Faculty Handbook

2014-15
Elizabethtown College
The Faculty Handbook is intended as a compilation of policies, regulations, and general information to provide guidance for your actions as a member of this learning community. No compilation of this sort can be exhaustive. It is furnished for purposes of information only and its contents are not to be interpreted as a contract between the College and its employees. The policies, provisions, and information in this handbook are subject to the right of the trustees, administration, and faculty to repeal, change, or amend them at any time by means of proper procedures and within the prescribed areas of responsibilities. In many instances only brief descriptive information is given, and you are directed to the Human Resources Office or other appropriate offices of the College. We make the assumption that, as a consequence of your professional status with this community, you will use your judgment in the best interest of the mission and goals of the College in those instances not treated in this material.

Elizabethtown College does not discriminate on the basis of gender, race, color, religion, age, disability, veteran status, national or ethnic origin, ancestry, sexual orientation, possession of a general education development certificate as compared to a high school diploma, or any other legally protected status in hiring and promotion, in the administration of its educational policies, scholarship and loan programs, and athletic or other College administered programs, except as such conditions may constitute bona fide occupational or assignment qualifications. Discriminatory acts of any kind are strictly forbidden. In keeping with the historical values of Elizabethtown College, the College endeavors to treat all employees with dignity, justice, and fairness.
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Chapter One: History, Mission, Leadership, and Faculty Constitution

I. History, Mission, and Leadership

A. History and Development

Founded in 1899, Elizabethtown College is a centennial college, one of dozens founded in the 19th century by churches or church members for the educational advancement of their denominations. Elizabethtown’s heritage lies with the Church of the Brethren, one of three historic peace churches, along with the Quakers and Mennonites.

During its first two decades, the College functioned both as a college and an academy for high-school-age students to bolster its program in teacher training. By the end of the 1920s, Elizabethtown enrolled 180 full-time students and 300 part-time students in 11 major programs: history, English, modern languages, business, mathematics, education, sociology, biology, chemistry, music, and Bible studies.

Student life outside the classroom soon blossomed: a literary society was formed in 1920; the Alma Mater was composed by Jennie Via for a quartet of her music students; the Etonian yearbook was first published in 1922; the men’s and women’s intercollegiate debating society began in 1925; a small student orchestra appeared in 1927; men’s and women’s basketball and men’s baseball teams began competing toward the end of the decade; and the Sock & Buskin drama club’s first performance was produced in 1930.

By 1948, the College’s advancement was recognized by accreditation in the Middle States Association and, in the following year, by acceptance in the American Council of Education. In 1950, Elizabethtown embarked on an ambitious fund-raising program to increase the endowment and build much-needed facilities to accommodate a rapidly expanding student body, which by 1958, had grown to almost 800. The library was moved from the first floor of Rider Hall to Zug Memorial Library, which was completed in 1950. In the following two decades, the College dedicated 10 new buildings, including several residence halls, Baugher Student Center, Nicarry Hall, and Thompson Gymnasium.

In the past five decades, Elizabethtown College has continued its spectacular growth. Today, the College offers not only 53 major programs of study, but also more than 60 minors. The student body stands at 1,950 with a full-time faculty of 131 men and women.

The appearance of the campus is vastly changing. In 1989, the Rufus P. Bucher Meetinghouse and Young Center for Anabaptist and Pietist Groups, an internationally renowned center for scholarly research, was opened on the shores of Lake Placida. The High Library opened in 1990, allowing Zug Memorial Hall to be transformed into a performing and fine arts teaching center. The Schreiber Quadrangle, built in 1992, provides opportunities for 120 seniors to experience independent living. A two-building, garden-style apartment complex for students, named after the late professor and Dean of Women, Vera Hackman ’25, was completed in July 2002. Leffler Chapel and Performance Center, built for concerts, lectures, religious services, conferences, and dramatic presentations, was completed in 1995.
The Brossman Commons, a $12-million expansion of student-centered facilities, conjoining the Baugher Student Center and the Annenberg Center, was completed and dedicated in 2002.

A master land use and facilities outlined dramatic campus enhancements for the better part of the next decade. The James B. Hoover Center for Business, which houses the Department of Business, S. Dale High Center for Family Business and Edward R. Murphy Center for Continuing Education and Distance Learning, opened its doors in fall 2006. The Masters Center for Science, Mathematics and Engineering was completed in fall 2008. The Masters project renovated more than 95,000 square feet in Esbenshade and Musser halls and provides an additional 33,000 square feet of science classroom and laboratory space in the new Lyet Wing for Biological Sciences.

The Kevin Scott Boyd ’98 Baseball Stadium opened for the 2004 season and an expansion of the Thompson Gymnasium facility currently underway will provide space for classes, varsity and intramural sports activities, coach’s offices, a commons area (The Jaywalk) for students and a Hall of Fame.

B. Mission

Molded by a commitment to “Educate for Service,” Elizabethtown College is a community of learners dedicated to educating students intellectually, socially, aesthetically, and ethically for lives of service and leadership as citizens of the world.

As a comprehensive institution, the College offers academic programs in the liberal arts, sciences, and professional studies. Combining classroom instruction with experiential learning, these programs advance independent thought, personal integrity, and social responsibility as the foundations for a life of learning.

Founded by members of the Church of the Brethren, the College believes that learning is most noble when used to benefit others and affirms the values of peace, non-violence, human dignity, and social justice.

C. Accreditation

Elizabethtown College is accredited by the following: Middle States Commission for Higher Education (MSCHE), American Chemical Society for Clinical Lab Services (ACS), National Association of Schools of Music (NASM), National Council on Social Work Education (CSWE), Accreditation Council for Occupational Therapy Education of the American Occupational Therapy Association (ACOTE), Association of Collegiate Business Schools and Programs (ACBSP), Accreditation Board for Engineering and Technology, Inc. for Computer Engineering and Engineering (ABET).
D. Board of Trustees

Elizabethtown College is a non-profit corporation chartered by the Commonwealth of Pennsylvania. Founded by members of the Church of the Brethren in 1899, the College is now governed by an independent Board of Trustees while affirming its heritage and covenantal relationship to the Church. The board has final legislative authority in all matters pertaining to purpose of the College and the policies for fulfilling the statement of purpose.

Among the board’s primary functions are selecting the president of the College, developing and sustaining the philosophy and policies of the College, setting the costs of tuition and fees, adopting the annual budget, and approving plans for developing and maintaining the physical plant.

The Board of Trustees may consist of as many as forty-two (42) voting members but not less than thirty (30). At least eight (8) members of the Board shall be members of the Church of the Brethren, and at least ten (10) members shall be graduates of Elizabethtown College. The eight (8) members from the Church of the Brethren shall include at least two (2) from the Northeast District of Pennsylvania, Church of the Brethren, and at least two (2) from the Southern District of Pennsylvania, Church of the Brethren. The President of Elizabethtown College, the General Secretary of the Church of the Brethren, and the District Executives of the Atlantic Northeast and Southern District of Pennsylvania, Church of the Brethren, shall be ex officio members of the Board of Trustees with voice but not vote. The term of a Trustee shall be three (3) years.

E. President

The President is the chief executive and administrative officer of the College, appointed by the Board of Trustees for an indefinite term. The President develops, formulates, and directs college policy in accordance with the policies of the Board of Trustees. Thus, the President is ultimately responsible for all phases of the College: policy, academic program, communication, employment, budget, and institutional advancement. The Provost and Senior Vice President and the Vice President of Finance of the College are appointed by the President with the consent of the Executive Committee of the Board. The Vice President for Institutional Advancement, the Vice President of Administration, and the Vice President for Admissions and Enrollment Management are appointed by the President. These college officers report directly to the President and serve at her/his pleasure. The Dean of Students is also appointed by the President but reports to the Provost and Senior Vice President.

F. Provost and Senior Vice President

The Provost and Senior Vice President is the chief program officer of the College and reports directly to the President, acting for the President in his absence, and providing appropriate leadership with other administrators. He/she works closely with the Deans and provides strategic direction and oversight to the College’s academic and student life programs, including those offered through the School of Continuing and Professional Studies. She/he is responsible for major personnel issues related to the education programs of the College,
including faculty appointments and tenure and promotion reviews. The Provost and Senior Vice President represents the administration on the Executive Council of the Faculty Assembly and represents the College in its relationship with the Brethren Colleges Abroad (BCA).

The Provost and Senior Vice President is responsible for advising the President on all major matters of resource allocation within the academic and student life areas of the College including construction and other capital projects, space allocation, and distribution of new positions within the faculty. She/he is the chief planning officer of the College and sits on the Resources and Planning Committee. She/he chairs the Facilities Planning and Construction Committee and the Hiring and Compensation Review Committee.

Responsible to the Provost and Senior Vice President are the Dean of Faculty, Dean of Students, Dean of the School of Continuing and Professional Studies, Associate Provost, Director of Diversity, Director of the Center for Community and Civic Engagement, Executive Director of Information and Technology Services, Director of the Library, Director of the Young Center, Director of the Center for Global Understanding and Peacemaking, Director of the Honors Program, and the Executive Director of Sponsored Research and Programs.

1. Dean of the School for Continuing and Professional Studies

The Dean for the School of Continuing and Professional Studies is the chief academic officer and chief administrator of the School of Continuing and Professional Studies. The Dean is responsible to the Provost and Senior Vice President for planning, implementing, and managing all of the School’s academic (credit) and non-academic (non-credit) programming, student policies, distance learning initiatives, identification, development, and assignment of the School’s faculty, recruitment of adult learners by appropriate standards, evaluation and approval of all adult learner transfer credits to Elizabethtown College, evaluation of adult credit for prior learning and final approval of the School’s candidates for graduation and degrees. The Dean also maintains the School’s academic and professional standards. The Dean is further responsible for consulting and cooperating with the School’s Council on Academic Management.

2. Registrar

Reporting to the Provost and Senior Vice President, the Registrar provides campus leadership in the area of academic services to students and provides administrative oversight for the Office of Registration and Records. The Registrar maintains official enrollment data for the College and serves as official liaison with persons seeking information regarding student enrollment. She/he assists in the preparation of the college catalog, the official college calendar, the final exam schedule for each semester, and helps to facilitate the faculty’s academic advising responsibilities as these pertain to student course registration and completion of graduation requirements. In addition, in consultation with the Provost and Senior Vice President, Dean of Faculty, Assistant
Dean, and department chairs, she/he implements the master schedule of classes for fall and spring semesters.

The Registrar has operational authority and responsibility for all functions within the Office of Registration and Records. The Registrar is responsible for the security and integrity of student academic records and is responsible for grade reports, transcripts, and related documents. The Registrar evaluates all transcripts and course work presented for transfer to Elizabethtown College. In this evaluation, the Registrar confers with department chairpersons on equivalent credits within a discipline, but her/his decision is final unless successfully appealed to the Provost and Senior Vice President. The Registrar verifies completion of requirements by all candidates for graduation. The Registrar supervises course registration and coordinates registration activities. She/he assists in the scheduling of first year students and is responsible for the scheduling of all new transfer students.

a. Assistant Director of Institutional Research

The Assistant Director of Institutional Research manages the Institutional Research unit and major projects, frames important operational issues, analyzes alternative courses of action and makes informed recommendations. He/she coordinates College-wide institutional reports; and is responsible for the identification, selection and ongoing management of appropriate external vendors to ensure the continued effectiveness/efficiency of the office. The Assistant Director updates and produces standard institutional reports and conducts ongoing environmental scans to identify relevant national, regional, local and institutional trends. He/she works as part of a professional team to design, administer, analyze and disseminate the results of surveys and assessment activities, maintains the department’s website, and conducts literature and internet information searches.

3. Executive Director of Information and Technology Services

Reporting to the Provost and Senior Vice President, the Executive Director of Information Technology Services (ITS) is responsible for information technology services for the campus. She/he has oversight of Network and Electronic Support, Database Support, and Media Services/Educational Technology and User Support, each headed by a director reporting directly to the Executive Director of ITS. She/he works closely with campus leadership to assure that the campus is making the best possible use of information technology to meet the College’s strategic goals. She/he is a key member of the Instructional Resources and Technology Committee. The Executive Director works with colleagues at both regional and national levels to share ideas and techniques and to develop and promote partnerships that will further the goals of the College. The Executive Director is responsible for developing the budget for ITS and for consulting with other departments concerning their investments in information technology. She/he coordinates the information technology budgets for the entire campus to ensure maximum benefits from investments in information technology and related support services.
4. **Executive Director of Sponsored Research and Programs**

Reporting to the Provost and Senior Vice President, the Executive Director of Sponsored Research and Programs manages sponsored research initiatives, grant programs, undergraduate research initiatives, and educational assessment activities. The Executive Director works closely with the Executive Director of Foundation and Government Relations in the identification, creation, and submittal of grants that will benefit Elizabethtown College. With direction and input from the President, Provost, Dean of Faculty, and Vice President of Advancement and Community Relations, she/he moves forward grant initiatives and supports academic department chairs and program directors to pursue external funding opportunities.

5. **Director of the Library**

The Director of the Library is a member of the college administration and reports to the Provost and Senior Vice President. The Director of the Library is responsible for the administration of the library including the budget and the entire library staff. With the advice and counsel of the Instructional Resources and Technology Committee, the Director formulates library policies designed to improve library services and resources. Working closely with faculty and students, the Director assesses library needs and plans for the development of a balanced collection of library materials, including books, periodicals, tapes, records, slides, and micro-text. The Director serves as a liaison between the college library and other area college libraries to strengthen library resources and services in the area.

6. **Director of the Center for Global Understanding and Peacemaking**

Reporting to the Provost and Senior Vice President, the Director of the Center for Global Understanding and Peacemaking works closely with the Center’s Steering Committee to advance international and peacemaking initiatives on campus, including the Ware Symposium for Global Citizenship and Peacemaking. The Director enlarges opportunities for students and faculty to engage globally around issues of peace and justice, strengthens and develops partnerships and exchange programs and collaborates with local, regional, and international organizations committed to international understanding and peace. He/she works with the Office of Sponsored Research and Programs as well as Institutional Advancement to pursue external funding opportunities. He/she enhances the curricular and co-curricular programs in International Studies, Asian Studies, and Peace and Conflict Studies in collaboration with the directors of those minors. He/she supports the infusion of international and peacemaking perspectives in curricular and co-curricular programs across campus. The Director supervises the Ambassador-in-Residence, the Program Manager, and the Peacemaker-in-Residence.

a. **Ambassador-in-Residence**

Reporting to the Director of the Center for Global Understanding and Peacemaking, the Ambassador-in-Residence provides leadership and advocacy for programs and
opportunities supporting the College’s strategic commitment to Global Understanding and Peacemaking. She/he supports the Ware Colloquium, including the Ware Lecture on Peacemaking and the Ware Seminars on Global Citizenship and she/he develops partnerships with international organizations, and engages in fundraising for global initiatives.

7. **Director of the Center for Community and Civic Engagement**

Reporting to the Provost and Senior Vice President, the Center supports a wide assortment of service learning and community engagement programs, and creates opportunities for students to explore meaningful relationships through service with constituents beyond campus. The Center sponsors annual campus-wide events and encourages and facilitates members of our community to reach far beyond campus boundaries to help those in need. The Center connects the importance of service to the College’s educational mission and collaborations are encouraged with departments and programs throughout the campus. Services provided by the Center include mentoring, tutoring, tax assistance, marketing and communications assistance, poverty and urban education, disability services and advocacy opportunities.

8. **Director of the Young Center**

Reporting to the Provost and Senior Vice President (with secondary reporting to the President) the Director provides direction and leadership for all programs and personnel associated with the Young Center for Anabaptist and Pietist Studies. The Director holds faculty rank and may teach one or two courses each semester, preferably within the Core curriculum. She/he promotes and conducts scholarly research on, and the scholarly interpretation of, Anabaptist and Pietist history, beliefs, practices, and culture through lectures, publications, seminars, workshops, exhibits, field trips, and artistic events. She/he represents the Center and the College at scholarly meetings and church-related events. The Director arranges and schedules the use of Center facilities for events related to the Center’s mission involving staff, visiting scholars and fellows, and other special guests; works with the Development office in identifying and soliciting major gifts for the annual operation and long-term endowment of the Center; prepares and administers the annual operating budget for the Center; and chairs the Young Center Advisory Committee.

9. **Director of the Elizabethtown College Honors Program**

Reporting to the Provost and Senior Vice President, the Director of the Honors Program is responsible for administering and setting the direction of the Honors Program. She/he is Chair of the Honors Committee. The Director works with Admissions to recruit qualified students, advises students entering the program, teaches within the Program, develops the Honors Program curriculum, approves all honors courses and honors "contracts," organizes annual Honors Lectures, plans co-curricular activities, approves disbursement of Professional Development funds for Honors students, and conducts ongoing assessment of the Honors Program. The Director is the contact person for
Fulbright, Goldwater, Rhodes, Marshall, and other undergraduate and post-undergraduate scholarships and fellowships.

10. Director of Diversity

Reporting to the Provost and Senior Vice President, the Director of Diversity provides leadership for campus-wide strategic diversity and inclusive excellence by working collaboratively and in partnership with faculty, staff and various departments on campus. The Director collaborates with campus colleagues to advance a welcoming climate for all members of the Elizabethtown College community. He/she provides direction, informational resources, and support for academic departments and administrative offices in developing and implementing diversity initiatives including staff and faculty professional development. The Director facilitates ongoing assessments of campus-wide progress toward strategic goals for inclusive excellence and diversity and provides support, advocacy and leadership development/recognition for underrepresented populations on campus.

G. Dean of Faculty

The Dean of Faculty brings vision and leadership to the College’s academic programs in collaboration with the faculty. Working closely with the department chairs and Academic Council, the Dean advances educational excellence through curricular offerings that are aligned with the College’s Education Philosophy and Student Learning Goals. A champion of faculty development, the Dean provides resources for the faculty’s continued professional growth as teacher-scholars and experts in their field. Within a shared governance framework, the Dean evaluates faculty members and maintains expected standards of excellence in teaching, research, and service. The Dean of Faculty, in partnership with the Dean of Students, integrates curricular and co-curricular programs to advance student learning beyond the classroom. As a member of Senior Staff, the Dean serves as the primary advocate for academic programs and faculty concerns. Together with faculty leadership, the Dean ensures that academic excellence and student learning remain the primary focus of the institution.

Responsible to the Dean of Faculty are the Associate Academic Dean, Assistant Dean for General Education and Assessment, Director of the Center for Excellence in Teaching and Learning, Director of the Bowers Writers House, and the Department Chairs.

1. Associate Academic Dean

The Associate Academic Dean chairs the Academic Standing Committee, implements decisions of the committee, and assists faculty members and students with problems regarding the effect of college policies on classes or individual students. In consultation with the Dean of Faculty, the Associate Academic Dean oversees the academic schedule of courses and budget for adjunct faculty. She/he enforces college policies in the area of academic dishonesty involving coursework. Each semester, the Associate Dean
announces a Dean’s List of distinguished students. The Associate Academic Dean reports to the Dean of Faculty.

a. **Director of Study Abroad**

Reporting to the Associate Academic Dean, the Director of Study Abroad directs, promotes and expands student participation in high-quality study abroad (and domestic off-campus study) opportunities. The Director forms partnerships with academic departments to identify appropriate programs for students that provide quality study abroad experiences and support students as they explore study abroad opportunities. The Director of Study Abroad also supports the development, scheduling, and advertising of faculty-led short-term travel courses.

2. **Assistant Dean for General Education and Assessment**

The Assistant Dean is responsible for coordinating the Core Program, including the development and implementation of the First-Year Program. Working with the Core Program Committee (CPC) and academic departments, she/he oversees the academic experience of first-year students and sophomores, including coordination of the First-Year Seminar, First-Year Advising, and cohort advising programs. In addition, the Assistant Dean works with academic departments and the Educational Assessment Committee (EAC) to coordinate and integrate activities that promote effective assessment of student learning. Reporting to the Dean of Faculty, the Assistant Dean serves as the Dean’s representative on the CPC, EAC, and the Campus Wellness Network.

3. **Director of the Center for Excellence in Teaching and Learning**

The Director of the Center for Excellence in Teaching and Learning (CETL) is responsible for developing and implementing programs and services for faculty and staff that will promote engaged pedagogy, the effective use of instructional technology, best practices of instructional design, assessment of teaching and advising effectiveness and student learning, and the scholarship of teaching and learning. Reporting to the Dean of Faculty, the Director works with the Professional Development Committee and other faculty committees, academic departments, and professional staff offices to identify faculty and staff development priorities. The Director offers workshops throughout the academic year and provides consulting services to individual faculty, departments, and offices.

