicant has demonstrated competence as a Seventh-day Adventist scholar and teacher as evidenced by:

- Loyalty to denominational standards and teachings;
- Mastery of the discipline and the art of communicating it;
- The confidence and respect of students and colleagues;
- The on-going modification of courses in the light of student comments, colleague evaluations and developments in the discipline;
- Continuing contact with the literature in the field;
- Participation in appropriate professional organizations;
- Contributions to insight and knowledge in the discipline through public lectures;
- Publications, or other appropriate professional means.

The candidate for continuous appointment demonstrates that the standards are met through the following:

- A significant statement of the candidate's philosophy of teaching or library service;
- A significant statement of commitment to the College's mission;
- Evidence of excellence in teaching, including peer reviews, the comments of the director or chair, and comparative feedback from student ratings;
- Evidence of one's development as a professor, including thoroughness of preparation in course development and pedagogical advances;
- Evidence of readiness to advise students, including comments from advisees, documentation of advising load, and the chair's comments, as appropriate;
- Evidence of willingness to participate actively in the life of the college, by accepting special assignments and/or committee appointments, as demonstrated by the comments of the chairs of at least two college-wide committees, and other recognition of service to the college;
- Significant scholarly and/or creative accomplishments, particularly evidence of contributions to insight and knowledge in the discipline through public lectures, publications, or other appropriate professional means. Memberships in professional organizations and conferences attended, as reported annually, are assumed.

A professor who within the past two years successfully received promotion in rank may update, edit, and supplement relevant materials from the promotion portfolio for the application for continuous appointment.

F 5.2.1 STANDARDS FOR CONTINUOUS APPOINTMENT--LIBRARIANS

In granting continuous appointment, the Board of Trustees recognizes that an applicant has demonstrated competence as a Seventh-day Adventist scholar and librarian as evidenced by:

- Loyalty to denominational standards and teachings;
- Mastery of the discipline and the art of communicating it;
- The confidence and respect of students and colleagues;
- The on-going modifications of services and collections in the light of student comments, colleague evaluations and developments in the discipline;
- Continuing contact with the literature in the field;
- Participation in appropriate professional organizations;
- Contributions to insight and knowledge in the discipline through public lectures; publications, or other appropriate professional means.

The candidate for continuous appointment demonstrates that the standards are met through the following:

- A significant statement of the candidate's philosophy of teaching or library service;
- A significant statement of commitment to the College's mission;
- Evidence of excellence in librarianship, including reviews by other faculty and the comments of the director or chair;
- Evidence of one's development as a librarian, including leadership in the utilization of information resources and continuous involvement of service to library constituents;
- Evidence of willingness to participate actively in the life of the college, by accepting special assignments and/or committee appointments, as demonstrated by the comments of the chairs of a least two college-wide committees, and other recognition of service to the college.

Significant scholarly and/or creative accomplishments, particularly evidence of contributions to insight and knowledge in the discipline through public lectures, publications, or other appropriate professional means. Membership in professional organizations and conferences attended, as reported annually, are assumed.

Submitted to Faculty Senate February 25, 2010

F 5.3 THE APPLICATION PROCESS FOR CONTINUOUS APPOINTMENT

Preparation for continuous appointment normally begins with the pre-promotion review at the end of the period of provisional employment (i.e., typically the third year for a doctorally-qualified faculty member). This review considers the individual's recognized accomplishments to date, compares them with the standards required for continuous appointment, and provides an indication of further achievements likely necessary to meet those standards (see F 4.0.1 Pre-Promotion Review).

During May of the year preceding a faculty member's eligibility for continuous appointment, the Vice President for Academic Administration notifies each eligible faculty member of the expected standards and the deadlines for the submission of application material.

After consultation with the division chair, program director (if any) and Vice President for Academic Administration, by October 1 the successful candidate will submit a portfolio containing evidence of meeting the standards required for continuous appointment to the Office of Academic Administration.

F 5.4 THE APPLICATION PORTFOLIO

The submitted portfolio should include the following details as well as other evidence of meeting the standards for continuous appointment:

- A cover sheet, including name, degrees, rank, and division;
- An up-to-date curriculum vitae;
- A significant statement of commitment to the mission and vision of Union College and an undertaking to honor it in teaching and participating in the life of the College;
- A statement of the candidate's accomplishment of expectations from pre-promotion review.
- Evidence of effective evaluation of student achievement, including the design of course requirements and standards of integrity in grading that distinguish among outstanding, commendable and acceptable levels of performance;
- An itemized, chronological list of all scholarly production. Copies and other materials providing evidence of the candidate's publications, presentations, performances or related indications of scholarly or artistic production since the last promotion in rank should be attached to the list;
- An itemized, chronological list of all service to the College, church and community. Copies of documents that evidence specific initiatives developed by the candidate should be attached.

During the application process, these records shall be maintained in the office of the Vice President for Academic Administration except when in the possession of the Committee of the Professoriate. Throughout the process, the faculty member shall be entitled to review the documentation in the faculty evaluation file, with the exception of letters of recommendation.

F 5.5 EVALUATION OF THE APPLICATION

The division chair (and program director if any) will submit to the Vice President for Academic Administration an analysis of the candidate's contribution to student learning, including (where appropriate) additional representative written comments by students and peers and quantifiable evidence from student course ratings in order to identify the effectiveness of the candidate's teaching. This analysis will be based largely on performance and progress demonstrated during the annual faculty performance evaluations. The analysis becomes part of the confidential portion of the faculty evaluation file.

The division chair will also formally recommend to the Committee of the Professoriate that continuous appointment either be granted or denied, basing that decision on the following criteria:

- The strength of the candidate as evident from the supporting documentation;
- The opinion of program and division faculty concerning the request;
- The way in which the candidate fulfills the objectives of the division and the College;

This letter of recommendation will also be considered confidential.

The Vice President for Academic Administration will provide an additional confidential submission to the faculty evaluation file that provides

- A perspective of the faculty member's contributions to the College's mission and objectives;
- Confirmation that the recommendations of the division chair coincide with the standards of teaching, scholarship, and service set by the *Faculty Handbook*;
- An analysis of the implication of continuous appointment for the strategic needs of the program and the College.

The vice president will recommend either the grant of continuous appointment or its denial, and will forward the faculty evaluation file to the Committee of the Professoriate. After reviewing the materials, the committee will recommend either continuous appointment or its denial and return the submitted materials to the vice president for transmission to the President.

After reviewing the recommendations and portfolio, the President will decide either to support the application for continuous appointment and recommend it to the Academic Committee of the Board of Trustees, or withhold support for it. In the latter case, the President will notify the candidate, division chair, and Vice President for Academic Administration in writing that the application process was unsuccessful but is subject to appeal through the grievance process (Section F.7.2).

Members of the Academic Committee of the Board will consider each application for continuous appointment submitted to the committee, including the letters of recommendation from the division chair and Vice President for Academic Administration. The favorable decision of the committee will be forwarded to the Board of Trustees at the subsequent meeting. The decision of the Board of Trustees is final.

The decision of the trustees shall be communicated in writing by the Vice President to the candidate and the division chair within two weeks of the board's decision.

F 5.6 CONTINUED EMPLOYMENT WITHOUT CONTINUOUS APPOINTMENT

The College reserves the right to offer employment under a term appointment to an individual denied continuous appointment according to policy (see Section F 2.8.4).

F 5.7 DEVELOPMENTAL REVIEW FOLLOWING CONTINUOUS APPOINTMENT

After receiving continuous appointment, a faculty member is reviewed by the Committee of the Professoriate every five years or if the division chair and Vice President for Academic Administration jointly request a developmental review.

For the developmental review, the faculty member submits an abbreviated dossier to the Committee of the Professoriate that includes peer observations, student course ratings of half of all courses taught during the past two years, a record of scholarly activity and service undertaken, and the division chair's assessment of the faculty member's performance.

F 5.7.1 RESULTS OF A DEVELOPMENTAL REVIEW

When conducting a developmental review, the Committee of the Professoriate must select one of three possible results, which it will communicate in writing to the division chair and Vice President for Academic Administration for transmission to the faculty member. The three alternative conclusions are

1. Standard Performance, performance expected of faculty with continuous appointment.
2. Performance with follow-up, when evidence suggests that the performance of expected activities may fail to be at an acceptable level.
 - a. Should the Committee of the Professoriate find a pattern of declining effectiveness, it will prepare a formal list of concerns, which the division chair and Vice President for Academic Administration will discuss with the faculty member and address in writing.
 - b. In consultation with the division chair, and where desired with the assistance of a faculty mentor, the faculty member will incorporate specific and constructive suggestions for improvement in a professional growth plan. An acceptable plan is to be presented to the division chair and Vice President for Academic Administration within three months of the date of notice of the Committee of the Professoriate's decision.
3. Substandard performance, performance lacking in those qualities deemed essential for faculty holding continuous appointment.
 - a. If the Committee of the Professoriate finds that the faculty member's performance has been substandard it will prepare a formal list of concerns, which the division chair and the Vice President for Academic Administration will jointly discuss with the faculty member and address in writing.
 - b. In consultation with the division chair, and where helpful, with assistance from a faculty mentor, the faculty member will develop a specific professional growth plan. A preliminary plan noting intensive short-term steps towards remediation is to be approved by the division chair and the Vice President for Academic Administration within one month. A larger multi-year plan, based on the preliminary proposal, must be approved by the division chair and Vice President for Academic Administration prior to the next school year.
 - c. The faculty member is then reviewed by the committee annually.
 - d. If two successive annual reviews demonstrate that the faculty member's performance has progressed to the Standard Performance level, no further annual reviews will be considered necessary.
 - e. If two successive annual reviews fail to indicate effectiveness at the Standard Performance level, or if effectiveness is considered at a substandard level for any two years of the five, the faculty member will be considered for termination under the category of personal cause (see Section F 6.6).
 - f. During the period of corrective action, the status of continuous appointment is placed in remission. This may be overturned by a successful appeal to the Committee of the Professoriate to retain continuous appointment.

F 6.0 SEPARATION FROM THE COLLEGE

Separation occurs when a full-time faculty member leaves full-time employment at the College. It typically takes place

1. At the retirement of an active faculty member (retirement);
2. At a faculty member's resignation, including when transfer to another denominational entity becomes effective (voluntary separation);
3. When a faculty member's provisional appointment expires without renewal (non-renewal of appointment);
4. When the College terminates a faculty member's employment for reasons other than the performance of the faculty member (involuntary termination);
5. When the College dismisses a faculty member for personal cause or misconduct (dismissal for cause and dismissal for misconduct).

F 6.1 SEPARATION DUE TO RETIREMENT

Union College values its senior faculty for the wisdom accumulated in their years of experience, for their wealth of knowledge, and for their dedication to the college community. Nevertheless, in every normal lifespan, the time comes for an individual to retire from full-time employment. College procedures for retirement are designed to inform faculty of their options and to facilitate mutual cooperation.