4. **Director of the Bowers Writers House**

Reporting to the Dean of Faculty, the Director of the Bowers Writers House is responsible for the development and administration of programs and events that facilitate and promote writing and writers. The mission of the Bowers Writers House is to promote the power of the written and spoken word by providing a venue for writers of all types and at different stages of their careers to discuss the practice of writing, read from their work, and collaborate with each other and members of the College community.
Programs at the Bowers Writers House recognize all kinds of texts, including films, music and the visual arts, as well as books and the printed word. Special emphasis is given to interdisciplinary writing and intellectual conversations across disciplinary and cultural borders.

5. **Department Chairperson**

The department chairperson's role is twofold. She/he is a member of the academic administration of the College charged with the responsibility and authority to speak for the department and to administer and implement institutional and departmental policies and regulations. She/he is also a member of the teaching faculty, promotes intra- as well as inter-departmental peer relationships, and shares collegial responsibilities with her/his faculty. As administrative officers, chairpersons are responsible to the Dean of Faculty for the administration of their respective departments and the effective representation of their departments, and thus reflect their department’s needs and aspirations.

a. **Duties and Responsibilities**

The department chairperson exhibits a departmental and an institutional perspective in dealing with various constituencies. The department chairperson is a key link in the communications of departmental/institutional plans, activities, and expectations. She/he advances morale and involvement, interprets and implements administration's decisions, and mediates the concerns of all constituencies.

The department chairperson is responsible for developing and implementing appropriate standards and institutional expectations about department directions and obligations. She/he fosters good teaching, assesses measures of student performance, sees that degree requirements are appropriate, and supervises curriculum development and accreditation.

The department chairperson plays an important role in personnel matters by making proper evaluations and recommendations to the Dean of Faculty. These include: evaluation of faculty teaching and service; performance counseling (with regard to unsatisfactory evaluations and professional development assessments); encouragement of professional/scholarly activities (including the development of grant and contract proposals); recommendations for sabbatical and other leaves of absence, tenure, and promotion. The department chairperson is also responsible for determining job descriptions, hiring and retaining full-time faculty, orientation of new faculty, and seeking quality adjunct professors to balance the needs and direction of the department.

The department chairperson is responsible for scheduling, teaching assignments (routine, overload, independent study, internships, and research), student advising loads, and making committee and club advising assignments. She/he supervises departmental facilities, equipment, and support staff (clerical, technical, paraprofessional, and student employees). The chairperson sets budget priorities, develops and administers the budget, supervises library acquisitions, and approves work orders, textbook and general requisitions.
The department chairperson maintains essential departmental, student, and alumni records. She/he handles routine correspondence, reports for information, and surveys. She/he submits an annual report to the Dean of Faculty. The chairperson develops a program of departmental publicity and assists in student recruitment/retention activities.

Finally, the department chairperson establishes and maintains relationships with other college constituencies (various departments, students, alumni, etc.) and with off-campus groups (business/industry, church, and community) where appropriate.

As a group, chairpersons constitute an advisory committee to the Dean of Faculty for the purpose of aiding and advancing the broad educational objectives of the College as seen from the various departmental/disciplinary perspectives but not limited thereto. The “Committee of Chairpersons” through the Dean of Faculty may make recommendations aimed at strengthening the curricular programs of the College and the academic strength of the faculty. Such recommendations shall be directed to the Faculty Assembly, the respective faculty councils and/or committees. The Dean of Faculty chairs the "Committee of Chairpersons."

b. Appointment of Department Chairperson

(1) Procedures
Any member of the department may make nominations for the position of department chairperson. In the event a new faculty member is to be recruited from outside the College for the position, the Dean of Faculty will undertake her/his recruitment and may receive nominations from any source. In either case, the Dean shall individually consult with the members of the department and the Provost and Senior Vice President.

(2) Appointment of an Acting Department Chairperson
In case of disability, resignation, leave of absence, dismissal, or death of the incumbent department chairperson during the term of her/his appointment, the Dean of Faculty, after individual consultations with the department faculty and the Provost and Senior Vice President, will select and recommend an acting department chairperson for the remainder of the academic year.

(3) Terms and Conditions of the Appointment
The office of the chairperson is subject to the administrative authority of the Dean of Faculty. A department chairperson is usually appointed for a three-year term, renewable by the Dean, after individual consultation with the department faculty and the Provost and Senior Vice President. In the event that the department chairperson is on leave of absence or sabbatical leave, the year(s) will be counted toward the three-year term. Department chairpersons will be annually evaluated on the quality of their performance by the Dean of Faculty, in consultation with department members.
Department chairpersons in addition to their established faculty compensation may receive administrative stipends and/or released time from regular teaching duties as determined by the policy on faculty workloads.

H. Dean of Students

The Dean of Students is responsible for the administrative oversight and enhancement of the student learning/living environment. The Dean of Students reports to the Provost and Senior Vice President and collaborates with the Dean of Faculty. The Dean’s specific responsibilities include oversight of co-curricular programs and services including athletics, health services, student rights and responsibilities, religious life, residence life, and student activities. In addition, the Dean oversees coordinated academic support services which are delivered through the Center for Student Success. The Center houses academic advising, career services, counseling services, disability services and learning services.

1. Associate Dean of Students and Director of Resident Life

The Associate Dean of Students/Director of Resident Life provides leadership for our residential learning model which includes traditional housing and independent living, theme housing, and Student Directed Living-Learning Communities. The Associate Dean supports a professional team (Associate Director, Area Coordinators, and Housing Coordinator) that manages daily operations and responds to student needs in the living environment including emergent situations. Faculty are encouraged to contact the Associate Dean with any questions or concerns about campus housing or with recommendations for integrating learning into the residential experience.

2. Associate Dean of Students and Director of the Center for Student Success

Reporting to the Dean of Students, the Assistant Dean and Director of the Center for Student Success is responsible for the management of comprehensive academic support services for students. Within the Center, career, counseling, disability, and learning services as well as academic advising are delivered in an integrated environment designed to enhance each student’s success. The Associate Dean manages the Campus Wellness Network which serves as a vehicle for coordinated, holistic intervention.

I. Faculty Review of Senior Academic Administrative Officers

As part of its effort to maximize the effectiveness of senior academic officers (President, Provost and Senior Vice President, and Dean of Faculty), the College seeks confidential, formative feedback on the performance of those administrative officers from the faculty annually.

Each year, the Faculty Assembly Executive Council will offer all voting members of the faculty the opportunity to provide confidential, formative feedback on the individual officer’s leadership qualities, job performance, and progress on major goals and initiatives. By mutual consent of the Executive Council and the officer in question, the subject(s)
addressed and methods used to secure feedback may vary by office and by year, according to the interest and needs of the faculty and the officer. This annual feedback is provided directly to the officer to be used to improve performance, and to her/his supervisor.

Periodically, the Board of Trustees, President, and Provost and Senior Vice President conduct comprehensive formative reviews of the President, Provost and Senior Vice President, and Dean of Faculty, respectively. Input from all relevant constituents, including faculty, will be included as part of these performance reviews. Comprehensive reviews take the place of the annual feedback process described above. The primary subjects of the comprehensive review are established by the evaluator in consultation with the Faculty Assembly Executive Council and the officer. The feedback from faculty and others is provided both to the evaluator and to the officer being evaluated as a formal part of the appraisal. The general outcomes of comprehensive reviews are shared with the faculty and other constituent groups. Comprehensive reviews are conducted at different intervals for each officer: a) President-every three to five years (per Board action on April 24, 2010); b) Provost-every three years; c) Dean-every two years, except when the Dean is completing a term and leaving office.

J. Organization of the Faculty

1. Membership

The Faculty Assembly of Elizabethtown College shall consist of (a) all full-time instructional personnel with rank of instructor or above; and (b) the President of the College, the Provost and Senior Vice President, the Dean of Faculty, the Associate Dean of Academic Affairs, the Dean of Students, full-time professional librarians, and full-time lecturers. All part-time instructional personnel who have rank of instructor or above and all part-time lecturers who have taught for Elizabethtown College for at least four semesters may nominate themselves or be nominated by either their department or the Dean of Faculty for full membership status in the Faculty Assembly. Such nominations shall be submitted to Personnel Council, which shall then make a recommendation on the award of membership to the Faculty Assembly.

For purposes of elections and appointments to committees, faculty from Biology, Chemistry, Computer Science, Mathematical Sciences, Physics & Engineering, and Psychology are considered to be in Physical/Natural Sciences; faculty from English, History, Modern Language, Philosophy and Religious Studies are considered to be in Humanities; faculty in Art, Music and Theatre are considered to be in Fine and Performing Arts; faculty in Political Science and Anthropology/Sociology are considered to be in Social Sciences; and faculty from Business, Communications, Education, Occupational Therapy, and Social Work are considered to be in Professional Studies.

2. Responsibilities

a. The Faculty shall recommend the requirements for admission and graduation, and policies and standards necessary for the conduct of the academic program of the
College. The Faculty is responsible for the ongoing shaping and modification of the college's academic program. It shall make its recommendations to the President through the Dean of Faculty and the Provost and Senior Vice President. It shall recommend to the President all candidates for degrees in course.

b. It is the responsibility of the Faculty to make recommendations relative to the policies and standards governing faculty appointments, reappointments, non-reappointment, dismissal, promotion and tenure, and also matters affecting the professional welfare and activities of the Faculty. In discharging this responsibility, the Faculty shall work in concert with and under the leadership of the Dean of Faculty, who shall receive and transmit recommendations through the Provost and Senior Vice President to the President.

c. It is the responsibility of the Faculty to develop and maintain the highest standards of professional behavior and ethics. Where possible it shall provide the needed peer review structures and where necessary, it shall make general and/or specific enforcement recommendations to the President.

II. Constitution of the Faculty of Elizabethtown College

Preamble

The Elizabethtown College Faculty, in order to continue the collegial relationship among the College Board of Trustees, Administration and Faculty and to articulate the faculty role in the decision-making process of the College, adopts the following Constitution, which replaces all previous constitutions.

The Constitution of the Faculty of Elizabethtown College

This Constitution, as adopted on March 15, 1990, and as approved and interpreted by the Academic Affairs Committee and adopted by the Board of Trustees on April 28, 1990, and as subsequently amended, is the means by which the Faculty of Elizabethtown College exercises its responsibilities for academic and professional policy making and programming. All substantive actions and programs adopted within the framework of this Constitution are subject to review and approval by the Board of Trustees.

Article I
Academic and Professional Governance

A. The Faculty Assembly

1. Membership. The Faculty Assembly of Elizabethtown College shall consist of (a) all full-time instructional personnel with rank of instructor or above; and (b) the President of the College, the Provost and Senior Vice President, the Dean of Faculty, Associate Dean of Academic Affairs, the Dean of Students, full-time professional librarians, and full-time lecturers.
All part-time instructional personnel who have rank of instructor or above and all part-time lecturers who have taught for Elizabethtown College for at least four semesters may nominate themselves or be nominated by either their department or the Provost and Senior Vice President for full membership status in the Faculty Assembly. Such nominations shall be submitted to Personnel Council, which shall then make a recommendation on the award of membership to the Faculty Assembly.

All members of the Faculty Assembly as defined above have voting privileges. The President, Vice President, Treasurer and Secretary of the Student Senate; all part-time teaching faculty who do not have full membership status; and all additional persons whose contractual obligation to the College involves them directly in a teaching or instructional function with its students may attend and participate in meetings of the Faculty Assembly, without vote. All non-voting members must absent themselves from those meetings or for those agenda items that are designated as appropriate for Executive Session by a three-fifths vote of the voting members present.

One-third of the voting membership of the Faculty Assembly constitutes a quorum.

2. Responsibilities. The Faculty Assembly has the primary responsibility for determining the requirements for admission and graduation and for approving candidates for degrees. The Faculty Assembly also has the primary responsibility for establishing policies and standards for curricula and other aspects of the academic program of the College. The Faculty Assembly further has the primary responsibility for determining the policies and standards for faculty appointments, promotions, tenure, dismissal, ethical conduct and other matters that affect the professional welfare of the faculty.

3. Officers. The officers of the Faculty Assembly shall be the President, the Vice President, and the Secretary. These officers shall be elected for a two-year term by the Faculty Assembly in accordance with the procedures stated in the Bylaws of this Constitution.

a. The President shall be the Chair of the Faculty and shall officiate at all regular and special meetings of the Faculty Assembly.

The President shall prepare the agenda in consultation with the Executive Council, the President of the College, and the Provost and Senior Vice President.

The President shall serve as Chair of Executive Council. In the absence of the chair, the Vice President shall serve as Chair.

b. The Vice President shall assume the duties of the President during the absence of the President, shall be a member of Executive Council, and shall assume the office of the President in the case of a vacancy in that position.

c. The Secretary of the Faculty Assembly shall, if so requested, assist the President of the Faculty Assembly in the preparation of the agenda for each meeting; shall keep
accurate minutes of all meetings of the Faculty Assembly and distribute them according to the provisions of the Bylaws; shall maintain orderly records of Faculty Assembly business; and shall be a member of the Executive Council.

d. The Faculty President, Vice President, and Secretary shall attend the meetings of the Board of Trustees as observers and provide an observers’ report to the Faculty Assembly. In addition to the Business Meeting, they attend the meetings of the Academic Affairs, Finance, Enrollment and Marketing, Buildings and Grounds, Advancement, and Student Life Committees.

e. In consultation with Executive Council, the Faculty President shall prepare a written report for the Board of Trustees’ Academic Affairs Committee for each regularly scheduled meeting in accordance with the general procedures of the Bylaws.

4. Relationship to Other Bodies

The Faculty Assembly shall elect or otherwise designate designees and/or observers to Councils, Committees, and/or other bodies as it shall deem appropriate.

5. Proceedings

Meetings of the Faculty Assembly shall be convened and presided over by its President. In the absence of the President, the Vice President shall preside. In the event that neither of these officers is available, the Secretary shall preside. The calendar of the regular meetings of the Faculty Assembly shall be prepared by Executive Council. Procedures for the introduction and disposition of business shall be adopted by the Faculty.

Special meetings of the Faculty Assembly may be called by the President when issues warrant such action. Special meetings of the Faculty Assembly must be called by the President upon receipt of a petition signed by one-third of the voting members of the Faculty Assembly. All meetings shall have a written agenda prepared and distributed to all voting and non-voting members at least 72 hours in advance of the meeting. At special meetings, only the item or items of business for which the meeting was called may be discussed.

B. Councils Responsible to the Faculty Assembly

1. Academic Council

a. Membership. The membership of Academic Council shall consist of nine members (three-year terms with one-third of the terms expiring annually) elected by the voting membership of the Faculty Assembly (Two of these members shall come from departments within the Physical/Natural Sciences; two from departments within the Humanities, the Fine and Performing Arts, and the Social Sciences; two from departments within the Professional Studies; and the remaining three members shall be elected at large). Academic Council shall also include two members elected by and
from the Student Senate. The Dean of Faculty (or designee), the Registrar (or designee) and the Director of Academic Advising (or designee) shall be ex officio and without vote.

b. Responsibilities. Academic Council proposes academic policy and is the overseer and evaluator of the curriculum of the College and the quality of its academic program. The Council's function is to consider academic questions that are fundamental in nature and broad-based in scope including, especially, the core curriculum. In performing its function, Academic Council initiates and continuously reviews policy regarding admissions standards, degree requirements, and the content and quality of the overall curriculum and the academic programs. All academic policies, procedures and decisions having broad or campus-wide implications must be submitted for approval at the next meeting of the Faculty Assembly.

(1) Interpretation. Academic Council has the authority to interpret existing academic policy. Should questions arise in areas where academic policy does not exist, or should current policy seem inappropriate, Academic Council should recommend new policy for consideration by the Faculty Assembly.

(2) Advisory. Academic Council serves in an advisory capacity to the Provost and Senior Vice President regarding academic programs, the academic calendar, and budgetary matters pertaining to the academic program. Such advice may be at the initiation of either the Provost and Senior Vice President or the Council. Academic Council also advises the President of the College in the awarding of honorary degrees.

(3) Review. Academic Council shall annually review and edit sections of the Faculty Handbook that are related to its responsibilities.

(4) Relationship to Standing Committees. Academic Council instructs and advises the standing committees named in Article II. A. and has the responsibility to determine that these committees are performing the responsibilities specified by the Constitution and are following policy as set by the Faculty Assembly. Normally, a member of the Academic Council shall be a member of each of the standing committees and shall report committee actions to the council.

(5) Relations to Ad Hoc Committee. Academic Council may appoint ad hoc committees as necessary and instruct and advise them as to their specific duties and duration. Normally, a member of the Academic Council shall be a member of each ad hoc committee and shall report committee actions to the council.

2. Executive Council

a. Membership. The membership of Executive Council shall include the President of the Faculty; the Vice President of the Faculty; the Secretary of the Faculty; the Chair of
Executive Council; the Chair of Personnel Council. All members of Executive Council have voting privileges.

b. Responsibilities. Executive Council shall be the council primarily responsible for assisting the Faculty in the discharge of its governance duties and shall provide a channel of communication and consultation between the President of the College and the Faculty with respect to their joint and several responsibilities in the governance of the College.

Specific functions include:

(1) to prepare and distribute the agenda for meetings of the Faculty Assembly;

(2) to make recommendations to the Faculty Assembly concerning proposed legislative actions;

(3) to receive reports and minutes from all councils and from those standing committees not reporting to another council;

(4) to submit council and committee reports to the Faculty Assembly for action;

(5) to submit to the Faculty Assembly for its consideration and action any appropriate resolution relating to the general welfare of the College and the Faculty;

(6) to review and edit sections of the Faculty Handbook that is related to its responsibilities;

(7) to submit any constitutional questions to Judicial Council for interpretation;

(8) to recommend to councils or Faculty Assembly the formation or abolition of ad hoc committees;

(9) to be the Faculty Advisory Committee for the President of the College. When acting as the President's Advisory Committee, Executive Council's purpose is to advise upon matters of college policy and other items that the President and the Committee agree upon. In general, all Council actions are subject to approval by the Faculty Assembly. However, when subjects of great urgency or delicacy require immediate consultation, the Council may act on behalf of the Faculty Assembly.

(10) to administer a collaborative process whereby all voting members of the Faculty Assembly have the opportunity to provide confidential, formative feedback on the performance of the College’s senior academic administrative officers – President, Provost and Senior Vice President, and Dean of Faculty – as outlined in the Faculty Handbook (Chapter 1. Section I)

(11) Relationship to Standing Committees. Executive Council instructs and advises the standing committees named in Article II. B. and has the responsibility to determine
that these committees are performing the responsibilities specified by the Constitution and are following policy as set by the Faculty Assembly. Normally, a member of the Executive Council shall be a member of each of the standing committees and shall report committee actions to the council.

(12) Relationship to Ad Hoc Committee. Executive Council may appoint ad hoc committees as necessary and instruct and advise them as to their specific duties and duration. Normally, a member of the Executive Council shall be a member of each ad hoc committee and shall report committee actions to the Council.

(13) The Council reports to the faculty at regularly scheduled meetings of the Faculty Assembly and advises the President of the College on the allocation of resources within the context of the College’s long range planning. Its responsibilities include monitoring long range planning, advising the President of the College during the long-range stages of budget formation and reviewing issues such as the allocation of resources for institutional and curricular activities and institutional priorities.

3. Judicial Council

a. Membership. The membership of Judicial Council shall include six tenured faculty (three-year terms with one-third of the terms expiring annually) elected by the voting membership of the Faculty Assembly. One of these members shall come from departments within the Physical/Natural Sciences; one from departments within the Humanities, the Fine and Performing Arts, and the Social Sciences; one from departments within the Professional Studies; and the remaining three members shall simultaneously be elected at large. Membership shall not include more than one member from a single academic department. No member of Judicial Council shall serve on the Professional Standards Committee, on the Sabbatical Leave Committee, or on any other council. Five members of the Judicial Council shall constitute a quorum. A member of the Committee shall absent herself/himself from the Committee for all actions regarding her/him or a member of her/his department.

(1) Interpretation. When questions concerning this Constitution arise, Judicial Council shall reach an interpretive decision and then report to the Faculty Assembly. Any decision shall take effect when reported to a meeting of the Faculty Assembly unless such decision is set aside at that meeting by a motion receiving the support of two-thirds of the voting members present.

(2) Appeals. Judicial Council shall hear all appeals concerning:

(a) promotion, tenure, standard professional expectations (SPE), exceptional performance (EP), and sabbatical leaves. Appeals must be based upon alleged failures of due process, i.e., cases which allegedly violated established procedures and/or acted prejudicially, capriciously or inconsistently in the application of guidelines and criteria for promotion, tenure, standard professional expectations, exceptional performance, and
sabbatical leaves. The recommendation of Judicial Council in cases of appeal shall constitute the only and official recommendation of the Faculty to the Office of the President. Findings of Judicial Council in cases of appeal shall be forwarded to the appellant, to the President, and the Professional Standards Committee.