On the personal level, retirement is a major life transition that often involves complicated decisions about where one will live and what one might do. Institutionally, replacing a professor usually involves months of searching and considerable financial expense. Therefore, consideration of retirement should begin more than one year before the date of last expected full-time employment. Under normal, non-emergency circumstances, faculty members retire at the end of an academic year, having provided written notice to both the Vice President for Academic Administration and the Human Resource Director no later than the previous fall registration. Scheduled retirement is not available during a semester, and will be granted at mid-year only when reasonable arrangements can be made for the professor's responsibilities. Given the academic world's schedule for searching and hiring, an individual desiring to retire at mid-year must notify the Vice President for Academic Administration by fall registration of the preceding calendar year.

In cooperation with the Human Resource Director, retiring employees should also initiate a retirement application to the North American Division about one year prior to the retirement date.

Retirement implications:

- Regardless of job description, at retirement full-time work ceases. Continuous appointment is broken, and any continued employment will be determined by the needs of the College. Continued teaching assignments will be paid at adjunct rates. This is standard practice throughout the North American Division's colleges and universities (but see Section F 6.1.1 Special Service Employment for Retirees).
- Regular denominational medical benefits end and the retirement medical plan begins.
- Active professorial rank ends, replaced, if voted by the Board of Trustees, by the rank of emeritus professor.

- Notice of a professor's intention to retire normally triggers the search for a replacement.

Details of retirement benefits and specific policies are explained in the *Administrative Manual*, Section YY.

F 6.1.1 SPECIAL SERVICE EMPLOYMENT FOR RETIREES

On occasion the college may request a retiring professor to continue carrying a major teaching load with compensation closer to a salary equivalent than to adjunct rates. Legally, this must involve a substantial reduction in workload, resulting in teaching no more than 75% of the regular load. Rates for such service will be 67% of the individual's regular salary for 9 hours of teaching and 45% of salary for 6-7 hours. Divisions will need to adjust the load to fit one of these two categories. Adjunct rates will apply to loads of less than 6 hours per semester.

Procedures for Requesting Special Service Retired Faculty:

Division faculty, on the recommendation of the chair of the division, must recommend retention of the prospective retiree as a Special Service professor. The division chair will subsequently forward the request in writing, along with full reasons for the exception, to the Vice President for Academic Administrations, who will then propose the exception to President's Council (or its executive committee), which may either accept the proposal or reject it, but not modify it.

F 6.2 SEPARATION DUE TO RESIGNATION

A full-time faculty member who intends to resign should submit a written letter of resignation to the President, with a copy to the Vice President for Academic Administration. This notice should be submitted at the earliest possible opportunity and certainly by March 15, unless informal notice is given earlier of a process in motion that may result in accepting a position elsewhere. Part-time faculty who intend to resign their appointments shall submit a written letter of resignation to the Vice President for Academic Administration at the earliest possible opportunity.

In consideration of the welfare of students, faculty resignations should take effect coinciding with the end of the academic year. The President shall inform the faculty member promptly of the action taken on the resignation.

F 6.3 SEPARATION BY NON-RENEWAL OF PROVISIONAL APPOINTMENTS

As explained in detail in Section F 2.8.1 Provisional Annual Appointments, until the faculty member successfully completes pre-promotion review, an initial faculty appointment is considered provisional. Annual appointments are normally renewed depending upon the faculty member's meeting expectations, *but at its discretion the College may withhold a renewed appointment*. The final decision not to renew the appointment of a provisional faculty member rests with the President, after considering the recommendation of the Vice President for Academic Administration.

Further details of the notification process are found in Section F 2.8.1.

Provisional faculty appointees have no contractual right to employment beyond the expiration of their contracts, and therefore non-reappointment is not a dismissal for cause. The College is not obligated to demonstrate the validity of the decision. However, the College will not decline to renew an appointment as retaliation against a faculty member for a proper exercise of academic freedom.

F 6.3.1 SEPARATION BY NON-RENEWAL OF MULTI-YEAR APPOINTMENTS

Term appointments for multiple years are offered in two distinctly different circumstances (see F 2.8 ff), with different consequences if non-reappointment should follow.

In the first case, renewable three-year appointments cover the period following a successful pre-promotion review and leading up to application for continuous appointment. If the College does not renew the initial three-year contract, or if the College does not offer a new contract following an unsuccessful application for continuous appointment, the faculty member becomes eligible for up to three months of severance payments as defined and stipulated in Section F 6.4.4. By contrast, when an eligible faculty member declines to apply for continuous appointment, and is not offered a renewable multi-year appointment, the College is not obligated to provide severance payments.

Renewable three-year appointments are also offered to associate and full professors who for some reason have not received continuous appointment. Such faculty members become eligible for up to six months of severance payments as defined and stipulated in Section F 6.4.4.

F 6.4 INVOLUNTARY TERMINATION

Involuntary termination occurs when the College determines to discontinue the employment of a faculty member who wishes to remain employed. There are two broad categories of involuntary termination, termination by the college and dismissal.

F 6.4.1 TERMINATION BY THE COLLEGE

Colleges and universities sometimes find themselves facing circumstances that require adjustments in their workforces. When an institution then terminates a faculty member's employment for reasons other than the unsatisfactory performance of that faculty member, it is considered institutional cause. The likely reasons for such a termination are

1. The reorganization, reduction, or discontinuance of an academic program or division (including the library);
2. Declaration of financial exigency;
3. Termination for medical reasons.

F 6.4.2 TERMINATION FROM REORGANIZATION OR ENROLLMENT

Educational considerations must reflect long-range judgments that the educational mission of the institution as a whole may sometimes be enhanced by the reduction or discontinuance of individual programs. A decision to formally discontinue a program or division of instruction will be based upon long-term educational and strategic considerations. It will be ratified by Academic Council, the Strategic Planning Committee, President's Council, and subject to consideration by the Board of Trustees.

By contrast, a readjustment in the size of a program or division due to insufficient enrollment will be taken by Academic Council and ratified by President's Council.

If a formal reduction or discontinuance requires a reduction in faculty, the President will charge the Vice President for Academic Administration to recommend reductions in personnel, in accordance with the priorities specified in Section F 6.8.

Commitment to Reinstate Terminated Faculty Members:

Should the position of the faculty member be restored within one year, it will not be filled by a replacement until the released faculty member has been offered reinstatement, or two years in the case of a faculty member with continuous appointment.

Appeal:

Review of termination for reasons of formal reduction or discontinuance of a program or division is available to faculty on procedural grounds as provided in Section F 7.2 Appeal of Unfavorable Decision Regarding Promotion or Continuous Appointment.

F 6.4.3 TERMINATION DURING FINANCIAL EXIGENCY

If the College cannot operate within its income during the foreseeable future without a reduction in faculty even after all reasonable economies have been effected, a state of financial exigency may be declared by the Board of Trustees. Such a declaration recognizes that grave circumstances exist, and following it, the President, the Vice President for Academic Administration, and the Vice President for Finance shall convene a special General Assembly and present data relevant to the exigency. The Faculty Senate may request further discussion with the President and vice presidents.

Within 20 days of such a declaration, adjustments required in each program or division during a state of financial exigency shall be proposed by the President, the Vice President for Academic Administration, and the Vice President for Finance. In the course of their deliberations, they may seek information or recommendations from individual faculty members, program directors, division chairs, Academic Council, Faculty Senate, or other appropriate sources. Their proposals will be reviewed by a committee with equal numbers of staff and faculty members, the latter appointed by the executive committee of Faculty Senate. This committee will meet in confidence.

Following these reviews, the President, the Vice President for Academic Administration, and the Vice President for Finance shall prepare a general plan to adjust College employment, indicating the

number of needed changes in the different areas. Final approval of this plan must be made by the Board of Trustees after discussion by the division chairs (meeting as Academic Council) and President's Council.

If the College terminates appointments because of financial exigency, it will not at the same time make new appointments except where a serious distortion in the academic program would result.

F 6.4.3.1 NOTIFICATION

Notification of termination for either reductions due to reorganization or financial exigency shall be given by the Vice President for Academic Administration in person if possible, and confirmed in writing. The notice shall specify

- the reasons for and evidence supporting such termination;
- the effective date of termination;
- the right to a review hearing, the time and date of such a hearing (if applicable); and
- the faculty member's right to reinstatement,

The faculty member may appeal the notice according to policy (see Section F 7.0 Grievance Procedures).

Notice of termination for reduction in force due to financial exigency or formal reduction or discontinuance of a program may be given at any time to part-time and provisional faculty, and may take effect before expiration of the academic or fiscal year, provided that a minimum of 90 calendar days expires between the date of notification and the effective date of termination.

Notice of termination for reduction in force due to financial exigency or reduction or discontinuance of a program shall be given to faculty on term appointments and faculty on continuous appointment not later than three months in advance of its effective date. Salary and benefits shall continue until the effective date of termination, at which point severance payments, as appropriate, become effective. Where notice is not given according to this schedule, additional severance salary shall be paid to provide three months notice.

F 6.4.4 SEVERANCE POLICY

While severance payments vary in length depending on the appointment category of the released faculty member, the underlying concept of severance compensation remains the same. Salary continues until comparable employment is obtained, or the term of severance expires, whichever comes first. "Comparable employment" is defined as employment for compensation equal to at least 90% of the faculty member's current salary at Union College, excluding all benefits. If less-than-comparable employment is found during the term of severance, the College will pay the difference between the two salary levels for the duration of the severance period. Repayment of unamortized moving and educational expenses will be waived.

Medical benefits during the severance period will be based on the health insurance plan in effect at the time of severance.

F 6.5 TERMINATION FOR MEDICAL REASONS

If a faculty member is unable to complete the essential functions of the job for reasons of physical or mental health, with or without reasonable accommodations, the College may seek to terminate the individual as permitted by state and federal law.

The President may, if circumstances justify, suspend a faculty member with benefits at any time during a termination action for severe physical or mental illness.

F 6.6 DISMISSAL FOR PERSONAL CAUSE

A faculty member may be dismissed for conduct that violates policies as described in this *Faculty Handbook*. Traditionally the College has distinguished between two categories of grounds for dismissal, personal cause and misconduct. Both cases require careful procedures for investigation of the evidence and the drawing up of charges, and both permit responses. The fundamental issue in both cases is the fitness of a faculty member as a teacher at Union College.