(b) faculty complaints which have not been resolved at the lowest administrative level. These complaints must be based on alleged improper, arbitrary or discriminatory application of existing college regulations, practices or procedures relating to salaries, hours, terms and conditions of employment.

(3) Review. Judicial Council shall annually review and edit sections of the Faculty Handbook that are related to its responsibilities and shall review proposed amendments to the constitution as described in section B.2, p. 1.24.

(4) Adjudication. Judicial Council shall hear complaints of alleged faculty misconduct including, but not limited to academic dishonesty; sexual, racial or ethnic discrimination; and malice or capriciousness in dealing with students. Judicial Council shall also hear complaints of alleged faculty incompetence. Resultant findings and recommendations shall be submitted in writing to the President of the College, the complainant, and the faculty member concerned. In cases involving the potential release of faculty members, Judicial Council assumes all the responsibilities of a faculty release committee, including those described in the Faculty Handbook and will follow all of the procedures of the Faculty Release Committee. (Sexual harassment cases should be heard by the institutional Peer Relations Committee.)

4. Personnel Council

a. Membership. The membership of Personnel Council shall include six members (three-year terms with one-third of the terms expiring annually) elected by and from the voting membership of the Faculty Assembly. One of these members shall come from departments within the Physical/Natural Sciences; one from departments within the Humanities, the Fine and Performing Arts, and the Social Sciences; one from departments within the Professional Studies; and the remaining three members shall simultaneously be elected at large. The President of the College shall be an ex officio member without vote. The Director for Human Resources shall be an ex officio member without vote. When the Council is in Executive Session the ex-officio members shall not be present.

b. Responsibilities. Personnel Council shall, as a designee of the Faculty, advise the President on policies and procedures related to the College's administrative structure and functions. Only Personnel Council shall negotiate on behalf of the faculty for leaves, salary increases, fringe benefits, promotion, tenure, professional expectations
and other personnel matters related to the professional performance or welfare of the Faculty.

All recommended agreements between Personnel Council and the President of the College regarding faculty compensation packages are subject to approval by the Faculty Assembly (approval shall be by majority vote of those faculty members present) and by the Board of Trustees.

The Council shall submit proposed policies or changes in faculty personnel policy to the President of the Faculty Assembly for placement on the agenda of the next appropriate meeting of the Faculty Assembly for approval.

1. Interpretation. Personnel Council has the authority to interpret existing faculty personnel policy. Should questions arise in areas where personnel policy does not exist, or should current policy seem inappropriate, Personnel Council should recommend new policy for consideration by the Faculty Assembly.

2. Advisory. Personnel Council serves in an advisory capacity to the President of the College for the implementation of faculty personnel policies. The President may bring additional staff to assist.

3. Review. Personnel Council shall annually review and edit sections of the Faculty Handbook that are related to its responsibilities.

4. Relationship to Standing Committees. Personnel Council instructs and advises the standing committees named in Article II. C. and has the responsibility to determine that these committees are performing the responsibilities specified by this Constitution and are following policy as set by the Faculty Assembly. Normally, a member of the Personnel Council shall be a member of each of the standing committees and shall report committee actions to the Council.

5. Relationship to Ad Hoc Committees. Personnel Council may appoint ad hoc committees as necessary and instruct and advise them as to their duration and specific duties. Normally, a member of the Personnel Council shall be a member of each ad hoc committee and shall report committee actions to the Council.

**Article II**

**Standing Committees**

**A. Committees Responsible to Academic Council**

1. Academic Review Committee

   a. Membership. The membership of the Committee shall include three members elected by and from the voting membership of the Faculty Assembly (three-year terms with one third of the terms expiring annually), one of whom will be chair; two students
selected by the Student Senate (one-year terms); and one administrator to be appointed annually by the President of the College. The Provost and Senior Vice President or designee shall serve as the convener of the Committee, shall keep the records of the Committee, and shall be available for consultation with the Committee, but shall be without vote.

b. Responsibilities. The Committee conducts hearings on cases of alleged violations of the standards of academic integrity, as those standards are defined in the Student Handbook. The Committee also hears appeals of course grades, in accordance with procedures set forth in the Student Handbook. In fulfilling these responsibilities, the Committee shall adhere to Academic Due Process, again as defined in the Student Handbook.

2. Academic Standing Committee

a. Membership. The membership of the Committee shall include one member of the Academic Council designated annually by the Academic Council; three members elected by and from the voting membership of the Faculty Assembly (three-year terms with one-third of the terms expiring annually); the Provost and Senior Vice President or her/his designee. In addition two professional members of the Center for Student Success shall be included as advisory members, without vote.

b. Academic Standing Responsibilities. The Committee is responsible for periodic review of academic standards and academic dismissal procedures. The Committee makes recommendations to Academic Council when changes in policy seem appropriate. The Committee applies academic dismissal procedures and evaluates applications of students for reinstatement after such dismissal. The committee also reviews student petitions for deviations from prescribed curriculum, including the Core Program Curriculum. In the case of deviation from courses required by the student's major department, committee review is only at the request of the Department Chair or the Dean. Each committee recommendation shall be reported to the Dean of Faculty.

3. Core Program Committee

a. Membership. Membership of the Committee shall include six members (three-year terms with one third of the terms expiring annually) elected by and from the voting membership of the Faculty Assembly; the Dean of Faculty or designee; two students elected by the Student Senate for two-year terms, to be chosen in alternate years; and one member of Academic Council, who will serve ex officio. Of the six faculty members elected by the Faculty Assembly, two shall come from departments within the Physical/Natural Sciences, the Social Sciences, and Physical Education; two from departments within the Humanities and the Fine and Performing Arts, and the Librarians; and two from departments within the Professional Studies, one of whom will be chair. No department shall have more than one faculty member serving on the committee.
b. Responsibilities. The Committee has oversight responsibility for policies related to the Core Program, and advises the Dean of Faculty in matters of staffing, implementing, and funding the Core Program. The committee is responsible:

(1) for recommending to the Academic Council approval or disapproval of courses for inclusion in the Core Program, based upon the core objectives approved by the Faculty Assembly;

(2) for developing and implementing appropriate methods of evaluating the core curriculum;

(3) to assist the Dean of Faculty with coordination of the Core Program;

(4) to cooperate with the various faculty committees and the Dean of Faculty to secure funding and to promote professional development for those faculty members associated with the teaching of the core curriculum;

(5) to recommend to Academic Council alterations and revisions of the Core Program.

4. Honors Committee

The Honors Committee consists of eleven members including the Director who chairs the Committee. Other members include the Dean of Faculty, an Admissions Office designee, an Honors student designee selected by the Director, and faculty designees from the humanities, social sciences, natural sciences, pre-professional disciplines, Core Committee, Academic Council, and one faculty member at large. Members serve a one year renewable term unless their service is limited by their Core Committee or Academic Council commitments. The Honors Committee advises the Director in overseeing the Honors Program including the selection and ongoing evaluation of Honors Program participants, determining criteria for Honors credits and courses, selecting and evaluating Honors courses, and making policy decision.

5. Independent Study Committee

a. Membership. The membership of the Committee shall include a chair appointed from Academic Council and two members appointed from the Faculty at Large. (One year, renewable terms)

b. Responsibilities. The Committee reviews all course proposals for Independent Studies submitted to the Dean of Faculty. The committee ensures that each proposal contains a suitable statement of the objectives of the project, a list of readings, resources and activities to be included in the project, and an acceptable explanation of the nature and process of the evaluation to be used by the supervising faculty member. The committee is also responsible for parity between the academic involvement and rigor of the proposed project and the number of credit hours requested.
B. Committees Responsible to Executive Council

1. Academic Occasions Committee

   a. Membership. The membership of the Committee shall include the President of the College or her/his designee, who shall convene the Committee; the Provost and Senior Vice President; the Vice President for Administration; the Grand Marshal appointed by the President; three Faculty Marshals elected by the Faculty (three-year terms with one-third of the terms expiring annually); the President of the Senior Class; and one member of the Junior Class elected by the Student Senate. The committee chair shall be elected by the committee members.

   b. Responsibilities. The Committee recommends policies and procedures and designates responsibilities for commencement, convocations, and other academic occasions. The Committee is also responsible for an annual review and evaluation of academic occasions and for recommending to Academic Council any necessary revisions in policies or procedures.

2. Nominating Committee

   a. Membership. The membership of the Nominating Committee shall include three members elected by and from the voting membership of the Faculty Assembly (two-year terms with half of the members being replaced annually); and the President of the Faculty.

   b. Responsibilities. Annual ongoing functions of the Committee shall be:

      (1) to prepare an annual slate of nominees for officers and for council and committee positions with consideration being given to equitable representation of disciplinary groups.

      (2) To prepare a slate of nominees as vacancies occur.

      (3) To conduct the above elections.

The Committee shall also, as necessary, review and make recommendations to the Faculty Assembly regarding the appropriate number and disciplinary representation of faculty on councils and standing committees, and the cycle of tenure of faculty positions on these councils and committees.

3. Educational Assessment Committee

   a. Membership: The membership of the Educational Assessment Committee shall consist of ten members as follows: Four faculty members (three-year terms staggered) elected by and from the voting membership of the Faculty Assembly one of whom shall be chair. One of the members shall come from departments within the
Physical/Natural Sciences; one from departments within the Humanities, the Fine and Performing Arts, and the Social Sciences; one form departments within the Professional Studies; and one shall be elected at large. One member of Academic Council shall also serve as a member on a one-year renewable term. The Dean of Faculty, the Dean of Students, the Director of Research and Planning; and a staff member appointed from Student life shall be *ex officio* members with vote. One student, elected by and from Student Senate, shall also be a member with vote.

b. Responsibilities: The primary mission of the EAC is to ensure that student learning is regularly and skillfully assessed and that the results of these assessment activities are used to strengthen educational program and inform resource allocation across the institution. The EAC also is responsible for ensuring that the College meets the intent and the technical requirements of Middle States Commission on Higher Education, Standard 14: *Assessment of student learning demonstrates that, at graduation, or other appropriate points; the institution’s students have knowledge, skills, and competencies consistent with institutional and appropriate higher education goals.* Specifically, the EAC will:

1. Propose assessment policies and guidelines relating to student learning in both academic and co-curricular programs;
2. Collaborate with Academic Council and Core Committee to coordinate academic assessment;
3. Assess the achievement of Institutional Learning Goals;
4. Review assessment plans and practices related to student learning;
5. Actively promote a culture of assessment;
6. Review the results of college-wide assessments of student learning and make recommendations for the improvement of educational programs;
7. Inform the College community of the results of educational assessment.

Assessment data gathering, compilation, processing, archival, and presentation will be accomplished by the Educational Assessment Committee in collaboration with the Director of Research and Planning. Coordination and integration of assessment activities in academic departments will be accomplished in collaboration with the Dean of Faculty. Coordination of assessment activities by co-curricular programs will be accomplished in collaboration with the Dean of Students.

C. **Committees Responsible to Personnel Council**

1. **Professional Development Committee**

   a. Membership. The membership of the Committee shall include one member of the Personnel Council designated annually by the Personnel Council; six members elected by and from the voting membership of the Faculty Assembly (three-year terms with one third of the terms expiring annually), one of whom will be chair; and the Dean of Faculty. One of these members shall come from departments within the Physical and Natural Sciences; one from departments within the Humanities, the Fine
and Performing Arts, and the Social Sciences; one from departments within the Professional Studies; and the remaining three members shall be elected at large.

b. Responsibilities. The Committee shall develop, coordinate, evaluate, and administer programs which provide continuity and direction for individual faculty growth in accord with college goals in all three areas of responsibility (teaching, professional activity, and service to the College) and shall develop and maintain the resource center on professional development.

The Committee shall review and recommend policies, procedures, criteria and standards regarding the award of faculty grants. The Committee shall approve grants for individual faculty members, or for two or more collaborating faculty members, for development of teaching skills, methodologies and materials; for enhancement of their disciplinary knowledge; or for the support of scholarship and research, including creative and artistic creation or performance. The Committee shall regularly disseminate to the faculty application guidelines concerning the awarding and administration of these grants.

The Committee shall review and recommend policies, procedures, criteria and standards regarding the award for sabbatical and junior leaves. The Committee shall screen all applications for leave and shall recommend leaves to the Provost and Senior Vice President and the President for approval.

2. **Professional Standards Committee**

a. Membership. The membership of the Committee shall include the Dean of Faculty who will be an *ex officio* member without vote, one member of the Personnel Council designated annually by the Personnel Council; and six members (three-year staggered terms) elected by and from the voting membership of the Faculty Assembly. All tenured faculty shall be eligible to serve on the Committee, except that (1) no two elected committee members shall be from the same academic department, (2) no member of Judicial Council may be elected to the Committee, and (3) members of PSC are barred from seeking promotion during their term of service on the committee.

Five voting members of the Committee shall constitute a quorum. The member from the Personnel Council shall absent herself/himself from the Committee for all considerations of individual promotion or tenure. An elected member of the Committee shall absent herself/himself from the Committee for consideration of the promotion or tenure of a candidate from her/his academic department. Each candidate for promotion or tenure has the right to meet with, or to send a designee to, the Committee one time.

All action shall be determined by a majority vote of the members present.
b. Responsibilities. The Committee shall review and recommend to Personnel Council policies, procedures, criteria and standards directed toward encouraging or evaluating faculty members with respect to the performance of their professional duties.

The Committee shall make recommendations to the Provost and Senior Vice President on the awarding of promotion and tenure, and shall also make recommendations concerning questions of professional standing.

3. **Senior Merit Committee**

a. Membership. The Senior Merit Committee will be made up of the Dean of Faculty and three tenured faculty members from different areas of the College. Personnel Council will appoint the members to the Senior Merit Committee to fill expiring terms at the end of the spring semester. Each term on the Committee begins with the start of the academic school year. Membership will include one member from the Professional Studies, one member from Humanities, Fine and Performing Arts, and Social Sciences, and one member from Natural and Physical Sciences. They shall serve a three year term. The Committee members are not permitted to apply for Senior Merit while serving as a member.

b. Responsibilities. The Senior Merit Committee will be responsible for reviewing all applications and make recommendations as to who shall receive the award for that year. The Committee will forward their recommendations to the Provost and Senior Vice President for approval.

**Bylaws**

A. **General Procedures**

1. Neither the Faculty Assembly, the Administration, the councils, nor committees may abrogate the religious and political rights, or the academic freedom of any member of the Faculty.

2. The latest published edition of *Robert's Rules of Order* shall govern the meetings of the Faculty Assembly. The Parliamentarian, elected annually by the Executive Council, shall assist the Faculty President as appropriate in the conduct of meetings of the Faculty Assembly. Unless otherwise stated in this Constitution, *Robert's Rules of Order* shall also govern the meetings of all councils and committees. Executive Sessions of all councils and committees shall be determined by a majority vote of the council/committee members present.

3. The President of the College shall be an *ex officio* member of all faculty councils and committees.

4. In consultation with the Executive Council, the President of the Faculty shall prepare a report for meetings of the Board of Trustees’ Academic Affairs Committee. With special
focus on academic programs and faculty governance, the report should provide a retrospective analysis of activities, issues, and concerns of the faculty as well as a range of options for solutions. The report should reflect a balanced range of faculty views. Prior to submitting the report to the Board of Trustees, the Faculty President will post it in the Faculty Assembly network folder and solicit comments from the faculty at large for a period of at least 48 hours. The final report will be archived in the Faculty Assembly network folder.

5. Distribution and Content of Minutes:

a. The approved minutes of Faculty Assembly, Councils, and standing committees are to be made available to all voting members of the Faculty Assembly. They are to be posted and archived in the Faculty Assembly Network folder. Copies of the minutes are sent out electronically to the officers of Student Senate, the editor of the Etownian, the managers of WWEC radio and TV, and the Director of Marketing and Communications.

b. The Student Senate shall be requested to send copies of its minutes to each of the faculty officers and to the chairs of Academic, Personnel and Judicial Councils.

c. The Library and Provost and Senior Vice President’s Office shall each maintain a file of all Faculty Assembly minutes. The official copy will be maintained by the Secretary of the Faculty Assembly.

d. On all occasions when a vote is counted, with the exception of elections, that vote (including abstentions) shall be recorded in the minutes of the Faculty Assembly and of the Councils.

B. Amendment Procedures. Rules for the Process of Amendment of the Constitution and the Bylaws of the Faculty Assembly:

1. Amendments must be presented in written form. They must include a rationale and specify the articles, sections, etc., affected by the amendment.

2. A proposed amendment may be initiated by any individual member or group within the Faculty Assembly. Proposed amendments shall be sent to Judicial Council which will editorially review the wording of the proposed amendment and return to the originator with suggested changes. It will be the originator's privilege to decide what the actual wording of the amendment shall be and to resubmit the amendment to the Judicial Council for presentation to the Faculty Assembly. Amendments must be presented to the membership at least one week before the amendment is to be discussed by the Faculty Assembly.

3. Constitutional amendments must be approved by two-thirds of those voting members who are present at each of two successive regularly scheduled meetings of the Faculty Assembly. Amendments to the proposed Constitutional Amendment may be made during
the first consideration of the proposal. No amendments may be made at the second meeting at which the Constitutional Amendment is considered.

4. Amendments to the Bylaws must be approved by a majority of those voting members who are present.

5. After Faculty approval, all amendments must receive final approval of the Board of Trustees.

C. Election Procedures

1. Electorate. All voting members of the Faculty Assembly shall be eligible to vote in elections of faculty to councils, committees and faculty offices. Voting shall be by secret ballot by those Faculty who are present during the election meeting, although special elections by mail are permitted if circumstances (such as runoff elections) so require.

2. Calendar for Elections. The Nominating Committee shall determine the calendar for elections, including special elections needed to fill unexpired terms. The agenda for the faculty meeting in which elections are to be held shall specify the positions and terms to be filled.

3. Elections. All members of the Faculty Assembly as defined in Article I and having no more than half-time administrative responsibility shall be eligible to serve on any committee or council or in any faculty office.

Candidates for the faculty offices, the Councils, the Professional Standards Committee and the Core Program Committee shall be elected by majority vote. In all other cases, the person(s) receiving the highest number of votes shall be declared elected.

4. Vacancies. Any vacancy which occurs shall be filled by an election at the next special or regular faculty meeting.

5. Limitations on Positions Held. The President of the Faculty, the Vice President, and the Secretary shall not hold more than one other elected faculty position.

No member of the faculty shall concurrently hold elected positions on:

a. more than two standing committees,
b. more than one standing committee and one council,
c. more than one council, or

No faculty member shall serve successive terms on a council or on Professional Standards Committee until at least one year after that member’s first term has expired. However, if a faculty member is fulfilling another member’s term on a council or a committee, and if the
fulfillment constitutes less than one-half of a full term, then that faculty member is eligible to serve another full term immediately thereafter.

D. Recall Procedures

1. Any faculty officer and any member of any council or committee may be recalled from her/his office or membership for abuse of privileges or for negligence in performance of duties (e.g., missing meetings).

2. A petition for recall must be filed with the President or Secretary of the Faculty. In the case of faculty officers, the petition must contain the signatures of at least one-third of the voting membership of the Faculty Assembly. In the case of council and committee members, the petition must contain the signatures of a majority of the membership of the relevant council or committee.

3. The petition shall be reviewed by Executive Council at its next meeting. The Council shall then make a recommendation to the Faculty Assembly, which shall vote on the recommendation. The number of votes needed for recall shall be two thirds of the voting members present.
Chapter Two: Duties and Privileges of the Faculty

I. Duties and Privileges of the Faculty

A. Academic Freedom

Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return is subject to the approval of the President and requires a written contractual agreement with the College.

Teachers are entitled to freedom in the classroom in discussing their subjects, but should take care not to introduce into their teaching controversial matter which has no relation to the subject. Limitations, if any, of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

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

B. Conferral of Faculty Status

Faculty status is conferred or removed only by action of the Board of Trustees. Such status may be granted to designated classes of individuals or to specific individuals.

C. Qualifications for Appointment to Rank

The minimum qualification for appointment to faculty rank is a master's degree and, if the master's degree is not normally the terminal degree in the discipline, the active pursuit of course work leading toward the award of the doctorate. Only in the most extraordinary circumstances may the President waive these requirements for appointment to faculty rank.

D. Types of Appointments

There are term (or temporary), lecture, probationary, and tenure appointments.

1. Term or Temporary Appointments

The usual length of a term appointment will be for one year, but may be for shorter terms:

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1 The following was accepted by the Executive Committee of the Elizabethtown Committee Board of Trustees on October 12, 1988 and replaces all previous policy statements unless otherwise stated.
a. A full-time appointment may be granted for one semester or less, and,
b. A part-time term appointment may be granted for one semester or less, or for a specific course or task.