Dismissal for personal cause in its broadest sense implies the faculty member is unable or unwilling to perform the expected tasks of the position, or for an inability or unwillingness to act within the spiritual mission of Union College. It may occur for reasons including, but not necessarily limited to:

1. Demonstrated professional incompetence. Gross incompetence has been defined as a state of inability arising from a lack of talent, intelligence, training, motivation, or professionalism. Incompetence may be demonstrated, for example, in a teacher's classroom demeanor, teaching methods, selection of appropriate and reasonably up-to-date materials, and ability to maintain an environment conducive to learning.
2. Serious neglect of duty, such as the repeated failure or refusal to perform satisfactorily academic or other duties in connection with the faculty member's position. This failure to meet obligations may involve frequent absences from class, committees, or other official appointments; apparently deliberate non-compliance with institutional policy requirements; failure to participate in expected academic events; keeping inadequate office hours; frequent tardiness or failure in filing required reports, grades or other agreements; and failure to advise students effectively.
3. Inability to develop and maintain collegial relationships with co-workers and others.
4. Repudiation or defiance of the standards and teachings of the Seventh-day Adventist church, or persistence in teaching or activities which by their opposition to those doctrines and standards threaten the reputation of the College as an institution of the Seventh-day Adventist church.
5. Significant failure to follow the professional ethics of the faculty member's discipline.

F 6.6.1 PROCEDURES FOR DISMISSAL FOR PERSONAL CAUSE

Identification of Problems and Initial Notification:

1. When evidence of a faculty member's serious shortcomings suggests to a program director, division chair, or the Vice President for Academic Administration that uncorrected behavior may lead to grounds for dismissal, these administrators shall meet and discuss the evidence.

A summary of their concerns and conclusions shall be kept on file by the Vice President for Academic Administration.

2. If these administrators conclude that serious issues require remediation, the division chair, program director (if any), Vice President for Academic Administration and President shall meet with the faculty member and discuss the perceived shortcomings.
3. If matters are not resolved in the face-to-face discussion, the Vice President for Academic Administration shall provide the faculty member with written notification of needed improvement. It should:
 - a. Identify the problem area(s), with specific evidence of the performance or conduct in question;
 - b. Identify the corrective action to be taken within a specified time period;
 - c. Clearly indicate that if the problem is not corrected, dismissal may result.
4. A copy of the notification shall be placed in the faculty member's official file kept by the Vice President for Academic Administration. The faculty member has the option of providing a written response for the official file.
5. During the period of corrective action, the status of continuous appointment is placed in remission. This may be overturned by a successful appeal to the Committee of the Professoriate to retain continuous appointment.
6. The Committee of the Professoriate may also identify serious shortcomings during the developmental review process. If corrective action is not taken within the specified period, and two annual reviews within a five-year period indicate that sub-standard performance persists, the individual will be considered for termination due to personal cause. (see F 5.7.1).

Evaluation of Attempted Corrective Measures:

1. Evaluation - After the specified period for corrective action expires, the faculty member shall meet with the division chair, program director (if any), Vice President for Academic Administration and President to discuss performance during the period.
2. If the administrators involved determine that the problem has been resolved, notification will be provided to the faculty member and kept in the official file.
3. If the administrators involved determine that the faculty member will be provided further opportunity to complete corrective measures, the expectations regarding the corrective measures will be conveyed to the faculty member in writing and placed in the official file.

Notice of Dismissal:

1. If the administrators involved determine that corrective efforts were not successful, and dismissal is necessary, the Vice President for Academic Administration will notify the faculty member in writing of the dismissal, including an offer to accept a voluntary resignation.
2. Tendering a resignation precludes subsequent use of the grievance procedure.

Final Notification

The dismissal will become effective at the date set by the President, and salary and benefits will continue until that date.

Review Hearing

1. A faculty member who receives notice of dismissal shall have the right to a closed hearing before the Committee of the Professoriate. The faculty member's review hearing shall be

scheduled by the President within 10 days of the faculty member's receipt of the dismissal notice.

2. If the faculty member declines to request a hearing, or fails to attend the review hearing without reasonable cause, then the dismissal action shall proceed in accordance with the terms specified in the notice of dismissal and the faculty member shall have waived all rights to internal review of the dismissal action.
3. When a review hearing is held, the Committee of the Professoriate shall not be bound by formal rules of evidence and procedure. The Committee shall, with the consent of the parties concerned, attempt to simplify the issues, clarify the facts, provide for the exchange of information, and/or achieve other objectives to make the hearing fair, effective, and expeditious.
4. The initial hearing(s) of the Committee of the Professoriate may be attended by the faculty member, the Vice President for Academic Administration, and a College employee willing to act as an advisor for each. Legal counsel is not permitted at the meeting, and the advisors may not address the committee, but both the faculty member and Vice President for Academic Administration may challenge the evidence and reasoning presented to the committee. The hearing will be recorded, for documentation and consultation by the parties concerned. Subsequent meetings may be held.
5. Any members of the Committee of the Professoriate wishing to remove themselves from the case on grounds of conflict of interest may do so. The Senate Executive Committee will appoint replacements for them.
6. The review of the Committee of the Professoriate is limited to the conclusion that the corrective action was sufficient or insufficient. The committee may solicit verified corroborating evidence from others and provide this to all participants before the session when it is addressed.
7. Within 30 days of the President's charge, meeting privately, the committee shall determine whether the preponderance of the documented evidence considered as a whole constitutes adequate cause for dismissal. If the committee concludes that adequate cause for dismissal has been established, but that a lesser academic penalty would be more appropriate, it may so recommend, with supporting reasons.
8. Within 10 days of receiving the report, the President will accept or reject it. In the latter case, the President will explain the reasons for doing so in a meeting with the Committee of the Professoriate. In both cases the President will provide the response in writing to the faculty member.

Grievance Procedure

A faculty member who believes that policies have been unjustly or unfairly applied in the determination of needed improvement may use the established grievance procedure (Section F 7.0). The written grievance must be delivered to the Vice President for Academic Administration in writing within 10 days of receipt of the written notice of needed improvement.

F 6.7 DISMISSAL FOR MISCONDUCT

In the context of termination policy misconduct in the broadest sense involves serious behavior incompatible with a Christian community. In contrast to dismissal for personal cause, where dismissal results from a failure to take adequate corrective action, dismissal for misconduct is the

consequence of past behavior. Due to the severity of some misconduct, a faculty member may be dismissed without the option to resign.

Misconduct includes, but is not limited to:

1. Moral turpitude such as academic dishonesty in teaching and research, plagiarism, vulgarity, sexual harassment or misconduct, fraud or the embezzlement of funds;
2. Violation of the rights or freedoms of other faculty members, employees, or students despite oral and written warnings;
3. Falsification of credentials or experience;
4. Conviction of a crime related to the faculty member's fitness to practice his or her profession, or other behavior having the same effect on a Christian campus;
5. Insubordination, such as refusal to follow instructions or perform assigned work;
6. Fighting, threatening or attempting bodily harm to another person.

F 6.7.1 PROCEDURES FOR DISMISSAL FOR MISCONDUCT

Identification of Problems and Initial Notification

When evidence arises of a faculty member's misconduct, the Vice President for Academic Administration and any other administrator (or division chair) will jointly investigate the validity of the evidence. The conclusions shall be kept on file by the Vice President for Academic Administration.

If these administrators conclude that misconduct has occurred and requires dismissal, they will report the matter to the President. A conviction, guilty plea or plea of no contest in a court of law for a crime meeting the definition above constitutes sufficient basis for a notice of dismissal.

If the President concurs that the investigation should continue, the Vice President for Academic Administration shall develop a notice of dismissal. At that point, the President may determine that a lesser charge may be more appropriate for the evidence. For example, a charge for dismissal for personal cause (Section F 6.5.1 above) would offer the faculty member an opportunity for corrective action.

If the President determines that the charge of misconduct is appropriate, as soon as reasonable the President will meet with the faculty member to provide the notice of dismissal and to explain College procedures in the case in writing.

If at any point during these procedures the President determines that the faculty member's continued participation in College life threatens immediate harm to the faculty member, to others, or to the College, the faculty member will be suspended or assigned to other duties. Salary and benefits will continue during the period of the investigation. The dismissal will become effective at the date set by the president, and salary and benefits will continue until that date.

Grievance Procedure

A faculty member who believes that policies have been unjustly or unfairly applied in the determination of the notice of dismissal may use the established grievance procedure (Section F 7.0). The written grievance must be delivered to the Vice President for Academic Administration in writing within 10 days of receipt of the notice.

F 6.8 PRIORITIES IN RETAINING FACULTY DURING TERMINATION

Given equal qualifications to teach the division's courses, a faculty member with continuous appointment will receive priority in retention during reductions in force for institutional cause. After consideration of these two crucial distinctions (i.e., appropriate teaching expertise and continuous appointment), faculty members receive priority for retention on the basis of academic rank within a given program, seniority within the rank, possession of the terminal degree for the discipline taught, and broad excellence of performance, in that order.

F 7.0 GRIEVANCE PROCEDURES

A grievance is allegation that the College has violated college employment policy or a contractual agreement with an employee. Allegations that an employee was directly wronged in connection with the rights accruing to the job classification, benefits, working conditions, reappointment, reassignment, promotion, continuous appointment or termination are processed through the administrative procedures outlined below. The principal function of the grievance procedure is to afford a hearing to a faculty member who feels aggrieved.

Under normal circumstances, the dissatisfaction of a faculty member can be resolved through informal consultation with administrators or possibly discussion with peers. Failing this, the faculty member is entitled to the specific grievance procedures outlined below. Because these proceedings are strictly collegial in nature, neither the administration nor the faculty member will be represented or accompanied by legal counsel.

Initial Procedure

An employee unable to obtain satisfaction through informal consultation is to present written documentation of the complaint to the division chair. If the matter is not resolved at this level, the documentation is forwarded to the Vice President for Academic Administration, and if necessary to the President. If satisfactory resolution is not achieved through these three steps, the President will notify the Faculty Grievance Committee of the issue.

F 7.1 THE FACULTY GRIEVANCE COMMITTEE

The Faculty Grievance Committee consists of five regular full-time faculty members with the rank of associate professor or above. Members serve staggered three-year terms, and replacements are appointed annually by the President from a list of nominees voted by Faculty Senate that is twice as large as the number of vacancies. The chair is elected by the committee at the first meeting of each year.

F 7.1.1 HEARINGS OF THE FACULTY GRIEVANCE COMMITTEE

Within five working days after receiving notification from the President, the Faculty Grievance Committee will review the evidence and determine if a hearing should be granted. If the decision is negative, the reasons for the decision should be provided in writing to the President and the complainant. The only recourse remaining for the complainant is to appeal to the Chairman of the Board of Trustees.

If the committee determines further investigation is merited, a hearing is to be held not less than 10 days and not more than 30 days from the date of notification. Hearings conducted by the committee observe the following principles:

1. The concerned faculty member has the right to attend when oral or written evidence is presented, with a colleague as counsel. The faculty member is given the right to reply to evidence and address the committee.
2. The Vice President for Academic Administration may also be present with opportunity to comment or reply.

3. Technical rules governing the introduction of legal evidence need not be strictly applied. Any pertinent oral or documentary evidence may be received or sought, but as a matter of policy, the committee will exclude irrelevant and unduly repetitious evidence. A record of the hearing is made and will be filed with the President.