A term appointment shall state a termination date and shall be considered terminated on that date unless specifically renewed. A term appointment may be re-issued by the Dean of Faculty with the approval of the Provost and Senior Vice President, but no more than five full-time year term contracts may be issued to an individual. Part-time term appointments can be renewed without limit on the years of renewal. Faculty are appointed and have responsibilities for the 9-month academic year.

2. Lectureship

An individual may be appointed a Lecturer if her/his responsibilities include more than half-time teaching and administration of a specialized program within the College. An appointment as Lecturer is for one year and can be renewed without limit on years of renewal. Individuals appointed as Lecturers are not eligible for consideration for tenure. Faculty are appointed and have responsibilities for the 9-month academic year.

3. Tenure Track Probationary Appointments

Tenure track probationary appointments normally shall be for one-year periods at a time until terminated or tenure is granted. Faculty members on probationary appointment have no guarantee of reappointment. They may or may not be reappointed. Specifically, reappointment from year to year does not establish a putative claim toward the award of tenure. (See Section 7. General Policies Regarding Tenure.) Faculty are appointed and have responsibilities for the 9-month academic year.

4. Tenure

Tenure means the attainment of a mutual agreement, in writing, between the College and the faculty member for a continuing relationship until separation. Tenure is the form by which the College gives legal and economic protection to academic freedom. It is attained as a result of formal action by the College, and is one of the ways by which the College maintains its standards of professional excellence. It cannot be attained de facto or on procedural grounds. It can only be awarded on substantive grounds and by positive action of the College. Faculty are appointed and have responsibilities for the 9-month academic year.

E. Recruitment Policy

This policy is designed to assist departments in hiring the most qualified and suitable candidates. Recruitment and selection of candidates for all positions on campus shall be in compliance with the College’s policy on Non-Discrimination and Affirmative Action. Job announcements shall be displayed for a period no less than five calendar days.
A position requisition form must be completed for all open positions; this form must be accompanied by an updated job description or job advertisement. All hiring/advertising must be coordinated with Human Resources and have the appropriate administrative approval.

F. **Background Checks**

Effective July 1, 2007, it is the policy of Elizabethtown College to conduct a background check on all individuals beginning their employment with the College. The background search may include criminal history, education credentials, driving records, and credit history. All background checks will be coordinated through Human Resources.

New employees will be asked to sign a release form allowing the College to conduct the background check. Results will be kept confidential and will not be disclosed except to the extent necessary to administer and enforce this policy or pursue appropriate legal action. Continued employment with the College is contingent upon acceptable results as determined by the College.

G. **Search/Appointment/Orientation**

Search procedures for fulltime appointments are coordinated by the Human Resources Office, and are conducted by the Department Chairperson, the Dean of Faculty, and the Provost and Senior Vice President. With the approval of the Dean of Faculty, and in consultation with the full-time members of the department, the Department Chairperson selects candidates for faculty appointment for on campus interviews and evaluation. In cases of tenure track appointments, the Dean of Faculty, on recommendation of the Department Chairperson, appoints a search committee to assist in the selection of prospective faculty members. The search committee will be made up from members of the department in which the position is open but it can be augmented by the addition of a faculty member(s) from outside the department to represent and safeguard a collegial perspective in all appointments. In cases in which the College is recruiting a department chairperson, the Dean of Faculty will assume responsibilities for an appropriate search following the procedure above. The President has responsibility for all final decisions.

Appointments will be made by the President upon the recommendation of the Provost and Senior Vice President. The Provost and Senior Vice President’s recommendation will consider evaluations of candidates provided by the Dean of Faculty in conjunction with the recommendation of the faculty search committee and the independent recommendation of the Department Chairperson. The rank at which the initial appointment will be made will be determined by the Provost and Senior Vice President in consultation with the Dean of Faculty upon the recommendation of the Department Chairperson. In cases where the College is appointing a department chairperson the Dean of Faculty will recommend the initial rank to the Provost and Senior Vice President. In determining the initial rank, previous professional experience, such as teaching at the college level or practice in one's profession, will be considered along with academic degrees, training, and professional accomplishments. Non-teaching experience that contributes to instructional effectiveness may be considered in determining rank.
Orientation of the new faculty member will be the combined responsibility of the Dean of Faculty, the Department Chairperson, and the Director of Human Resources.

**H. Personnel Records**

The Human Resources Office maintains a file on each faculty member containing a copy of the initial curriculum vitae, letters of recommendation, transcripts, a continuing record of all appointment letters, required employment records, including payroll, benefits, and background information, and official communication between the faculty member and Human Resources. The Provost and Senior Vice President shall maintain all records relative to reappointment, promotion and tenure decisions, and relevant faculty committee actions, and official communication between the faculty member and the Provost and Senior Vice President. The Dean of Faculty will also maintain an official file, including information regarding the faculty member’s professional development activities, course evaluations, and official communication between the Dean and the faculty member. Faculty members are required to maintain and provide an updated curricular vitae annually to the Office of the Dean of Faculty. In addition, the High Library will maintain an electronic file of course syllabi for each faculty member. The Judicial Council and/or the Professional Standards Committee must file copies of all faculty appeals and their disposition with the Office of the Provost and Senior Vice President. (Each office maintains paper personnel records as well as electronic copies of materials and correspondence.)

Except where required by law, information contained in the personnel files of a faculty member will not be released to external sources unless clear, written permission to release specific information provided by the employee. A faculty member can review his/her personnel files, excluding any confidential and pre-employment information. A faculty member wishing to review his/her personnel file should contact the Provost and Senior Vice President.

The Director for Human Resources also maintains a confidential Document Retention File of accusations or violation of College policies that were dismissed as unsubstantiated or resolved informally. This information is used to monitor repeated complaints within the same department or involving the same individual and to document the College’s actions regarding complaints. This information is maintained separately from personnel files. Faculty members may request that documentation regarding the resolution of any complaint against them, including complaints that are unsubstantiated or resolved informally, be included in their personnel files.

**I. Responsibilities/Expectations**

1. **General Performance**

   a. **Teaching.** Successful teaching must be the highest professional priority of all faculty members at Elizabethtown College. It is demonstrated by: up-to-date scholarly mastering of the subject matter, sound course design, clarity in and soundness of
presentation, successful application of pedagogical techniques, efficient management of time and resources, effective evaluation of student performance, reasonable availability to students, and an enthusiasm that motivates student learning.

b. Professional Development. Teaching performance and the quality of academic life throughout the college flourish when faculty members are actively engaged in professional development. Professional development is demonstrated, for example, by participation in professional organizations and societies, research judged to be contributing to the discipline through publication or presentation of papers, or quality artistic presentations. It is expected that a faculty member will continue to grow in the discipline through on-going study and attendance at seminars, workshops, and institutes.

c. Service to the College. All faculty members are expected to be active participants in the life and governance of the College. They are expected to attend faculty meetings, to serve on councils, committees, and task forces, to contribute to the programs of their departments, to serve as chairpersons when called upon, to assist in student recruitment, and to be effective student advisors. The contribution of one's talents and expertise to the off-campus community is also a service one can render to the College.

2. Expectations by Rank

It is understood that the performance expectations outlined above apply to all faculty members regardless of rank. It is acknowledged, however, that faculty members at the ranks of instructor and assistant professor have less opportunity to assume leadership roles in governance, are involved in teaching without the aid of accumulated years of experience and maturity in the classroom and laboratory, and have yet to develop research programs and reputations that enable them to establish discernible patterns of publication or effective participation in professional organizations and societies. Such factors need to be kept in mind when evaluating faculty members in these junior ranks. What is important are the emerging qualities of their performance and the degree of certainty that these qualities will mature into lifelong professional habits.

Faculty members at the senior ranks of associate professor and professor are expected to demonstrate professional maturity in teaching, research, and faculty and campus leadership. Their teaching should reflect the experience of learning far beyond graduate school preparation and their classroom performance should provide a model for their junior colleagues. Their professional activities should reflect active minds constantly engaged in seeking new knowledge, full participation in their disciplines through contributions within professional organizations, publication, or artistic performance. Senior faculty members have a particular responsibility to guide and assist junior faculty both directly and by example.

3. Departmental Expectations

Each academic department has given substance to the General Performance responsibilities above through Standard Professional Expectations (SPE) specific to the
department/academic discipline. Faculty members should secure a copy of these from their department chairperson.

4. Institutional Expectations

In addition to the above, each faculty member is expected to support the purposes and objectives of the College as adopted by the Board of Trustees and to observe college regulations and work with and within the established governance structures. Abiding by the College’s Code of Conduct (Chapter Three, Section II, Letter O) is an institutional expectation.

5. Off-campus Activities for Remuneration

The College encourages participation in community activities commensurate with the standards of good citizenship. Activity for remuneration which might involve time away from duties should be approved by the Provost and Senior Vice President in consultation with the Department Chairperson and the Dean of Faculty.

Guidelines The Provost and Senior Vice President acting through the Dean of Faculty and the Department Chairperson will be guided in the implementation of the above cited policy statement during the contracted period by the following:

a. Paid consulting and contract work (including related activities such as conducting workshops, musical performances, etc.) is encouraged on a limited basis. Such work, with the requisite approval, should not exceed one day equivalent (eight hours) per week.

b. Teaching at other institutions on an overload basis is discouraged and normally will not be approved. Exceptions, if any, must have the approval of the President. Faculty members and professional administrators wishing to request permission to teach at other institutions should demonstrate that at least one of the following conditions is satisfied: that it is (1) in the long-term interest of their scholarly professional development; (2) in the interest of inter-institutional cooperation and (3) in the interest of the enhancement of the College's reputation.

In all such cases an inter-institutional reimbursement shall be negotiated based on a commensurate load and salary reduction at Elizabethtown College. Overload compensation will be approved only in the most extraordinary cases.

c. Other off-campus activities for remuneration are not encouraged and should not be undertaken on a regular basis. Only in the most extraordinary circumstances will requests for permission to engage in outside remunerative activities be entertained. In such cases the normal basis for approval will be a commensurate load and salary reduction. In any case, such arrangements must be short term. In no event will permission be granted if in the judgment of the chairperson of the department and/or the Dean of Faculty such outside activities impinge upon the individual's time and
attention so as to make doubtful her/his ability to meet effectively the responsibilities of teaching, advising, college service, and scholarly/professional development.

6. Absence from Duty

Brief absences for professional or personal reasons should be approved by the department chairperson and reported to the Dean of Faculty. It is assumed that other members of the department will cover the duties without remuneration. Extended absences must be approved by the Dean of Faculty. (See Sick Leave Policy, Chapter 3.)

7. Current Curriculum Vitae

Faculty members must keep current their curriculum vitae in the Dean of Faculty’s Office, and should report information concerning professional honors, vital statistics, advanced academic work, publications, and so forth to the Dean of Faculty. Also, each faculty member must provide a schedule of semester class and office hours to the Dean of Faculty's office.

8. Teaching Load

a. The normal workload for all full-time faculty at Elizabethtown College is twelve work units per week of the semester for each of the two semesters of the academic year

b. Work units may be measured in several ways. With regard to teaching, they may be measured by the number of student contact hours in the classroom or laboratory or by the number of student credit hours taught per semester.

c. In departments with laboratory courses, a portion of faculty workload may be measured in terms of student contact hours. One hour of student contact per week equals one work unit.

d. In departments that normally do not offer laboratory courses, faculty workload may be measured in terms of the number of student credit hours taught. Faculty will normally teach either four three-credit courses or three four-credit courses in order to generate twelve work units per week of the semester.

e. With the approval of the Dean of Faculty and the Provost and Senior Vice President, department chairs will make equivalent arrangements for faculty in departments that do not fit in either letter c) or letter d) above.

f. Normally, faculty will not exceed three course preparations per semester.

g. Faculty supervising students in intensive research experiences or closely supervised field placements will be credited with one work unit for each student supervised.
h. Minimum class sizes normally will be five students. Classes with fewer students may be offered, but only as necessitated by the curriculum and approved by the Dean of Faculty.

i. A work unit may also be measured in terms of time spent performing administrative duties, advising, or conducting research. Guidelines for measuring these types of work units follow.

(1) The chairing of departments with over ten FTE faculty is equal to a maximum of six work units per week, per semester. The chairing of departments with six to ten FTE faculty equals four work units per week, per semester. The chairing of departments with fewer than six FTE faculty equals a maximum of four work units per week, per year. Moreover, chairs of departments with fewer than six FTE faculty will also receive recognition of four additional work units for chairing during a three-year term.

Calculation of FTE faculty for purposes of determining the number of work units performed by chairing will be based on an average of FTE faculty during the three fall semesters immediately prior to the appointment or reappointment of a chair for a three-year term.

(2) Faculty with substantial and unusual advising responsibilities may receive work unit credit pending agreement by the department chair and the Dean of Faculty.

(3) Directors of interdisciplinary and other programs may be compensated in the form of stipends or they may count their administrative work in terms of work units. The Provost and Senior Vice President, in consultation with Personnel Council, will make this determination after a thorough inventory and review of all administrative responsibilities.

A fund will be established to provide release time for significant scholarly and creative work. This may not count for more than six work units per semester, per year. It is renewable annually for a period not to exceed three consecutive years. The Professional Development Committee will review applications and make recommendations to the Dean of Faculty.

9. Public Information

The College maintains regular contact with all news media in the surrounding community through the Office of Marketing and Communications. Faculty members are encouraged to forward items of interest for possible dissemination to the press, radio, and television outlets.

The Office of Marketing and Communications serves as the official liaison between the College and the news media. Faculty members are encouraged to contact the office in all
matters relating to conversation with news media and to be prudent in comments having a bearing on the welfare of the College.

J. Reappointment/Promotion/Tenure

1. Reappointment of Faculty on Term and/or Probationary Appointments

A reappointment of a nontenured faculty member is made by the Provost and Senior Vice President upon the recommendation of the Dean of Faculty and Department Chairperson. Full-year term appointments are subject to the limitation in section D.1 above.

Procedure. During the first semester of a probationary appointment, the faculty member must be informed by her/his Department Chairperson and/or the Dean of Faculty of the evaluation criteria used by the College, and of the departmental standard professional expectations, and of the evaluation procedures to be applied in decisions affecting reappointment, promotion, and tenure.

Each member of the nontenured faculty member's department will be asked to provide a yearly evaluation in writing of the performance of the faculty member based upon the Responsibilities/Expectation under 2.I of the Handbook, with special reference to 2.I.1. and 2.I.2. This written evaluation should be sent to the Department Chairperson prior to December 1 for nontenured faculty in their third, fourth, or fifth year; and prior to December 15 for nontenured faculty in their first or second year. In addition to the requested peer evaluations, the Chairperson of the Department must make an independent evaluation of the untenured faculty member's performance, taking into account the received peer evaluations from departmental colleagues. The Department Chairperson must share her/his written evaluations of the performance of the faculty member under review with that faculty member by December 1 of each year (or December 15 for first and second year faculty). In the case of untenured faculty in the third, fourth, and fifth year, the Department Chairperson must forward her/his evaluation of the faculty member to the Dean of Faculty, along with any written comments from the faculty member under review, by the first administrative day after December 1. In the case of untenured faculty in the first or second year, the Department Chairperson must forward her/his evaluation of the faculty member to the Dean of Faculty along with any written comments from the faculty member under review, by the first administrative day after January 10. The Dean will also evaluate each individual on probationary status and will provide each individual with a written summary evaluation. An unsatisfactory evaluation in any year may result in an individual's termination without appeal.

No later than the first semester of the probationary faculty member’s fourth year of teaching at Elizabethtown College, the Dean of Faculty in association with the Department Chairperson will conduct a review in depth of the individual’s performance and progress. Deadline for 4th year dossiers which includes departmental and chair evaluations is October 1. The Dean of Faculty will also take into consideration such institutional concerns as long-range projections of curricular, faculty, and student needs, and financial resources available. Should this review result in a negative or neutral
evaluation (i.e., the quality of performance is judged fair or merely adequate) or should other institutional considerations take precedence, the individual’s employment with the College will be terminated in that year. (See also J.2. below.) A positive evaluation means that normally the individual will proceed to the sixth year, at which time she/he will undergo regular tenure evaluation as stated in the Faculty Handbook. Such progress does not constitute any putative claim toward or guarantee of the award of tenure.

The faculty member under review has the right to ask persons outside her/his department to provide evaluation, in writing, on one or more of the evaluation criteria used in reappointment/promotion/tenure decisions. These evaluations must be forwarded to the Department Chairperson by December 1 of each year with copies to the Provost and Senior Vice President/Dean of Faculty.

Teaching evaluations by students must be provided and completed every semester. These evaluations and other outcome measures will be used by the Department Chairperson in making her/his written evaluation. If tenure is granted, the faculty member must be evaluated at least one semester each academic year, but may request additional student evaluations. These evaluations and other outcome measures will be used by the individual to enhance teaching effectiveness and in promotion decision. Departments are expected to establish processes for peer review of teaching that have been reviewed by the Professional Development Committee (PDC) and approved by the Dean of Faculty.

In the case of the reappointment, promotion and/or tenure of a department chairperson, the Dean of Faculty and the Provost and Senior Vice President shall assume the responsibility for evaluation, using corresponding procedures stated above. Faculty members on full-time term appointments will be evaluated in the same manner as probationary faculty members, if they are considered for reappointment beyond the stated term.

2. Non-reappointment of a Probationary Faculty Member

If a faculty member on probationary appointment during her/his fourth or fifth year of service at the College is denied reappointment, the Professional Standards Committee (PSC), on request of the faculty member, shall review the decision of non-reappointment. The Provost and Senior Vice President shall inform the faculty member of her/his right to review by the PSC. The PSC, after receipt of the faculty member’s request for review, must within ten working days decide whether or not to review the case. If upon substantive review of the case, the PSC does not concur with the Provost and Senior Vice President’s decision, it shall submit its recommendation as an independent evaluation to the President within ten working days.

The Provost and Senior Vice President shall submit her/his recommendation and that of the Department Chairperson to the President who will review the respective recommendation before her/him. The President’s decision shall be final.

3. Promotion

In order to be granted promotion and/or tenure, the candidate must demonstrate at least “adequate” performance in the areas of service and professional development and at least
“high quality” performance in the area of teaching. Failure to demonstrate these specified levels of performance in any of these three areas will result in a negative decision. Additionally, the candidate must demonstrate an average of “high quality” performance across the two areas of professional development and service to the College. The scale of evaluation will differentiate among “outstanding,” “high quality,” and “adequate” levels of performance (See J.6 this chapter for guidelines). The candidate must also meet eligibility requirements for promotion to the appropriate rank.

a. Eligibility

In cases where a faculty member has three or more years of full-time teaching at one or more colleges or universities at the rank of instructor or higher, it shall be agreed in writing with the President of the College at the time of the initial contract, how many of these years, if any, will apply toward the years of service requirement. Normally, no more than three years may be applied. (For tenure evaluation under this exception, see H. 7. "General Policies Regarding Tenure" in this chapter.)

Instructor: a master's degree and, ordinarily, course work toward the doctorate.

Assistant Professor: normally an earned doctorate.

Associate Professor: normally an earned doctorate plus six years of full-time teaching, at least three years of which are at the rank of assistant professor at Elizabethtown College.

Professor: normally an earned doctorate plus six years of full-time teaching at Elizabethtown College at the rank of associate professor.

b. Salary Adjustment on Promotion

Faculty who are granted a promotion in rank will receive either a 5% salary increase or their salary will be adjusted up to the minimum salary for the new rank plus the sum of any merit awards granted since their last promotion. The added value of their merit awards will be limited to $5,000, and will only include merit awards granted since 2003. The larger of the two possible salary increases will be used but not both. In no case will a faculty member’s salary be reduced on promotion.

4. Tenure

In harmony with the general statement on "Academic Freedom" in teaching and research as set forth by the American Association of University Professors, and as stated in II. A. above, Elizabethtown College has adopted a policy for granting tenure to members of the college faculty. Tenure, as applied to holding a college position, means the attainment of a mutual agreement in writing between the College and the faculty member for a continuing relationship, by which her/his services should be terminated only for adequate
cause, except in the case of retirement for age, or under extraordinary circumstances because of financial emergency or reduction of the College Program.

a. Limitations

The Board of Trustees of Elizabethtown College has determined that the percentage of actual tenured faculty members may not exceed 80% of the full-time teaching faculty. (Approved, April 22, 1989)

b. Eligibility

It is assumed that, in the majority of cases, initial appointment to Elizabethtown College will be at the level of instructor or assistant professor. In such cases, the probationary period will be six years of full-time teaching, of which at least three years must be at Elizabethtown College. For those whose initial appointment is at the associate professor or professor level, the probationary period will be three years of full-time teaching at Elizabethtown College. Tenure will not ordinarily be granted to individuals who have not received the earned doctorate. It is understood, however, that there may be exceptions to this general rule such as (1) the earned doctorate is not the terminal degree in a candidate's discipline; (2) a candidate has demonstrated exceptional academic ability or scholarship in the field; (3) a candidate possesses specialized skills vital to the academic program of the College.