4. Within 10 days after the conclusion of the hearing, the Faculty Grievance Committee shall formulate its findings together with its recommendations. Written statements of the findings and recommendations are immediately submitted to the President and delivered to the faculty member concerned.

Final Resolution

1. After considering the report of the committee, the President will notify both the faculty member and the committee in writing the final decision.
2. A faculty member who decides to protest the decision of the president may appeal to the Chairman of the Board of Trustees. The faculty member has the right to a hearing before the Board of Trustees or a board-appointed committee, and may appear with a faculty colleague as counsel, who also shall have the privilege of speaking before the board or its appointed committee.
3. The Board of Trustees then makes the final disposition of the case.

F 8.0 FACULTY LEAVES OF ABSENCE

Faculty leaves of absence may take several forms, paid and unpaid.

F 8.1 SABBATICAL LEAVES

Recognizing the value of faculty renewal and contribution to teaching and knowledge, Union College offers sabbatical leaves to support the academic scholarship, creative production, and the professional enhancement of its faculty. Sabbatical leaves are defined as a period of one semester, and the full reinstatement of teaching duties will resume at its completion.

Eligibility

Full and associate professors with at least seven years full-time faculty employment at Union College are eligible to apply for sabbatical leave.

Application Requirements

Unless special circumstances warrant a more immediate response, applications should be made to the Vice President for Academic Administration by September 1 in the academic year preceding the desired sabbatical. The faculty member should formulate plans for a sabbatical with the division chair, whose formal letter of support forms part of the application.

Successful applications will include, at a minimum, a 5-6 page proposal that

- summarizes recent research and/or creative activities;
- discusses the proposed research or creative topic and its significance to the educational and wider community;
- provides a precise plan of action including specific goals for the sabbatical period;
- and
- undertakes to communicate the results to the wider community.

While not specifically required, letters of support from faculty colleagues and from faculty elsewhere will usually strengthen an application.

Approval Process:

The Committee of the Professoriate will advise the Vice President for Academic Administration on the merits of all applications and recommend priority in funding them. The committee will receive the applications no later than September 15, and report its recommendations no later than October 15, to facilitate consideration during budget discussions. Academic Council will confirm or deny the recommendations by October 31, and President's Council will then consider the recommended sabbaticals. The VPAA will notify applicants of the College's decision regarding each application by November 30. A formal offer will accompany the annual employment letter the following spring; it becomes valid with the written acceptance by the professor

Coverage of duties

The precise terms of each sabbatical leave, including responsibility for filling the faculty member's teaching, advising, and committee duties, will be directed by the division chair and the Vice President of Academic Administration.

Remuneration

Full salary and benefits will normally be provided the faculty member during the period of leave. However, a faculty member may readily propose a sabbatical whose costs, including salary, are funded in part from other sources.

Reporting

Within a calendar year of the sabbatical leave's conclusion, the faculty member will report its accomplishments and presentations in writing to the division chair, the Committee of the Professoriate, and the Vice President of Academic Administration. This is considered an essential undertaking.

Amortization:

A sabbatical leave creates the obligation to teach at Union College four months for every month of fully-paid leave. The expenses of the leave shall be amortized at a constant rate over this period.

F 8.1.1 SUMMER GRANTS FOR RESEARCH AND FACULTY DEVELOPMENT

Again recognizing the value of faculty renewal and contribution to teaching, knowledge and the arts, the College offers faculty members the opportunity to apply for small grants (equivalent to 5% of annual salary) to support summer research, development, and writing.

Proposals for such grants, together with the recommendation of the division chair, should be submitted to the Vice President for Academic Administration by February 1, and should address the same considerations as a proposal for a sabbatical. After consideration by the Committee of the Professoriate and Academic Council, applicants will be notified of the success of the proposal by March 15.

During the subsequent semester, the recipient of a summer grant will present a written report of the accomplishments to the division chair, the Committee of the Professoriate, and the Vice President of Academic Administration. The recipient may also be invited to present the results of the grant at a meeting of the general faculty.

F 8.1- F 8.1.1 were revised and voted conceptually by the Faculty Senate, September 2010

F 8.2 SPONSORSHIP OF GRADUATE STUDY

To be drafted following creation of a strategic plan Key Resource Area to increase the proportion of doctorally-qualified faculty, in view of the recommendations of the HLC visiting committee.

It should include that it is doctoral; and establish what it is for nursing faculty members.

Due May 2011

F 8.2.1 SPONSORSHIP OF PART-TIME GRADUATE STUDY

Desiring to raise the academic qualifications of its faculty, the College assists selected individuals of demonstrated value who desire to pursue doctoral studies while remaining full-time college

employees. This document establishes the obligations that accompany the college's expenditure of salary, benefits, tuition and other funds to assist advanced study undertaken while holding regular employment.

1. When a faculty or staff member pursues sponsored advanced study in addition to carrying a regular load, the tuition, related expenses, and approved travel assistance for one course per semester is considered amortized that term.
2. When Union College grants a faculty member reduced academic responsibilities as a part-time doctoral study leave, the faculty member accepts the following obligations to Union College:
 - a. Salary and benefits for the proportional release time will be amortized over a five year period of full-time employment. By agreement of the faculty member, division chair, and Vice President for Academic Administration, the relatively minor release of 1 class (25% of load) for two semesters may be excluded from the figure to amortize;
 - b. Tuition and related expenses will also be amortized over the same five year period. In contrast, tuition and expenses for study when no release time is given, is amortized the same semester;
 - c. The sponsorship will become effective after the faculty member formally agrees that funding for salary, benefits, tuition and related expenses constitutes a loan repayable either through service or cash repayment with interest. The procedures and standard contract are found in appendix 10.
3. Amortization for sponsored advanced study will begin upon completion of the degree.
 - a. If an individual accepts employment by another Seventh-day Adventist institution before the amortization is complete, that institution shall be responsible for the unamortized portion.
 - b. If an individual leaves Seventh-day Adventist employment, the unamortized amount becomes the responsibility of the sponsored individual.
 - c. Up to eight (8) years of previous full-time service to Union College may be applied to the amortization at the rate of 4 years service before completion of the degree equating to one year after the degree.
4. A sponsored individual who withdraws from a doctoral program may begin amortization the next semester. However, such an individual will also be responsible to pay interest on unamortized salary, benefits, tuition and expenses advanced by the college, because these funds could have been invested in an individual who might have completed the degree.