In such cases as described above under the three exceptions for "Eligibility," (Section 4.b), it shall be the responsibility of the potential candidate to supply full documentation for the exception under which she/he wishes to apply to her/his Chairperson by April 1 of the year before tenure shall be considered. It will be the Chairperson's obligation to deliver all such documentation in support of the exception to the Dean of Faculty by April 15. Final determination about tenurability based on the exception will then be made by the Professional Standards Committee, sitting together with the Provost and Senior Vice President, by May 1. The potential candidate's tenurability based upon the exception must be approved before formal procedures for tenure candidacy as outlined in the Handbook, Section 2.12.5, can proceed.

Should an individual in probationary status be approved for tenure through the process described above at a point when the 80% limit of actual tenured faculty has been reached, that individual shall receive the first available tenure slot. (Approved April 22, 1989)

c. Promotion with Granting of Tenure

Normally, when a faculty member with a terminal degree (usually a doctorate) and the rank of assistant professor is granted tenure, the faculty member should be promoted to the rank of associate professor.

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2 The Board of Trustees will review the effectiveness of indicated (April 22, 1989) changes to tenure policy at two-year intervals.
5. Promotion and Tenure Procedures

By September 1 or the next college working day of each year the chairperson of each department shall submit to the Provost and Senior Vice President written nominations for candidacy for promotion and/or tenure of those faculty members of her/his department who are eligible and consent to the nomination. A faculty member shall also have the right to nominate her/himself to the Department Chairperson or to the Provost and Senior Vice President. All nominations must document the nominee's fulfillment of the eligibility requirements (see above) and should indicate who will serve as the Review Chair for the candidate. The Department Chairperson may serve in the role of Review Chair. Alternatively, the candidate in consultation with the Dean of Faculty may ask a faculty member to serve as Review Chair. Normally, the Review Chair would be a tenured faculty member. When a Department Chairperson is being considered for promotion and/or tenure, the Dean of Faculty in consultation with the candidate may appoint a faculty member to serve as Review Chair.

By October 1 or the next college working day the Provost and Senior Vice President shall also notify in writing the chairperson of each department which of its members are candidates for promotion and/or tenure. No individual should interpret this nomination or candidacy as inevitable approval of her/his application for promotion and/or tenure. It will be the responsibility of the candidate for promotion to the rank of Professor and the Review Chair to develop and submit by November 1 or the next college working day all documented evidence qualifying the candidate for promotion. It will be the responsibility of the candidate for promotion to Associate Professor and/or tenure and the Review Chair to develop and submit by the first administrative working day following January 1 all documented evidence qualifying the candidate for promotion and/or tenure. As part of the supporting evidence each faculty member of the candidate's department shall be requested to evaluate her/him for promotion and/or tenure in accordance with the criteria for the appropriate rank and/or tenure, and shall submit this written recommendation to the Review Chair, who shall add her/his independent evaluation and recommendation, and submit all documents and supporting materials.

Submission of materials will occur as follows.

a. Until the submission deadline, the candidate and the Review Chair will have the ability to submit dossier material. The members of PSC, the Dean of Faculty, the Provost and Senior Vice President, the Administrative Assistant to the Provost, and the President will be able to access submitted material.

b. The candidate will submit items (1) through (4) of the required dossier components (see description of the dossier below) electronically. It is the candidate’s responsibility to be sure that all required materials can be readily located.

c. Item (5) of the dossier, appendix material, may be submitted in physical form, electronically or in any combination of the two. Material in physical form should be submitted to the office of the Provost and Senior Vice President in the box(es) provided by that office. Electronic material may be submitted as files on thumb drive or CD in the box(es) provided by the Provost’s office. A list of appendix materials with hyperlinks and/or URL information may submitted electronically. Files containing actual appendix material (e.g. video files or pdfs of scanned text) should not be submitted electronically.
d. The amount of electronic and physical form dossier material submitted should be no more than the amount of material that, in physical form, could fit into two of the boxes provided by the office of the Provost and Senior Vice President. PSC will not attempt to formally determine the amount of electronic material presented; candidates should use the two box limit as a general guideline about the upper limit of what is acceptable to present.

e. Dossier components submitted by the Review Chair will be submitted electronically. These include the Review Chair’s evaluation, evaluations from the members of candidate’s department, and letters from students, alumni, faculty and staff colleagues, and external evaluators. This material will not be accessible by the candidate. All evaluations and letters may be submitted to the Review Chair in electronic form via email.

f. Technical guidelines regarding dossier submission, dossier site administration, and dossier review are described in the document “Tenure and Promotion Dossier Submission and Review Guidelines.” These guidelines shall be distributed to all candidates when their eligibility is confirmed by the Provost and Senior Vice President. The technical guidelines shall be kept up-to-date by the Professional Standards Committee in consultation with Personnel Council and the Provost and Senior Vice President. The technical guidelines shall remain aligned with the procedures and requirements outlined in the Faculty Handbook.

Professional Standards Committee shall have access to all of the written and documented material submitted in support of the candidate's application. The Committee shall evaluate these materials for each candidate and shall consult with the Provost and Senior Vice President on recommending the candidate for promotion and/or tenure. The Review Chair shall be available for consultation with the Committee in its deliberations. The candidate under review may be called by the Professional Standards Committee for a personal interview and/or may request such an interview.

The Dean of Faculty helps interpret issues of compliance with established policies and procedures, serves as a resource person for the PSC, and provides institutional input to discussions that may be appropriate for helping interpret dossier materials under review. In the latter role, the Dean conducts an in-depth review of each candidate’s dossier and provides an evaluation of the content in each category of assessment (teaching/advising, professional development, service). The Dean gives her/his assessment of each candidate following the voting members’ discussion and prior to the vote on each case. The Dean of Faculty witnesses the PSC Chair’s tabulation of the votes by written ballot and the recording of that vote. The Dean of Faculty reviews the recommendation letters to candidates drafted by the PSC and provides feedback prior to these being passed to the Provost and Senior Vice President.

The Provost and Senior Vice President does not normally sit on PSC deliberations unless requested by the committee for a particular case or issue. The Provost and Senior Vice President will conduct her/his own independent review of the candidate’s materials and make her/his own recommendation for tenure and/or promotion. After PSC has reached its decision and drafted letters for each candidate, the PSC chair will meet with the Provost and Senior Vice President and provide draft copies of PSC letters on each candidate. After the Provost and Senior Vice President has concluded her/his review and written a letter for each candidate, she/he will meet with PSC and share the letter of recommendation. In cases where the PSC and the Provost and Senior Vice President’s recommendation disagree, the Provost and Senior Vice President and PSC will discuss the reasons for the
different recommendations. Final recommendation letters will then be drafted. The Provost and Senior Vice President will meet individually with each candidate for promotion to the rank of Professor by December 15, and with each candidate for tenure and/or promotion to the rank of Associate Professor by February 15 to present both the PSC recommendation letter and the Provost and Senior Vice President’s recommendation letter. The letter will provide the specific reason(s) in the case of a negative decision. All letters will provide substantive feedback in the areas of teaching and advising, professional development and service.

The Provost and Senior Vice President shall submit her/his recommendation and that of the Professional Standards Committee to the President following the period allowed for appeal (10 working days). If appealed the Provost and Senior Vice President shall wait until the appeal has run its course before submitting her/his recommendation to the President.

a. Appeal of Committee Recommendation

Where the candidate is not recommended for promotion and/or tenure by the Professional Standards Committee, the Provost and Senior Vice President shall outline the reasons for such action based upon the written report of the Professional Standards Committee. A candidate may appeal the recommendation of the Professional Standards Committee on her/his own promotion/tenure only on procedural grounds demonstrating the Professional Standards Committee violated established procedures and/or acted prejudicially, capriciously, or inconsistently in the application of the guidelines and criteria for promotion/tenure.

The candidate for promotion/tenure wishing to appeal the action of Professional Standards Committee must submit her/his written statement to the Chairperson of the Judicial Council within ten working days of notification by the Provost and Senior Vice President. In the case of Professional Standards Committee action taken during the fall semester, the candidate for promotion may have until the first day of spring semester classes to submit the written appeal. The appeal must be based upon procedural grounds only, demonstrating that the Professional Standards Committee violated established procedures and/or acted prejudicially, capriciously, or inconsistently in the application of the guidelines and criteria for promotion/tenure.

The Judicial Council acting as the Appeals Board must review the case and reach its finding within 15 calendar days of receiving the appeal. In the case of an appeal of Professional Standards Committee action taken during the fall semester, the Judicial Council acting as the Appeals Board shall have until 15 calendar days after the first day of spring semester classes to review the case and reach its finding. The Judicial Council acting as the Appeals Board shall have available the full information available to the Provost and Senior Vice President and the Professional Standards Committee regarding the candidate for promotion/tenure who has been reviewed. The Judicial Council acting as the Appeals Board shall exclude substantive considerations and evidence from its deliberations. It shall render its finding to the Provost and Senior Vice President. A majority of the Judicial Council, acting as an Appeals Board, shall be required to sustain the appeal.
In cases where the appeal is sustained, the Judicial Council, acting as the Appeals Board shall inform the Professional Standards Committee of the reasons for sustaining the appeal and report its findings to the Provost and Senior Vice President. The PSC will respond in writing to the report of the Judicial Council and submit their recommendation to the Provost and Senior Vice President.

The designee of the President and/or any members of the Professional Standards Committee shall not serve on the Judicial Council when acting as the Appeals Board. If the Judicial Council, acting as the Appeals Board, denies the appeal of the candidate for promotion/tenure, the finding shall be reported to the candidate and the Provost and Senior Vice President.

The Provost and Senior Vice President shall submit her/his recommendation together with the recommendations of the Review Chair, Professional Standards Committee and the Judicial Council to the President. Should, however, the recommendation of the Provost and Senior Vice President disagree with that of the Professional Standards Committee and/or the Judicial Council, the Provost and Senior Vice President will meet with the Professional Standards Committee and/or the Judicial Council prior to submitting her/his recommendation to the President, and will explain the reason(s) for the contrary recommendation. After receiving from the Provost and Senior Vice President the reasons for the two different recommendations in writing, the President will meet with the Provost and Senior Vice President and the Professional Standards Committee and/or the Judicial Council before making the final decision on whether or not to grant promotion/tenure. The President's decision shall not be subject to appeal.

6. Criteria for Tenure and Promotion

The tenure and promotion process at Elizabethtown College is guided by a single principle: the eligible candidate bears the responsibility for the content and accuracy of her/his dossier. Since the burden of proof is on the candidate to demonstrate a high quality performance, she/he must carefully select and organize evidence that is appropriate and sufficient. Furthermore, the candidate must provide a clear and detailed explanation of her/his teaching and advising, professional activities, and service. In addition, she/he must work with the department/review chair to coordinate certain aspects of the documents submitted. The documentation of one’s case is presented in the form of a dossier and is the primary source of evidence, which Professional Standards Committee (PSC) considers for either promotion and/or tenure.

On November 26, 2013, the Faculty Assembly approved revisions of the procedure for the submission of materials for review by PSC, Provost and Senior Vice President, and the President. Effective July 1, 2014, the candidate and review chair should submit the required materials in primarily electronic form, following the guidelines in section 5. Candidates under review during spring semester 2014 have the option to submit materials electronically following the guidelines in section 5. However, candidates are not required to submit materials electronically during the spring semester 2014. All other requirements regarding the dossier,
outlined below, as well as the established deadlines must be met by candidates submitting materials electronically or in physical form.

As approved by the Elizabethtown College faculty, the dossier is the primary source of evidence that PSC considers for promotion and tenure. Therefore, it is the candidate’s responsibility to assemble a case that best represents her/his work. All candidates are required to include the items listed below and to sign a declaration of informed consent regarding the contents of the dossier. It should be noted, however, that inclusion of the following material does not constitute any guarantee of the award of tenure and/or promotion.

a. The Dossier

The dossier must fit into the containers supplied by the Provost and Senior Vice President’s Office. Additional materials the candidate feels could be useful to the tenure/promotion process should be made available for review, if requested by PSC and/or the Provost and Senior Vice President.

Items (1) – (5) below are required for inclusion in the dossier for tenure/promotion. Additional materials the candidate feels could be useful to the tenure/promotion process should be made available for review, if requested by PSC and/or the Provost and Senior Vice President. Items (1) – (4) should be submitted electronically, while item (5), appendix material, may be submitted in physical form, electronically or in a combination of the two. Item (5) material in physical form should be submitted to the office of the Provost and Senior Vice President in the box(es) provided by that office. Electronic material may be submitted as files on thumb drive or CD in the box(es) provided by the Provost’s office. Electronic material may also be submitted by uploading a file with a list of hyperlinks/URL information. Files containing actual appendix material (e.g. video files or pdfs of scanned text) should not be uploaded directly to the dossier website.

(1) Introductory Documents

(a) A signed declaration of informed consent.

“I am aware of the contents of this dossier, excluding the confidential letters provided through the Review Chair.”

  Signature     Date

(b) Table of contents for dossier and supporting documentation.

(c) A curriculum vitae which should include areas of teaching competence, accomplishments in research, publication, production, and/or performance, and a record of service to the college, the community, and the profession.

(d) A current letter from the Provost and Senior Vice President qualifying the candidate for consideration for tenure/promotion.
(e) For those candidates under review for tenure, the candidates’ tenurability (usually the 4th year) review letter. For those candidates under review for promotion, documentation of their current status, the letter confirming the awarding of tenure, and the PSC and Provost and Senior Vice President letters of recommendation for tenure.

(2) Teaching and Advising

Elizabethtown College recognizes that excellence in teaching, which includes the faculty role of advising, is the most important attribute of a faculty member. Therefore, faculty members have a dual commitment to both their own academic field of expertise and to the field of pedagogy. Excellent teachers have a willingness to learn as this research develops and a clear understanding of the learning process, just as they remain abreast of their own content field. Teaching has as its goal the creation of an exciting and challenging learning environment, where students are motivated to perform to their abilities. The course content is substantive, rigorous, current and appropriate to the level of the students. Methods of student evaluation are appropriate for the course content, level of the students and current research in pedagogy. The teacher’s communication skills are well developed.

It is the candidate’s responsibility to provide conclusive evidence of effective performance in the areas of teaching and advising. It is the expectation that the faculty member who has developed and sustained such excellence exhibits a number of the characteristics associated with effective teaching listed below:

Characteristics associated with effective teaching.

Syllabi are well organized, providing students with a clear description of course expectations in a manner they can easily understand and follow. The requirements included in the syllabi are clearly stated and when revisions are necessary, students are apprised.

Challenging content is selected for study and investigation; meaningful content is designed to encourage integration of previous and current knowledge.

Value laden issues, when considered, are openly discussed in an environment where the candidate is open to the differing views of others.

Class presentations are well organized and delivered in an enthusiastic manner that encourages student involvement.

Class activities are effectively designed and managed, encouraging students to be actively involved in constructing their own meaning as they analyze, synthesize, and evaluate course content.

Assessment techniques are thoughtfully developed, clearly defined, and applied fairly and consistently.
An office hour schedule is set and regularly maintained, allowing students the opportunity to interact with the candidate.

All the assigned students are competently advised. Advising goes beyond the students’ undergraduate academic program and schedules to include nurturing relationships which help students develop clear long-term educational and career goals as well as manage the stress of college life.

(a) Required items in the dossier to support section Teaching and Advising

It is the candidate’s responsibility to provide conclusive evidence of effective performance in the areas of teaching and advising. This is done through the inclusion of the items listed below:

(i) A statement of self-evaluation that includes, but is not limited to the following:

• a cogent philosophy of teaching (how learners learn)
• a self-evaluation of strengths and weaknesses
• a discussion of teaching effectiveness (short and long term)
• a discussion of instructional strategies and their implementation (provide examples)
• a discussion of design and delivery of courses
• a discussion of course instruments used for evaluating student performance
• a discussion of contributions to curriculum design and development for the department and/or core curriculum
• a discussion of appropriate implementation of information technology
• a summary and discussion of qualitative and quantitative student evaluations from the entire pre-tenure probationary period.
• all summary reports or similar professor summary sheets for each semester must be included.
• additionally, she/he can also submit individual student evaluations in their entirety if she/he would like.

Materials to support the teaching statement may be included in the appendix.

(ii) A list of courses per semester, including enrollment, taught since hiring.

(iii) Letters from a minimum of five current students evaluating teaching and advising effectiveness. The students selected should reflect a spectrum, which include majors, non-majors, and several class years. These letters are to be solicited by the candidate in consultation with
the Review Chair and are then submitted with other review materials.

(iv) A minimum of five letters from college alumni evaluating teaching effectiveness and covering a broad spectrum of students (majors, non-majors). These letters are to be solicited by the candidate in consultation with the Review Chair. The letters are sent directly to the Review Chair and are then submitted with other review materials.

(b) Evaluation of Teaching and Advising

PSC evaluates the candidate’s evidence of effective teaching, as described in the previous section, (2) (a), based upon the following:

(i) The candidate meets the standards of performance of effective teaching and professional integrity set by the candidate’s Department and the College as evidenced by favorable peer evaluations, standardized student evaluations, letters of support, course syllabi and other materials.

(ii) There is coherence between the candidate's statement of teaching and both the Department’s and College’s mission statements.

(iii) The statement of teaching philosophy is consistent with the evidence related to teaching presented by and for the candidate. The evidence must be supported by peer and student evaluations and aspects of the candidate’s professional development plan.

(iv) There is clear evidence of positive development in teaching during the candidate’s probationary period.

(v) There is clear evidence of positive contributions in the areas of teaching, advising, and curriculum development to the Department and/or the Core consistent with the expectations for the rank of the initial appointment.

(vi) There is clear evidence as to the candidate’s willingness to accept and cooperate in Department and/or College assignments with the indication that this will continue into the future.

(vii) There is clear evidence that the candidate will continue to grow professionally in teaching and advising. Support for the evidence could be partially provided as a part of the candidate’s professional development plan.
(viii) There is clear evidence provided by students and the Department that the candidate is a successful academic advisor.

(3) Scholarly and Professional Activity

The PSC recognizes and supports the multiple dimensions of scholarship characterized by what Boyer, in *Scholarship Reconsidered* (1990), calls the scholarship of discovery, the scholarship of integration, the scholarship of application/engagement, and the scholarship of teaching. The candidate should develop scholarly or creative projects, which can be evaluated by knowledgeable critics both within and outside the College. The candidate is expected to contribute to the intellectual life and exchange of ideas among the faculty and students of the College community in ways that go beyond the classroom.

Each department is obligated to establish scholarly and professional activities appropriate to the various disciplines and implement departmental Standard Performance Expectations (SPE). In addition to clearly demonstrating that the candidate meets Departmental guidelines, each dossier must include the items listed below:

(a) Required items for inclusion in the Dossier to support section (3) Scholarly and Professional Activity

(i) A self-statement about professional and scholarly accomplishments, keeping in mind Boyer’s multiple dimensions of scholarship. The statement should include: an in-depth analysis of past, present and ongoing, professional and/or creative endeavor; and a description of the context that will help interpret the candidate’s professional development in one or more of the following areas:

- Publications
- Computer-related or electronically published work
- Creative work, including but not limited to, exhibits, recitals, and performances
- Grant proposals submitted (and status)
- Membership and/or leadership positions in professional organizations
- Papers presented at professional meetings
- Participation in and/or leadership in workshops, conferences or seminars
- Other material which candidate deems relevant to the substantiation of her/his case.

Materials to support the scholarly and professional activity statement may be included in the appendix. Supporting materials might include:
copies of publications, conference papers, book reviews, grant proposals, etc.
files documenting visual work, music, or performance,
letters of support from students and colleagues within and outside the institution, in addition to those required.

(ii) The most recent professional development plan (following guidelines established by the Dean of Faculty).

(iii) A minimum of 3 letters from professionals outside Elizabethtown College shall be included that evaluate the candidate’s professional accomplishments. The candidate and Review Chair collaborate on the selection of evaluators, with the Review Chair sending the letters requesting evaluation of a specific body of work. The letters are sent directly to the Review Chair and are then forwarded to the Provost and Senior Vice President’s Office with other review materials.

These may include but are not limited to:

- letters from officers or members of professional organizations evaluating the candidate’s contribution to the organization.
- letters evaluating the quality of publications and presentations.
- letters evaluating the quality of art exhibits, concerts and other performances.
- letters evaluating other activities the candidate deems appropriate.

(b) Evaluation of Scholarly and Professional Activity

The criteria used to evaluate the candidate’s scholarly and professional activities for tenure include:

(i) Scholarly Activity

The candidate’s record of achievement in scholarly research or creative production demonstrates promise of comparable academic performance and professional growth in the future. This may include, but is not limited to:

- Refereed or editorially reviewed publications and grants. Publications may include scholarly articles, book chapters, and books including textbooks, or creative works such as plays, poetry, musical compositions, and audio-visual presentations. The articles should be published in international, national, regional, or state refereed or editorially reviewed journals. Among the types of books considered are scholarly and creative books and textbooks. The quality of the publishing house will be considered, as will be the quality of the journal or periodical. Other publications and/or creative endeavors
such as book reviews, encyclopedia articles, biographical essays and grant proposals will be considered on their merit. It is not appropriate to the spirit of these guidelines to specify an absolute number of publications and/or grants for tenure and promotion decisions.

- Arts and Performance Areas
  The candidate has been invited to and performed or shown at juried local, state, regional or national exhibits or creative performances.

(ii) Scholarly and Professional Organizations

The candidate has presented papers at local, state, regional, national, or international scholarly conferences and/or to have served in an office(s) of local, state, regional, or national scholarly organization(s).

(iii) Scholarly, Creative, and Professional Development

The candidate has continued to stay current in areas of expertise through attendance at such scholarly, creative, and professional settings as conferences, workshops, or seminars. The candidate must provide evidence of continued scholarly, creative, and professional development. This may be shown, in part, through the professional development plan.

(4) Service

All faculty have a responsibility to be actively engaged in the affairs of the College. Candidates are expected to participate in a cooperative way in the day-to-day activities of the department, to attend department meetings and be supportive of the academic and professional activities related to the program. The candidate is expected to demonstrate a growing willingness to contribute to the governance and life of the college. The candidate must provide clear evidence of increased participation in department, college committee and community activities. The numbered items listed below must be included in the dossier:

(a) Required items for inclusion in the dossier to support section (4) - Service

(i) A self-statement about service which includes:

- a rationale for involvement on particular committees, for specific work within one’s department, and/or in professional organizations, or professional service to the community
- a detailed description of duties performed
- an analysis of the quality of contributions
- a discussion of future service plans

(ii) Time line of service activities at the College with dates and any office held.
(iii) Documentation and evaluation of a candidate’s professional contributions to the outside community.

(iv) Letters that evaluate the candidate’s qualitative and quantitative contributions on committees and with other service work. Candidates will request letters of peers, and when appropriate, students, past or present. The letters are typically sent directly to the Review Chair and are then forwarded to the Provost and Senior Vice President’s Office with other review materials. (Students are included to document the faculty person’s involvement in service learning, clubs/organization advising, etc.

The criteria used to evaluate the candidate’s service include:

- The candidate demonstrates clear evidence of contributions of her/his leadership, talents, and expertise to the needs of her/his department. Examples of such contributions include, but are not limited to:
  - curriculum development
  - recruitment
  - other routine activities of her/his department

- The candidate demonstrates clear evidence of increased contributions, of her/his leadership, talents, and expertise to the needs of the College. Examples of such contributions include, but are not limited to:
  - service on campus committees and/or councils
  - participation in other College events

- The candidate is also encouraged to contribute her/his leadership, talents and expertise to the community outside the College.

(5) Appendix

Materials, which the candidate deems relevant to the substantiation of her/his case, may be referenced in the appendix. Such material might include, but are not limited to:

- student evaluation forms
- copies of publications, conference papers, book reviews, grant proposals, etc.
- CDs or thumb drives with files documenting visual work, music, or performance
- links/URL information providing access to online visual artwork or to audio or video files
- additional letters of support from students and colleagues within and outside the institution
• teaching materials: syllabi, exams, copies of student work, etc.
• annual review letters by peers

b. Criteria for Academic Promotion to the rank of Professor

The candidate seeking promotion to the rank of Professor must assemble a dossier following the same guidelines presented for the candidate seeking tenure. To be promoted to the rank of Professor, the candidate shall have demonstrated a deep and on-going commitment to teaching, to scholarly and professional activity, and to service. The dossier must reflect activities undertaken or completed since the previous promotion.

A tenured Associate Professor may request an in depth review of her/his performance and progress toward achieving the rank of Professor by the Dean of Faculty and Department Chairperson (or senior professor jointly selected by the potential candidate and Dean of Faculty if the potential candidate is the Department Chairperson) two years before eligibility for promotion and/or any year thereafter. Requesting an in depth review does not commit the Associate Professor to submitting an application for promotion to Professor at a certain time. The tenured Associate Professor should inform the Dean of Faculty of her/his request for an in depth review by no later than January 15 in the semester the review is to take place, and submit materials to the Dean of Faculty providing evidence of performance in teaching and advising, professional development, and service since the last promotion by no later than February 15 or the next college working day. The Dean of Faculty and Department Chairperson (or designated senior professor, as discussed above) shall provide the faculty member with a written assessment of her/his performance and progress toward achieving the rank of Professor by no later than April 1 or the next college working day. A positive assessment does not constitute any putative claim toward or guarantee of the award of promotion to the rank of Professor; similarly, a negative assessment does not constitute a basis for action by the President, Provost and Senior Vice President, Dean of Faculty or department chair with regard to compensation or contractual matters. The tenured Associate Professor is not required to submit the written assessment in her/his dossier if and when she/he applies for promotion to the rank of Professor.

Specifically, this candidate shall have:

• Demonstrated a highly successful level of teaching.

• Progressed with professional activities, presentations, published research and/or outside professionally peer reviewed creative production to the point of recognized accomplishments in her/his field. In addition, the candidate shall have a well-formulated program of research and/or creative production with both short and long term objectives. These may include but are not limited to those listed in (3) (b).

• Accepted responsibility as a member of the academic community by contributing her/his talents, leadership and expertise to the needs of the Department, College,
community and profession. It is expected that the candidate will demonstrate significant contributions in service since their last promotion.

c. Criteria for Academic Promotion to the Rank of Associate Professor

The candidate seeking promotion to the rank of Associate Professor must assemble a dossier following the same guidelines presented for the candidate seeking tenure. Typically, the granting of tenure and promotion to the rank of Associate Professor occurs concurrently. It is the responsibility of the candidate to demonstrate substantial professional achievement.

Specifically, this candidate shall have:

- Established a record of successful high quality teaching and advising based upon continued development.

- A record of scholarly research and/or creative activity [see (3) (b)].

- A record of active participation in service [see (4) (b)] which is appropriate and commensurate with their teaching and professional activities.

7. General Policies Regarding Tenure

Only faculty members who possess outstanding qualifications (a doctoral degree or the highest degree appropriate to the discipline) may be placed in probationary tenure status at the point of hiring. (April 22, 1989)

In the initial contract of a new faculty member, the faculty member may, on the recommendation of the Provost and Senior Vice President, be granted up to three years toward tenure based upon previous experience. In such cases, the candidate may include in her/his dossier documented evidence of achievement for the immediate five and a half year period before tenure evaluation takes place, including accomplishments which occurred during years prior to her/his employment at Elizabethtown College.

Faculty members hired who might be engaged in studies leading to an advanced degree will be placed in non-tenure term status initially, with consideration for probationary tenure-track status based upon securing the doctoral degree within a specified number of years, not to exceed four years. (April 22, 1989)

Normally an individual will not be granted years toward tenure when transferred from nontenure term status to tenure-track status. The Dean of Faculty may seek approval from the Provost and Senior Vice President to grant up to but not more than three years toward tenure. (April 22, 1997)

The tenure designation is not applied in statistical reporting for tenured faculty members teaching beyond age 65.
All faculty members on tenure track not holding tenure are on probationary appointments. A series of reappointments leading toward tenure review do not constitute a putative claim for the award of tenure.

During the probationary period, each department member will be asked and the Department Chairperson shall be required to evaluate the probationary faculty member in writing every year until the tenure review. The criteria and standards applicable in the tenure/promotion review shall provide the basis for the annual evaluation. The evaluations shall be shared in writing with the faculty member by the Department Chairperson, and with the Dean of Faculty who will provide the faculty member with her/his evaluation in writing.

During the first and second year of the probationary period, the Provost and Senior Vice President of the College shall notify a faculty member in writing by February 1 whether she/he will be reappointed for the coming academic year.

During the third, fourth, and fifth years of the probationary period the Provost and Senior Vice President of the College shall notify a faculty member in writing by December 15 of that year whether she/he will be reappointed for the coming academic year.

The procedures specified under "Promotion and Tenure Procedures" shall be applied in the consideration of faculty for tenure appointment. Tenure shall be attained as a result of positive action by the College and notification of that action to the faculty member in writing from the President subsequent to the approval by the Board of Trustees.

Tenure review is an essential part of peer review, and shall be conducted by the respective department and the Professional Standards Committee. It must come during the candidate's sixth year of full-time teaching or as otherwise specified under the length of service criteria. Administrative duties within an academic department or program are considered to fall within the definition of "full-time teaching."

Following tenure review in the specific year, a faculty member shall be notified that tenure has been granted, or that tenure has not been granted and that the next year is the terminal year of employment at the College.

8. Termination of Tenure Appointments

Faculty members on tenure appointment may be terminated for reasons of professional incompetence, moral turpitude, in case of financial emergency, or due to programmatic reduction.

If charges of professional incompetence or moral turpitude are preferred against a faculty member, that faculty member has the right to a hearing as outlined in the Procedures for the Release of Unsatisfactory Faculty Members.
When reduction in staff must be made, personnel to be retained will be determined on the bases of professional qualifications as they relate to departmental or program needs first, then tenure, then length of service to the College, and finally academic rank. Departmental or program need will be determined by the Department Chairperson and the Provost and Senior Vice President.

Where the College has reason to believe a faculty member is suffering from a severe emotional and/or physical disorder which interferes with her/his academic performance, the College will have the right to request medical evaluation.

A faculty member certified by a committee of three appropriate medical specialists to be suffering from an emotional and/or physical disorder which interferes with her/his academic performance, shall be immediately relieved of her/his duties until such time as she/he is certified to be able to resume normal duties. Such leave shall be considered sick leave.

When tenured faculty members are released (not suspended) for any cause other than moral turpitude, salary shall be continued for the remainder of the academic year, but in no instance for less than six months.

When tenured faculty members are released for moral turpitude, the President of the College shall determine what payments, if any, will be made beyond the effective date of dismissal.

In conformance with federal and state law, the normal retirement age of tenured faculty members at Elizabethtown College is 65. See the Human Resources Office for retirement details. Continued employment at Elizabethtown College of a person retired from the College should not be expected, but may be agreed to on a year-by-year basis. (Minutes, April 25, 1987, Board of Trustees of Elizabethtown College).

Faculty members not planning to return to the College must give timely notice in writing to the Dean of Faculty. Such notice should be received no later than May 15 if the resignation is effective for the following fall or November 15 if the resignation is to be effective for the spring semester.

II. **Affirmative Action, Title IX, Sexual Harassment, Americans with Disabilities (ADA)**

A. **Code of Conduct**

See Chapter Three, Letter P.

B. **Commitment to Inclusive Excellence**

Elizabethtown College is committed to valuing and fostering the diversity reflected in our life together and in the world beyond our campus. We strive to ensure that the members of the
community—students, faculty, staff, and administrators—are diverse in race, ethnicity, sexual orientation, socioeconomic status, religion, ability, gender, gender identity and expression, age and national origin. We also seek to provide our community members, especially our students, with educational opportunities, programs, and services that are multicultural in content and expressive of a diverse life of experiences and worldviews that underrepresented groups bring to the learning environment.

The College’s commitment to maintaining and growing a diverse community of education is an integral part of principled efforts to achieve academic excellence and to educate our students for service to humanity and the world.

Guided by this commitment, this Diversity Plan affirms the following three principles:

- Inclusive Excellence in our educational life promotes learning and academic excellence. One of the most significant practices required for achieving academic excellence is direct engagement with multiple sources of knowledge, worldviews, experiences, and skills. A truly liberal—and excellent—education is neither parochial in content nor singular in perspective but comprehensive in its attention to the rich facts, insights, and attributes of our diverse social world.

- Inclusive Excellence in our social life prepares us to participate in a global community. Familiarity with the diverse identities, beliefs, and practices found in our global community provides a strong foundation for undertaking effective and constructive work in the world beyond our campus. We serve our community members well not by creating a campus marked by uniformity and unanimity but by offering them the social diversity that is characteristic of our increasingly interdependent world.

- Inclusive Excellence in our campus life models our institutional commitment to social justice, human dignity, and peace. By becoming a diverse community, we provide access and equal opportunities for individuals and communities who have long been excluded from mainstream society. And this allows us to create the understanding of difference that is required for building a just and peaceful world.

C. Policy on Equal Opportunity/Affirmative Action

The College is committed to ensuring equal opportunity in all employment decisions, policies, and practices, and in educational programs and activities. In keeping with the historical values of Elizabethtown College, the College endeavors to treat all employees with dignity, justice and fairness. The College strives to provide equal opportunity and an atmosphere free of discrimination.

Elizabethtown College does not discriminate on the basis of gender, race, color, religion, age, disability, marital status, pregnancy, veteran status, national or ethnic origin, ancestry, sexual orientation, gender identity and expression, genetic information, possession of a general education development certificate as compared to a high school diploma, or any other legally
protected status. This commitment applies but is not limited, to decisions made with respect to hiring and promotion, in the administration of its educational policies, scholarship and loan programs, and athletic or other College administered programs. Discriminatory acts of any kind are strictly forbidden.

This policy reaffirms Elizabethtown College’s commitment to equal employment opportunity and will administer its personnel policies and conduct its employment practices in a manner which treats each employee and applicant for employment on the basis of qualification, experience, ability and other work-related criteria without regard to the above underlined class categories or any other legally protected status under relevant federal, state or local laws.

Elizabethtown College is committed to making a good faith effort to meet its goals in practicing equal employment opportunity and affirmative action according to the law. These goals are to ensure that commitment is manifested in all aspects of employment including advertisement, recruitment, hiring, promotion, demotion, transfer, tenure, compensation, and training. In addition, the College is committed to making a good faith effort to ensure all students are assured access to educational opportunities, financial assistance, and social and recreational programs.

The College will actively identify and recruit qualified minorities, women, individuals with disabilities, and veteran candidates, and acquaint them with available positions, and encourage them to apply for employment. The College will include among their recruiting sources of advertising for open positions those sources specializing in affirmative action for placement. The College’s Affirmative Action/Equal Opportunity statement will be placed on all employment advertisements. (“As an affirmative action/equal opportunity employer, Elizabethtown College is seeking candidates who will enhance the diversity of its faculty, staff, and administration.”) Human Resources will serve in an advisory capacity for hiring purposes and will assist selection committees to identify these sources and ensure affirmative action objectives are met.

The Director for Human Resources serves as the College’s Affirmative Action Officer (AAO) and has the responsibility to develop and monitor affirmative action and other equal employment opportunity programs. Management personnel at every level including vice presidents, deans, directors, chairs, and supervisors must share in the responsibility for promoting affirmative action and equal employment opportunity to ensure that compliance is achieved.

Anyone desiring information regarding the Elizabethtown College’s Affirmative Action Program may contact the Human Resources Office at One Alpha Drive, Elizabethtown College, 717-361-1406 or HR@etown.edu.

**D. Title IX**

In compliance with Title IX of the Education Amendments Act of 1972, Elizabethtown College works to ensure that “no person shall...on the basis of sex, be excluded from
participation in, denied benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.” The College’s policy on Title IX can be found in the Student Handbook. The College’s Title IX Officer is the Registrar/Associate Academic Dean who is located in Room 208 of the High Library and can be reached at riderea@etown.edu, ext. 1333.

E. **Americans with Disabilities Act (ADA)**

Elizabethtown College will endeavor to make reasonable accommodations for the known physical or mental disabilities of an otherwise qualified individual (as those terms defined in the American with Disabilities Act) unless undue hardship will result. It is the College’s policy not to assume that an individual has a disability or needs an accommodation. If an individual with a disability believes he/she requires an accommodation, he/she is encouraged to request a reasonable accommodation. The College can work with him/her in an effort to enable the individual to perform the essential functions of the job effectively. Reasonable accommodation forms can be located in the Human Resources Office or on the HR Intranet (www.etown.edu/humanresources) Employees and the College will undertake an interactive process to determine whether a reasonable accommodation may exist.

F. **Campus Diversity Advocates**

The Campus Diversity Advocates (CDA) is a volunteer group of faculty, students, and staff that offers support to individuals or groups concerning discrimination, harassment, bullying or bias incidents. The Campus Diversity Advocates do not have an official role in the investigation or resolution of such incidents. Rather, the CDAs are knowledgeable and approachable peers and professional colleagues who are committed to (1) affirming the human dignity of all members of the Elizabethtown College community and (2) affirming the member’s concern, (3) offering support in a non-judgmental environment, and (4) directing campus members to resources for reporting incidents or complaints. To contact a Campus Diversity Advocate go to http://www.etown.edu/offices/diversity/advocates.aspx.

G. **Policy Against Discrimination, Harassment, and Bullying**

In keeping with the historical values of Elizabethtown College, the College endeavors to treat all employees with dignity, justice, and fairness. Elizabethtown College does not tolerate discrimination or harassment of any kind, or bullying against any member of the Elizabethtown College community. The College is committed to the existence of a respectful, safe, and healthy work and learning environment and will ensure that federal and state laws, as well as College regulations prohibiting violence and discrimination, are fully enforced.

This policy is to be implemented throughout the College and is the responsibility of all departments and personnel, supervisory and nonsupervisory. A faculty member found to have violated the College’s policies against discrimination, harassment, and bullying may be subject to disciplinary action up to and including termination or release, the procedure for which is outlined in Chapter 2, Section III, A.
Any employee or student of the College who believes he/she is being subjected to conduct that violates this policy, including any discrimination, harassment (sexual or other discriminatory harassment) or bullying is encouraged to report the situation in accordance with the reporting procedures set forth below.

- **Discrimination**

Elizabethtown College does not discriminate on the basis of gender, race, color, religion, age, disability, veteran status, national or ethnic origin, ancestry, sexual orientation, gender identity and expression, genetic information or any other characteristic protected by the applicable federal, state and local laws. Discrimination or harassment of any kind is strictly forbidden.

- **Harassment**

The College defines harassment as any behavior, verbal or physical, which creates an intimidating, hostile or offensive work, learning, or living environment, particularly if questionable behavior is repeated and/or if it continues after the offending party is informed of the objectionable and/or inappropriate nature of the behavior, and which is based on individual characteristics including gender, race, color, religion, age, disability, veteran status, national or ethnic origin, ancestry, sexual orientation, gender identity and expression or any other legally protected status.

The totality of the circumstances of any given harassment incident must be carefully investigated, but be prohibited harassment may take many forms.

**Definitions:**
Examples of the most common types of harassment include but are not limited to:

- **Verbal harassment**, such as jokes, epithets, slurs, negative stereotyping, and unwelcome or patronizing remarks about an individual’s body, color, physical characteristics, or appearance.

- **Physical harassment**, such as physical interference with normal work, impeding or blocking movements, assault, unwelcome physical contact, staring at a person’s body, or threatening, intimidating, or hostile acts that relate to a protected characteristic.

- **Visual harassment**, such as offensive or obscene photographs, calendars, posters, e-mails, cards, cartoons, drawings and gestures, display of lewd objects, unwelcome notes or letters, or any written, electronic, or graphic material that denigrates or shows hostility or aversion toward an individual.

- **Sexual harassment**, which is specifically defined as sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature or conduct directed toward another person because of his/her gender where:
  - Submission to such conduct is made -- either implicitly or explicitly -- a term or condition of a person’s academic or employment status;
Such behavior has the purpose or effect of substantially interfering with the individual’s academic or work performance or creating an intimidating, hostile or offensive classroom or working or academic environment; or Submission to or rejection of such conduct by an individual is used as a basis for decisions affecting the individual.

- **Sexual violence**, including physical sexual acts perpetrated against a person’s will or where a person is incapable of giving consent due to the victim’s use of drugs or alcohol or due to an intellectual or other disability.
- **Gender-based harassment**, which may include acts of verbal, nonverbal, or physical aggression, intimidation, or hostility based on sex or sex stereotyping, even if these acts do not involve conduct of a sexual nature.

The College will not tolerate any form of harassment. Any member of the faculty who believes he/she is being subjected to harassment including, but not limited to, sexual harassment shall report the situation to his or her immediate supervisor, the Director for Human Resources or a College officer. The College will keep all complaints private consistent with a proper investigation. A complaint should be made within one year of the alleged act of harassment.