Approved by Academic and President's Councils, 2006-08; to be reviewed given HLC final report.

F 8.3 UNPAID LEAVES

On occasion, an unpaid leave may be granted a faculty member for circumstances such as temporary employment elsewhere (e.g., a visiting professorship); grant-funded research opportunities; or family and medical needs. Given the wide variety of possible requests, each such request will be considered on its merits. Unpaid leaves of absence will not be granted for more than a two-year period, and rights of return may be subject to availability of the position.

The essential elements of a request for an unpaid leave should include at least the following:

- Except in an emergency, a leave must be requested sufficiently in advance to permit reasonable efforts to find a replacement, preferably during the preceding academic year.
- The formal application process begins with a letter to the program director and division chair requesting an unpaid leave and establishing the circumstances for the request.
- The division chair and program director (if any) will review the request and forward it to the Vice President for Academic Administration, along with a plan for meeting the individual's responsibilities.
- The Vice President for Academic Administration, will present the request to President's Council, which will make the final decision regarding the request.

F 9.0 OTHER MATTERS

F 9.1 PERMANENT PERSONNEL FILE

The permanent personnel file contains the following materials:

1. Copies of all letters of appointment and employment;
2. A current curriculum vitae;
3. Letters and memoranda related to reappointment, promotion, or tenure application, final judgments, and feedback letters resulting from annual evaluations, promotion, or tenure decisions;
4. Annual reports of planning and evaluation, including self-assessments, the division chair's evaluations, summaries of classroom observations, and the division chair's summary of student ratings of instruction;
5. Records on benefits, leaves, or awards for faculty development activities;
6. Memoranda written by the vice president which document either noteworthy accomplishments of or disciplinary warnings to a faculty member;
7. Correspondence from the faculty member, including notification of accomplishments, reports on the outcome of faculty development activities, and statements which clarify, correct, or refute comments contained in any document maintained in the permanent file.

Faculty may access to their own permanent personnel file by appointment during regular business hours. Faculty may request copies, at their own cost, of any material contained therein. Faculty may not remove items from the file or the file itself from the office of Academic Administration. Members of the Committee of the Professoriate may access elements of a faculty member's permanent personnel file (with the exception of salary information) only while evaluating that faculty member.

Faculty members' permanent personnel files are to be treated confidentially by all faculty and administrators. This specifically includes documents associated with faculty evaluation such as the self-assessment, division chair's evaluation, class observation reports, and feedback letters from the vice president.

Since faculty members have the right to copies of material in their own permanent personnel files, they may choose to share copies of such materials with other professionals for the purpose of obtaining advice and consultation regarding personnel matters. Colleagues who receive copies and those who share them are bound by confidentiality. Breach of confidentiality constitutes a clear violation of faculty ethics.

F 9.1.2 GRIEVANCE FILE

Materials submitted in the process of filing an official grievance (Section 2.11) shall be maintained in a separate grievance file to which only the faculty member, the Grievance Committee, and the College President shall have access. Faculty may submit, as part of their grievance file, copies of documents which are maintained in their permanent personnel file and which the grievant deems relevant to his or her grievance.

F 9.1.3 PURGE PROCEDURE

Faculty members may enter statements in the official personnel file which clarify, correct, or refute material therein, and such statements shall be attached to the applicable documents in the file. Faculty members seeking to purge their official personnel files of any documentation shall make written request to the Vice President for Academic Administration (as the Dean of the Faculty) including specific reasons for the purging. The Vice President shall consult with the Committee of the Professoriate prior to rendering a decision on the request to purge.

F 9.2 MAINTENANCE OF FILES

Official personnel files shall be maintained in hard copy during the entire duration of a faculty member's employment. Following separation for any reason, personnel files shall be permanently maintained in locked files in the College archives, but not necessarily in hard copy.

F 9.3 OBSERVANCE OF COPYRIGHT LAW

As employees of Union College, faculty members are expected to meet and comply with United States copyright laws and regulations (Title 17, U.S.C.) when teaching, writing conducting research and performing other academic and institutional activities. Copies of the relevant laws and regulations, and educational material about copyright issues, are available on the library's website.

As a condition of employment, each employee accepts responsibility for reading and understanding the requirements of copyright law and for complying with those requirements. Should a copyright infringement occur, if the employee is able to demonstrate good faith in compliance with the law, the employee will not be required to indemnify the College for any damages, judgments or costs for the copyright infringement.

However, an employee who intentionally, negligently, or without good faith violates the copyright provisions will be solely liable for all losses, damages, judgments, and costs of whatever nature may be incurred. Should Union College, its officers, employees or agents be named in any legal action arising from such wrongful infringement, the employee agrees to indemnify each of them against all losses, damages, and fees (including attorney fees) that may be incurred.

Proposed in September, 2010