The College will not retaliate, nor will it tolerate retaliation, against any employee or student who reports or complains of harassment in the workplace or classroom in good faith. Each allegation will be handled/investigate through established College procedures and appropriate action (s) will be taken. Any member of the College community found to have engaged in prohibited conduct will be subject to discipline, up to and including dismissal. Any deliberate false claims of harassment will be investigated with the complainant being subject to disciplinary action as well.

- **Bullying**

  The College is committed to the elimination of all forms of bullying and will ensure that procedures exist to allow complaints of bullying to be dealt with and resolved without limiting any person’s entitlement to pursue resolution of their complaint within the relevant statutory authority.

  **Definitions:**
  Bullying is unwelcome or unreasonable behavior that demeans, intimidates, or humiliates people either as individuals or as a group. Bullying behavior is often persistent and part of a pattern, but it can also occur as a single incident. It is usually carried out by an individual but can also be an aspect of group behavior. Context is important in understanding bullying, particularly verbal communication. There is a difference between friendly banter exchanged by colleagues and comments that are meant to be, or are taken as, demeaning.

  Mobbing is a particular type of bullying behavior carried out by a group rather than by an individual. Mobbing is the bullying or social isolation of a person through collective unjustified accusations, humiliation, general harassment, or emotional abuse.
Bullying is unacceptable behavior because it breaches principles of equality and fairness, and it frequently represents an abuse of power and authority.

**H. Reporting and Investigative Procedures for Discrimination, Harassment, and Bullying**

Any faculty members who believes he/she is being subjected to discrimination, harassment (sexual or other discriminatory harassment) or bullying shall report the situation to the Dean of Faculty or the Director for Human Resources. A complaint should be made in writing whenever possible, including as much information as possible, such as details of the alleged incident, dates, names of those involved in the harassment, any physical evidence that may exist, and the names of any individuals who may have observed or witnessed the conduct.

Any faculty member who witnesses, receives a complaint, or otherwise learns of conduct that is in violation of the policies related to discrimination, harassment, or bullying is required to refer the matter to the Dean of Faculty or the Director of Human Resources. Any incident or complaint involving a student should be reported to the Dean of Students.

The College has also established a hotline to provide a confidential way for students and employees to report suspected violations of college policy or illegal activities. The procedure the College will use for managing reports through the hotline is included as Appendix 2 of the *Faculty Handbook*.

Information received through the hotline, and any other information received outside of the normal reporting procedures, will be managed by an off-campus service provider and reported to the College staff members as designated in the procedures for the hotline. Once a concern has been reviewed and found to merit investigation, the procedures in the *Student Handbook, Faculty Handbook*, or the *Employee Handbook* will be followed as with any other investigation arising from information submitted in a manner other than through the hotline.

The College will act promptly and appropriately upon any information that it obtains which indicates that any violation of the policy against discrimination, harassment, or bullying has taken place, following the procedure below.

**Informal Resolution**

It may be possible and appropriate to resolve the reported offense informally. The Dean of Faculty and/or Director for Human Resources will investigate and document the complaint and informal steps taken to resolve the concern. Documentation falling under the Informal Resolution process will remain in the Document Retention File, maintained by the Director for Human Resources separate from personnel files. This information will be used to monitor repeated complaints within the same department or involving the same individual. Should additional complaints be received, the Director for Human Resources, in consultation with the Dean of Faculty, will move the complaint and documentation to the Formal Resolution process.
Formal Resolution
If for any reason the matter cannot be resolved as described above, or a complainant chooses the formal resolution, the complainant will state the specific allegations in writing so that a broader investigation can be initiated by the Director for Human Resources or assigned neutral designee. The College may also determine, based on nature of severity of the concern, to initiate the process for a formal resolution of the matter. The Director for Human Resources or assigned neutral designee, in consultation with the Dean of Faculty, will then promptly coordinate a formal investigation into the complaint. The College will typically notify an employee regarding a complaint and investigation; however, there may be incidents when the College will delay notification in order to protect data, electronic files or other College property.

In consultation with the Dean of Faculty, the Director for Human Resources or assigned neutral designee will decide whether the complaint warrants:
   a. Further investigation by the College or, if criminal behavior has been discovered, by law enforcement.

   b. Dismissal of the charges if unsubstantiated with communication of the outcome to the accused and the complainant as well as a letter in the accused’s file regarding the outcome of the investigation.

   c. Affirmation of the allegations with recommendations to the Dean of Faculty for appropriate disciplinary action. Notification verbally and in writing to the faculty member as to the findings of the investigation and applicable sanctions as determined by the Dean of Faculty in consultation with the Director for Human Resources. A letter outlining the offenses and actions taken will be placed in the faculty member’s personnel file.

Recommended disciplinary action will be determined on a case-by-case basis and will be determined by the frequency and severity of the violation.

Should either the complainant or the faculty member disagree with the outcome of the investigation, an ad hoc Peer Relations Review Committee of three employees chosen by the Dean of Faculty (concerning faculty complaints) or the Provost/Senior Vice President and Vice President for Administration (concerning staff and administration complaints) will be established. The Peer Relations Review Committee will conduct an independent investigation and make a recommendation as to the results of the Committee’s investigation. The Dean of Faculty, Provost/Senior Vice President, and the Vice President for Administration, as appropriate to the case, will then make a final determination and action.

A faculty member found to have violated the College’s policies against discrimination, harassment, and bullying may be subject to disciplinary action up to and including termination or release, the procedure for which is outlined in Chapter 2, Section III, A.
Retaliation
The College will not retaliate, nor will it tolerate retaliation, against any employee or student who, in good faith, reports or makes a complaint of discrimination, harassment, or bullying in the workplace or classroom, or who participates in an investigation into the same. Following the resolution of any complaint, the employee or student should continue to keep the College informed if the harassment persists.

No individual will be subject to disciplinary action for submitting a good faith report of a policy violation. However, any claims of prohibited conduct that are found to be deliberately false will be investigated and the complainant may be subject to disciplinary action. Anyone who believes that she/he has been the subject of a false allegation may meet with the Dean of Faculty or Director for Human Resources to discuss the allegations.

Confidentiality
The College shall maintain confidentiality to the extent possible within the requirements of conducting reasonable and complete investigations. To the extent possible, only those who have a need to know will be told the identity of the parties to a complaint. In certain circumstances, however, the investigation may disclose the identity of those individuals who claim to have been harassed and/or others involved.

In some instances, a reporting party may ask to take no action or to defer action until a later date in order to maintain anonymity. In these instances, the College reserves the right to limited disclosure and to take appropriate action in order to complete its investigation and to ensure the safety and well-being of other members of the College community.

The College as Complainant
The College reserves the right to investigate allegations of prohibited conduct in appropriate circumstances even in the absence of a complaint from a member of the College community. Results of any investigation involving prohibited conduct will be documented and coordinated through Human Resources and in cases involving students the Office of Student Rights and Responsibilities.

I. Workplace Violence Policy

Elizabethtown College is concerned and committed to the safety, security, and general well-being of its employees, students, and visitors to the campus. The College will not tolerate any type of violence in the workplace and will make every effort to prevent violent incidents from taking place. Threats, verbal or physical, threatening behavior, acts of violence, or any related conduct while on the College's premises or while conducting official business for the College are strictly prohibited.

The College will respond promptly and decisively to violence, threatening behavior, and harassment on campus. Any act of misconduct will be investigated and appropriate action taken, which may include disciplinary action, termination of employment, arrest, and prosecution. Violence in the workplace may appear in different forms and can include direct or indirect threatening, verbal and physical assaults, domestic disputes, sabotage or behavior that disrupts and creates a hostile work environment. Unauthorized possession or use of
firearms, or other dangerous weapons is prohibited. Dangerous weapons are any item used or could be used with the intent to cause harm, threaten, or intimidate.

**Reporting Procedures**

a. Employees who either experience or observe an act of violence or threat of violence must immediately report the incident to Campus Security by calling Extension 1111. Do not place yourself in peril.

b. Campus Security will notify the police department when appropriate for incidents of workplace violence involving firearms, bodily harm, and domestic disputes.

c. Investigation of reported incidents of workplace violence shall be conducted by Campus Security in conjunction with the Director for Human Resources. The investigation shall be conducted on an immediate, priority basis, following emergency medical care if needed. Each incident will be evaluated and an appropriate remedy will be provided based on the nature of the offense, duration, totality of circumstance and past offenses.

**J. Whistleblower Policy**

Elizabethtown College is committed to the highest standards of all business practices. This policy is created to enable all employees of the College to report concerns about possible business or financial misconduct, with the reassurance they will be protected from any retaliation for acting in good faith. For the purpose of this policy, misconduct may include, but is not limited to:

- Theft of cash or College property
- Misappropriation of College funds
- Falsification of accounting or financial records, including accounting omissions
- Misappropriation of grant funds
- Inappropriate authorization, allocation or spending of College funds
- Falsification of reported work hours (including student employees)
- Kickbacks

When making a good faith report, the reporter will not be subject to retaliation by the College. To file a report under this policy, an employee may do so via telephone or in person during regular operating hours or by mail to the Director for Human Resources or the College President. The employee will need to submit in writing a report relative to the business or financial misconduct. A good faith report should contain factual information, dates, names, locations, and any other information to warrant an investigation. Contact information of the individual submitting the report should also be included. Confidentiality of the reporter will be maintained to the extent practicable by law and the legitimate needs of the investigation.

Upon receipt of the report explaining the business or financial misconduct, an investigation will ensue promptly. Any faculty member found to have engaged in business or financial misconduct will be subject to disciplinary action up to and including termination or
release, the procedure for which is outlined in Chapter 2, Section III, A, and prosecution by the appropriate law enforcement authorities. If the reporter experiences any retaliation from the individual wrongdoer(s), it should be immediately reported to the Director for Human Resources.

Employees found to have made knowingly false or misleading reports will be subject to disciplinary action including possible termination or release, the procedure for which is outlined in Chapter 2, Section III., A.

Reports of business or financial misconduct by a student will be turned over to the Dean of Students.

K. **Conflict of Interest Policy**

Faculty members are charged to act on behalf of the College and in support of its mission and should avoid any actual or perceived conflict of interest. In their capacity as faculty members, they are expected to hold the interests of the College paramount. An apparent conflict of interest arises when a faculty member is in a position to influence the College’s decisions in ways that could lead to personal financial gain or other advantage for the faculty member or faculty member’s immediate family or associates.

Faculty members are expected to disclose potential conflicts of interest. They should identify in writing any such conflicts to the Dean of Faculty, prior to engaging in the activity that poses the potential conflict. If a conflict of interest is found to exist involving a faculty member, the faculty member involved should avoid the potential conflict and/or excuse him/herself from participation in decisions on behalf of the College that affect the employee’s personal interest.

L. **Policy Prohibiting Consensual Relationships with Students**

Dating, romantic, or sexual relations between College employees (faculty, staff, and administrators) and students, even if consensual, can negatively affect the educational environment for students, and are therefore not permitted. Members of the faculty and staff are expected to maintain professional relations with all students, act in accordance with standards of professional conduct and avoid conflicts of interest, favoritism, bias, or creation of a hostile environment for students.

A consensual romantic and/or sexual relationship between an employee and a student enrolled at the College can compromise professional standards and expose both the employees and the College to claims of harassment or unlawful discrimination – for example, from the student involved or from other students who allege they are disadvantaged because of the employee’s unprofessional relationship with one of their peers.

Accordingly, the College prohibits consensual romantic and/or sexual relationships between employees (faculty, staff, or administrators) and students. A faculty member found to be engaged in a romantic and/or sexual relationship with a student may be subject to
disciplinatory action up to and including dismissal or release, the procedure for which is outlined in Chapter 2, III, A.

A faculty member may eliminate exposure to possible disciplinary action and potential legal liability by not entering into a romantic and/or sexual relationship with a student, by terminating the relationship, or by exploring other remedies with the appropriate Dean or College official. If necessary, the College may take action to terminate any supervisory or educational relationship between a faculty member and a student who are in a romantic and/or sexual relationship, pending resolution of any violation of this policy.

Entering into a romantic and/or sexual relationship with any student is outside the bounds of an employee’s assigned duties, and he/she may not be eligible for the College’s liability insurance protection should he/she incur civil or criminal liability as a result of his/her actions.

Faculty members who are married to or are a domestic partner of a student (as defined under the Domestic Partnership Benefits) are exempt from this policy. In situations where such a pre-existing relationship exists, the individual with the supervisory, teaching, advisory or evaluative position over the student must inform his/her supervisor, Chair, Dean, or the Director for Human Resources of the conflict of interest immediately. Necessary steps will be taken to resolve the conflict and eliminate any appearance of favoritism or advantage and/or inconsistencies with any other College policies.

M. Nepotism

Elizabethtown College seeks to employ faculty, staff, and administrators who can best achieve its mission and so does not prohibit members of the same family from being employed at the College. At the same time, we recognize the sensitive nature of having family members employed by the same institution. Careful measures are taken to avoid situations where the possibility of favoritism or conflicts of interest might exist. Individuals will not be employed in a situation where a relative can directly influence another relative’s career, pay, or employment status.

N. Confidentiality

The College often gathers information relative to applicants, students, and employees during the course of business. Employees are prohibited from sharing confidential information to other employees or students except for those employees who would otherwise have a legitimate need-to-know such information. Students and employees may be asked to sign a confidentiality statement pertaining to their work area and the disclosure of confidential information.
III. Release and Retrenchment

A. Release of Faculty Members Charged with Unsatisfactory Performance or Unprofessional Conduct

Part-time faculty and faculty members on term appointments are to be dealt with directly by the President or designee, in a way she/he thinks best.

Probationary faculty members fall under the procedure for reappointment or non-reappointment in Chapter Two, Section I, Letter J. Numbers 1 and 2.

Tenured faculty members enjoy continuing employment until separation due to resignation or retirement or until financial emergency or reduction of programs necessitate reduction in staff, or until discharged for professional incompetence or moral turpitude.

When a charge of professional incompetence or moral turpitude is brought against a tenured faculty member, the following procedure shall be used to determine any need for sanctions, including her/his release. (She/he shall be referred to hereafter as "member").

1. Procedures for Release of Tenured Faculty

a. When charges are brought against a faculty member that she/he is not satisfactorily meeting her/his academic/professional and/or ethical/personal obligations to Elizabethtown College, the Provost and Senior Vice President together with the Dean of Faculty and Department Chairperson and any other person they deem of value shall meet with the member and attempt a resolution, if possible, and make a preliminary determination whether there is sufficient cause to proceed with a formal investigation.

If a formal investigation is to proceed, the Provost and Senior Vice President shall do the following: (1) inform the member in writing of the charges brought against her/him; (2) request that the Personnel Council acting as a Review Board conduct an investigation of the charges and render a determinationfinding of whether there is prima facie evidence that warrants the referral of the case to the Judicial Council acting as a faculty committee on release; the Personnel Council must report its finding/determination to the President within two weeks after receipt of the Provost and Senior Vice President's request.

The President shall inform the member of the Personnel Council Review Board's finding/determination in writing, indicating whether or not she/he is referring the case for action to the Judicial Council. Following this notification of the member, the President shall request that the Judicial Council acting as the faculty committee on release begin proceedings.
Within two weeks after receipt of the written request from the President, the Judicial Council shall set a suitable time and place for a formal hearing. The members shall be given no less than two weeks notice of the date, time and place of the hearing, as shall the President and Provost and Senior Vice President. The two-week period may be extended by mutual consent of the parties (Judicial Council, member, President). The member, by written request, may halt the Committee's proceedings at any time on the grounds that she/he has resigned from the College or that she/he prefers and consents to an administrative disposition of the case by the President whose decision shall be final and without further appeal. The hearing shall be held by the Judicial Council at the stipulated date, time, and place. The hearing shall be open to the member's peers, unless the member requests or consents to a closed session(s).

The member shall have the following rights:

- She/he may have an adviser of her/his own choosing.
- She/he may have witnesses appear in her/his behalf.
- She/he shall be confronted with the evidence concerning the charges against her/him. The Judicial Council will have the right to set the rules on evidence appropriate to the case, but hearsay evidence and testimony not in deposition will be regarded as inadmissible.
- A stenographic record or recording shall be made of the entire hearing. This shall be held by the Judicial Council and be available only to the Judicial Council and the President of the College and the member.

b. The sequence for the hearing shall be as follows:

(1) The Provost and Senior Vice President or her/his designated designee is to organize and present the evidence in the way she/he deems best including, if desired, the calling of witnesses.

(2) Following this presentation, the member shall have time to defend her/his position.

(3) The Judicial Council may then inquire into the matter in the way the members think best.

(4) Time shall then be allowed for the Provost and Senior Vice President or her/his designee to make a summation.

(5) The hearing shall conclude with a summation by the member or her/his designee.

(6) The Judicial Council may limit time for any part of this inquiry as it sees fit.
(7) The Judicial Council shall then meet in closed session for discussion, if desired, and vote on the question of whether or not to uphold the charges as a whole or singly and whether or not to recommend dismissal of the member. A majority vote is necessary for a decision; a tie vote constitutes upholding the charge.

(8) The recommendation of the Judicial Council shall then be immediately forwarded in writing to the President. The vote count shall not be divulged, except to the Judicial Council members and to the President. Also, the vote count shall not be recorded.

(9) Within three days after the President of the College receives the recommendation from the Judicial Council she/he shall make the final decision and transmit this in writing to the member and the Judicial Council which will notify the faculty of the decision of the President. The decision of the President shall be final. This shall conclude the matter.

B. Faculty Retrenchment

1. Consultation

The Elizabethtown College President together with deputies of her/his choosing shall meet and discuss with designees of the Personnel Council or its designee regarding any changes, including those involving curricula and programs, which will lead to retrenchment and thereby affect wages, hours, and terms and conditions of employment. For these discussions, the President shall make available to Personnel Council information, statistics, or financial data related to any such proposed change.

2. Policies

The following policies shall guide in the case of faculty retrenchment:

a. Upon appointment to tenure status, a faculty member shall have continuous employment until retirement age as set by college policy or until charges of professional incompetence, moral turpitude, or emotional and/or physical disorders are acknowledged or proven, or until financial emergency or program reduction make it necessary to eliminate a position.

b. When reduction of staff must be made, the personnel to be retained will be determined on the bases of professional qualifications as they relate to departmental or collegial program need first, then tenure, then length of service to the College, and finally academic rank.

c. A faculty member furloughed from Elizabethtown College shall, within her/his furlough period (a period of time equal to her/his length of service at the College,
or three years from her/his date of retrenchment, whichever is the lesser) be given preference with respect to a faculty opening for which she/he applies if deemed qualified. In the event a faculty member is recalled to her/his original position, she/he shall receive the same rank and salary (and tenure if appropriate) and benefits comparable to that which she/he would have received had she/he not been retrenched.

3. Procedures for Program Retrenchment

a. If and when retrenchment is to occur, the President of Elizabethtown College shall, to the extent practicable, make plans to permit the process of natural attrition to effect the required reduction of faculty.

b. When, in the opinion of the President of Elizabethtown College, retrenchment becomes necessary and it cannot be accomplished totally by natural attrition, the Personnel Council and the affected faculty members shall be notified prior to the implementation, and retrenchment shall be made as circumstances require, provided that the following order shall be utilized to the extent feasible: first temporary, then full-time and finally regular full-time (i.e., tenured and tenure track).

c. Retrenchment when possible and consistent with the above order shall be made in inverse order of length of service from the most recent date of employment at the College ("seniority").

d. Before retrenching a faculty member, the President of Elizabethtown College shall make a reasonable effort to place her/him in a comparable position in Elizabethtown College or elsewhere.

e. The faculty members to be retrenched shall be given notice in accordance with these guidelines:

(1) First-year faculty members - February 1, if the appointment expires at the end of that year; or if a one-year appointment terminates during the academic year, at least three months in advance of its termination.

(2) Second-year faculty members - February 1, if the appointment expires at the end of that year; or if an initial two-year appointment terminates during the academic year, at least six months in advance of termination.

(3) Faculty members beyond the second year to tenure--twelve months prior to retrenchment. A retrenched faculty member shall not be permitted to appeal that action as if it were a non-renewal, but may appeal to Judicial Council on the grounds of a violation of proper retrenchment procedures. If a faculty member has been scheduled for a sabbatical leave, she/he shall not be deprived of his sabbatical leave because she/he is subject to being retrenched.
4. Procedures for Financial Emergency

   a. In any case in which the President has declared the institution to be in a state of financial emergency or program reduction, the following procedures shall be followed:

      (1) The Provost and Senior Vice President shall determine the areas in which reductions should take place on the basis of the following criteria which are not stated in any order of priority.

         The stated purposes, goals, objectives, and policies of the institution.

         The students’ served or other productivity of the area.

         Comparability with other years and with similar programs in similar institutions.

      (2) The Provost and Senior Vice President will consult with the President regarding all decisions based on financial emergency or program reduction.

      (3) These decisions will then be discussed with the Personnel Council, the goal of these discussions being a recommendation to the President. In those cases in which a personnel decision would phase out an academic program, the Provost and Senior Vice President shall also consult with the Academic Council.

      (4) After these consultations, the Provost and Senior Vice President shall make her/his final decision and recommend that course of action to the President.

      (5) The President will make the final decision.

   b. This presidential decision on departmental and/or program reductions shall become the basis from which the Provost and Senior Vice President will work with appropriate chairpersons and directors.

      (1) The Provost and Senior Vice President and the chairperson or director shall mutually decide which position(s) is to be phased out.

      (2) In those cases in which the Provost and Senior Vice President and the chairperson or director cannot agree, the decision of the Provost and Senior Vice President shall stand.

      (3) The Provost and Senior Vice President shall recommend a specific individual(s) to the President for furlough.

      (4) The President shall make the final decision and issue the letter of retrenchment.
Chapter Two: Duties and Privileges of the Faculty

2.45

c. Appeals

(1) During the application of the policy described in the above, the faculty member shall be invited by the Provost and Senior Vice President and the director or chairperson to give reasons why she/he should not be issued a letter of retrenchment.

(2) If the faculty member is not satisfied by the results of her/his appearance before the Provost and Senior Vice President, she/he has the right of written appeal to the President, within seven working days of notice of denial from the Provost and Senior Vice President, outlining reasons why the action should not be taken by the Provost and Senior Vice President. The President's decision is final.

d. Furlough

(1) A faculty member who is furloughed from Elizabethtown College shall be placed on a preferred rehiring list and shall retain all prior rights accrued up to the date she/he was placed on that list. She/he shall be retained on the preferred hiring list for a period of three years. No new faculty member will be hired to fill a vacancy at the College unless the vacancy is first offered in writing to all qualified faculty members on that list. The offer must stand for a period of thirty days. Should a faculty member reject in writing the offer of such a position, or fail to respond in writing within the thirty-day period, her/his name shall be passed over, but her/his name shall remain on the preferred hiring list for the remainder of the three-year period.

e. Recall

(1) All recalled faculty shall retain all sick leave accumulations, credits for tenure and sabbatical leave, and shall be entitled to redeposit repurchased past service credits for retirement in accordance with TIAA-CREF regulations.

(2) She/he shall not be considered a new employee for purposes of fringe benefits provided for faculty members.

(3) A faculty member furloughed while on sabbatical leave shall not be liable to repay the “loan” referred to in the Benefits Section.
Chapter Three: Financial Matters, Benefits and Leaves

I. Compensation

A. Compensation

The compensation policy of Elizabethtown College is performance based. Specifically, it differentiates between recognition of meeting standard performance expectations (SPE) for the college and one’s department, and recognition of exceeding SPE through Merit Awards. Standard Professional Expectations are defined by each department and reviewed by the Dean of Faculty and Personnel Council. Salary range is made available to the faculty by the Office of the Vice President for Finance. Personnel Council represents the faculty in matters of compensation.

All full-time faculty members’ compensation is paid over a 12-month period that runs from July 1 through June 30.

1. Merit Awards

Faculty members whose performance in the areas of teaching, professional activities, and service meet standard professional expectations may nominate themselves for a Merit Award. One must have met SPE in all categories to be eligible to apply for a Merit Award. Providing evidence justifying a Merit Award is the responsibility of the individual; however, the department chairperson or the Dean of Faculty may also nominate individual faculty members. In these cases, the department chairperson or Dean of Faculty should provide an explanation for the nomination. Merit awards are added to the base pay of the individual. Each year the college will give a minimum of five Merit Awards in Teaching, five in Professional Activity, and five in Service.

a. Procedures

After department chairs have completed the SPEs for each faculty member, the Dean of Faculty will notify all eligible faculty members in writing that they may apply for a Merit Award (normally by April 15). Applications include a vita update or current vita, and a 500 word statement from the faculty member stating how he or she has exceeded SPE, its relation to the Professional Development Plan on file, and why this activity deserves a Merit Award. Applications are due to the Dean of Faculty by May 1.

Applications for Merit Awards may cover work done in the immediately ending academic year and up to two years prior. Once a Merit Award has been granted, evidence used in support of that award may not be used to justify subsequent awards. However, other simultaneous work not used in support of an award may be used to justify exceptional performance awards in subsequent years.
Decisions will be made by a committee composed of the Dean of Faculty, a member of PC and three other faculty members appointed by PC. These appointed faculty members will have previously earned Merit Awards (or EP from past years), may not be currently applying for Merit Awards, and should represent a distribution across: Humanities, Fine and Performing Arts, and Social Sciences, Professional Programs, and Natural and Physical Sciences. Merit Awards will be made by June 1 and announced publicly in an appropriate forum such as Convocation and/or the Board of Trustees Meeting.

b. Appeals of Merit Award Decisions
Faculty members may appeal a Merit Award decision on substantive grounds to the Provost and Senior Vice President in writing within five (5) working days of receiving the decision. The Provost and Senior Vice President shall render a decision within 15 working days of receiving the appeal. All decisions of the Provost and Senior Vice President on the basis of substance shall be final.

The faculty member may appeal to Judicial Council only on the basis of procedural grounds demonstrating violation of established procedures and/or prejudicial, capricious, or inconsistent actions in the application of guidelines and criteria. Appeals to Judicial Council must be made within 5 working days of receiving the decision of the committee. Judicial Council shall decide whether or not to consider the appeal within 5 working days of receiving the appeal, and it shall render a decision within 10 additional working days of notifying the candidate. The Judicial Council may decide to uphold the appeal and the candidate’s application will receive a new evaluation by the committee, or Judicial Council may decide to deny the appeal, which will be a final decision.

2. Senior Merit

a. Program Design
(1) Full Professors may apply for Senior Merit during or after their sixth year at rank. The applicant may delay applying past the sixth year and use accumulated materials to support application.

(2) The Dean of Faculty will notify faculty members who are eligible to apply. This will include faculty in their sixth year at rank, any faculty beyond their sixth year but who have not received Senior Merit in the past six years, and faculty who are again eligible for Senior Merit, having been awarded Senior Merit six years earlier.

(3) All applications should be forwarded to the Dean of Faculty to be reviewed by the Senior Merit Committee. Applications are to be submitted by September 15.
(4) The applicant should include a current curriculum vita and a narrative that demonstrates satisfactory levels of achievement in teaching, scholarship, and service as well as providing evidence of outstanding achievement in at least one of the three areas. The narrative should not exceed 1500 words. Standards of performance and expectations by rank are detailed in the Faculty Handbook, Chapter 2, Section I, J., 6. b.

(5) The Committee will review applications and make recommendations to the Provost and Senior Vice President by October 15. The Provost and Senior Vice President will review the Committee recommendations and notify applicants of the decision by November 1.

(6) The recipient of a Senior Merit award will receive an increase to base salary in the amount of $5,000 at the start of the next fiscal year (July 1). The merit increase will be added after any other across-the-board increases have been calculated.

(7) Faculty members who were not awarded Senior Merit may apply again the following year.

b. Appeals of Merit Award Decisions
Faculty members may appeal a Senior Merit Award decision on substantive grounds to the Provost and Senior Vice President in writing within five (5) working days of receiving the decision. The Provost and Senior Vice President shall render a decision within 15 working days of receiving the appeal. All decisions of the Provost and Senior Vice President on the basis of substance shall be final.

The faculty member may appeal to Judicial Council only on the basis of procedural grounds demonstrating violation of established procedures and/or prejudicial, capricious, or inconsistent actions in the application of guidelines and criteria. Appeals to Judicial Council must be made within 5 working days of receiving the decision of the Committee. Judicial Council shall decide whether or not to consider the appeal within 5 working days of receiving the appeal, and it shall render a decision within 10 additional working days of notifying the candidate. The Judicial Council may decide to uphold the appeal and the candidate's application will receive a new evaluation by the Committee, or Judicial Council may decide to deny the appeal, which will be a final decision.

3. Standard Professional Expectations (SPE)
If the faculty member is found not to have met the standard professional expectations, then the Dean of Faculty has the responsibility of working through the Department Chairperson to offer suggestions and resources to the deficient faculty member in order that she/he can correct the problem. Anyone not meeting
standard professional expectations for two consecutive years shall not be eligible for full salary increments for the following years until standard performance expectations are met.

Faculty members shall have the right to appeal the SPE decisions in writing to the Provost within five (5) working days of receiving the decision. Should there be no satisfactory resolution of the appeal to the Provost, the faculty member has five (5) working days from the point of receiving the Provost’s denial to submit a written appeal with reasons to the Judicial Council, which shall provide the President with a recommendation within 14 days after receiving the written appeal. The decision of the President shall be final. Appeals to Judicial Council must be based only on procedural grounds demonstrating violation of established procedures and/or prejudicial, capricious, or inconsistent actions in the application of guidelines and criteria.

4. Recognition Awards

Faculty and staff members and faculty teams and/or staff teams, can be nominated for a Recognition Award for significant contributions supporting the College’s strategic initiatives or strengthening and improving the College’s effectiveness as an institution. Awardees and individual members of a team receive $500 and a Recognition Award Certificate. Recognition Award(s) are paid as a one-time payment in the first pay period of July and are not added to base salary.

5. Payroll Procedure

The payroll staff, located in Alpha Hall Room 201, collects payroll forms, including W4, Certification of Residence, Local Services Tax, and Direct Deposit.

All payroll is handled through direct deposit. Payroll for all hourly employees shall be on a bi-weekly basis; payroll for all salaried employees shall be twice a month. An annual calendar of payroll dates is issued to employees in July. Questions concerning payroll should be directed to the Manager of Payroll.

Payroll Deductions. According to federal, state, and local regulations, the College must withhold FICA (Social Security/Medicare Tax), state unemployment tax, federal and state income tax, and local wage tax. Annually, the Local Services Tax is deducted.

6. Address/Name Change

If an employee’s address or name changes, he/she must complete a new W4 and Certificate of Residence form and submit them to Payroll as soon as possible. For a name change, the employee must show the social security card with the new name to the Payroll office.
B. **Social Security**

All categories of College employees are eligible and are required to participate. A percentage of the employee’s wages is paid by the employer and the employee. This rate includes hospital insurance under Medicare. Contributions are deducted from the employee’s wages and are sent to the Internal Revenue Service along with the College’s matching share. The contributions of the College and the individual are over and above those contributed to TIAA/CREF.

Social Security pays monthly benefits to individuals who retire after reaching full retirement age as determined by the Social Security Administration, and who have worked in covered employment or self-employment for minimum periods of time. Social Security will pay reduced benefits to workers who retire after age 62, but prior to full retirement age. It also provides monthly benefits for the employee’s family members. You must apply at the local Social Security Office in order to begin receiving benefits.

C. **Current (2014-15) Faculty Salary Minimums by Rank**

- Assistant Professor: $55,069
- Associate Professor: $70,197
- Professor: $80,951

D. **Overload/Adjunct Rates (2013-14)**

- Category 1 (Instructor/Assistant, 0-24 credit hours): $794/credit
- Category 2 (Associate, 25-60 credit hours): $899/credit
- Category 3 (Professor, 61+ credit hours): $1,000/credit

II. **Benefits**

All benefits are subject to the individual plan documents and may be changed from time to time by Elizabethtown College.

A. **HIPAA Notice of Privacy Practices**

This notice is intended to inform you of the privacy practices followed by the Elizabethtown College Group Health Plan. It also explains the federal privacy rights afforded to you and the members of your family as plan participants covered under a group health plan.

As a plan sponsor the College often needs access to health information in order to perform plan administrator functions. We want to assure the plan participants covered under our group health plan that we comply with federal privacy laws and respect your right to privacy. We require all members of our workforce and third parties that are provided access to health information comply with the privacy practices outlined below.
Uses and Disclosures of Health Information

**Health Care Operations.** We use and disclose health information about you in order to perform plan administration functions such as quality assurance activities, resolution of internal grievances, and evaluating plan performance. For example, we review claims experience in order to understand participant utilization and to make plan design changes that are intended to control health care costs.

**Payment.** We may also use or disclose identifiable health information about you without your written authorization in order to determine eligibility for benefits, seek reimbursement from a third party, or coordinate benefits with another health plan under which you are covered. For example, a health care provider that provided treatment to you will provide us with your health information. We use that information in order to determine whether those services are eligible for payment under our group health plan.

**Treatment.** Although the law allows use and disclosure of your health information for purposes of treatment, as a plan sponsor we generally do not need to disclose your information for treatment purposes. Your physician or health care provider is required to provide you with an explanation of how they use and share your health information for purposes of treatment, payment, and health care operations.

**As permitted or required by law.** We may also use or disclose your health information without your written authorization for other reasons as permitted by law. We are permitted by law to share information, subject to certain requirements, in order to communicate information on health-related benefits or services that may be of interest to you, respond to a court order, or provide information to further public health activities (e.g. preventing the spread of disease) without your written authorization. We are also permitted to share health information during a corporate restructuring such as a merger, sale, or acquisition. We will also disclose health information about you when required by law, for example, in order to prevent serious harm to you or others.

**Pursuant to your Authorization.** When required by law, we will ask for your written authorization before using or disclosing your identifiable health information. If you choose to sign an authorization to disclose information, you can later revoke that authorization to cease any future uses or disclosures.

**Right to Inspect and Copy.** In most cases, you have a right to inspect and copy the health information we maintain about you. Your request to inspect or review your health information must be submitted in writing to Human Resources.

**Right to an Accounting of Disclosures.** You have a right to receive a list of instances where we have disclosed health information about you for reasons other than treatment, payment, health care operations, or pursuant to your written authorization.

**Right to Amend.** If you believe that information within your records is incorrect or if important information is missing, you have a right to request that we correct the existing information or add the missing information.
Right to Request Restrictions. You may request in writing that we not use or disclose information for treatment, payment, or other administrative purposes except when specifically authorized by you, when required by law, or in emergency circumstances. We will consider your request, but are not legally obligated to agree to those restrictions.

Right to Request Confidential Communications. You have a right to receive confidential communications containing your health information. We are required to accommodate reasonable requests. For example, you may ask that we contact you at your place of employment or send communications regarding treatment to an alternate address.

Right to Receive a Paper Copy of this Notice. If you have agreed to accept this notice electronically, you also have a right to obtain a paper copy of this notice from us upon request. To obtain a paper copy of this notice, please contact the person listed below.

Our Legal Duties

We are required by law to protect the privacy of your information, provide this notice about information practices, and follow the information practices that are described in this notice.

We may change our policies at any time. Before we make a significant change in our policies, we will provide you with a revised copy of this notice. You can also request a copy of our notice at any time. For more information about our privacy practices, contact Human Resources.

Complaints

If you are concerned that we have violated your privacy rights, or you disagree with a decision we made about access to your records, you may contact Human Resources. You also may send a written complaint to the U.S. Department of Health and Human Services — Office of Civil Rights. You may visit www.hhs.gov/ocr for further information.

B. Employee Retirement Income Security Act of 1974

On Labor Day, 1974, a new law called the Employee Retirement Income Security Act (ERISA) was enacted to protect the interests of workers in pension and welfare plans. ERISA requires that the employer inform all employees of the most important facts they need to know about their fringe benefits. In addition, the Controller is required to file information about your benefit plans with the Department of Labor. Reports giving detailed financial information must also be filed annually. Summaries of this information will be made available to you at no charge. All plan documents are available for examination in the Human Resources Office.

The College undergoes the required IRS 403(b) audit of the prior year’s plan each summer.
ERISA established certain minimum requirements for all benefit plans, especially pension plans. You should examine the information supplied to you since it may affect some decisions you must make regarding your retirement benefits.

The new law requires that persons who control employee benefit plans, called fiduciaries, must act solely in the interest of an employee and be prudent in carrying out the plan duties. In order that you may know who is responsible for the plans described in this section of the manual, the principal officers of the College who have discretionary responsibility in relation to the plans are listed below:

Elizabethtown College Administrators
President
Vice President for Administration
Vice President for Finance

If you have any questions regarding ERISA or the information furnished to you, contact Human Resources. The nearest office of the Labor Department also has people who will be able to assist you or provide you with additional information.

Statement of ERISA Rights

Participants in the College Retirement Plan and the College Tax-Deferred Annuity Plan are entitled to certain rights and protections under the Employee Retirement Income Security Act of 1974 (ERISA). ERISA provides that all plan participants shall be entitled to:

1. Examine, without charge, at the Plan Administrator’s Office, all plan documents and copies of all documents filed by the plan with the U.S. Department of Labor and Internal Revenue service, such as detailed annual reports and plan descriptions.

2. Obtain copies of all plan documents and other plan information upon written request to Plan Administrator. The Administrator may make a reasonable charge for the copies.

3. Receive a summary of the plan’s annual ERISA Report to the internal Revenue Service. The Plan Administrator is required by law to furnish each participant with a copy of this summary annual report.

4. Obtain a statement advising the participant of the amount of funds accumulated to provide benefits at normal retirement age if participation under the plan stops now. Each year TIAA-CREF sends participants a statement of annuity premiums paid during the previous calendar year and an illustration of the annuity income at retirement under certain stated assumptions.

ERISA sets forth the duties of the people who are responsible for the operation of the College Retirement Plan and the College Tax-Deferred Annuity Plan. The people
who operate these plans have a duty to do so prudently and in the interest of the participants and beneficiaries. No one, including the employer, may discharge or otherwise discriminate against participants in any way to prevent them from obtaining benefits to which they are entitled under the plans or exercising their rights under ERISA.

If an application for benefits under either of the plans described in this handbook is denied in whole or in part, the participant or beneficiary must receive a written explanation of the reasons for the denial. Participants have the right to have the Plan Administrator review and reconsider denied claims on eligibility, participation, contributions, or other aspects of the plan and to have TIAA-CREF review and reconsider denied claims under TIAA-CREF Annuity contracts. Under ERISA, participants may take steps to enforce these rights.

If a claim for benefits is denied or ignored, in whole or in part participants may file suit in a state or federal court. If the Plan Administrator’s responsibility to compute and remit plan contributions is not discharged according to the terms of this plan or if a participant is discriminated against for asserting ERISA rights, he or she may seek assistance from the U.S. Department of Labor or may file suit in a federal court. The court will decide who should pay court costs and legal fees. If the participant is successful, the court may order the person sued to pay these costs and fees. If the participant loses, the court may order him or her to pay these costs and fees, for example, if it finds the claim is frivolous.

Contact the Plan Administrator if you have any questions about this plan. If a participant has any questions about this statement or about rights under ERISA, he or she should contact the nearest area office of the U. S. Labor-Management Services Administration, Department of Labor.

C. Retirement

The College does not have a mandatory retirement age; however, it has set the following guidelines for determining when an employee who leaves the College is considered retired.

- Employees leaving the College on good terms with 20+ years of service
- Employees age 60 or above leaving the College on good terms

Employees who are considered retired from the College and have served at least ten years will receive a gift from the College, traditionally a captain’s chair or a rocker, in recognition of their service. The retirees will also be invited to attend an annual retiree reception. Faculty members who retire from the College are eligible to be nominated for emeritus status.
D. Benefit Program

1. Retirement Plan --TIAA/CREF

Elizabethtown College participates in the retirement plan for the Teachers Insurance and Annuity Association of New York (TIAA). The Vice President for Finance of Elizabethtown College is defined as the Plan Administrator. Employees who work at least 1,000 hours per year are eligible for this benefit. Employees are 100% vested in the plan immediately.

Regular Annuity
Unless previously participating in this plan at another institution, or in another qualified plan, a new employee is not eligible to participate during her/his first two years. Employees must attain age 21 before being eligible to participate in the retirement plan. After the two-year eligibility period has been met, the employee may participate in the regular annuity retirement plan if they work the equivalent of one-half time or at least 1,000 hours per year. The employee contributes 5% of his/her base salary into a retirement account. In turn, the College will contribute 10% * of the employee’s base salary into the employee’s retirement account. As of January 1, 2000, the College will contribute 3% of the employee’s base salary into the employee’s retirement account if the employee does not contribute 5%.

*Employees hired prior to 9/1/04 receive 11.5% from the College when they contribute 5% of their base salary.

TIAA provides a parallel retirement option in the College Retirement Equities Fund (CREF). Contributions made to CREF are invested in units of common stock, money market account, social choice account, bond market account, and/or global equities account.

Option Purchase of Additional Annuity - SRA
The Supplemental Retirement Annuity (SRA) is designed for those who want to set aside funds for retirement through a tax-deferred annuity plan over and above amounts being accumulated under the institution's retirement plan. Premiums may be allocated to TIAA, CREF, or between TIAA and CREF. The College does not contribute to this fund. Employees are eligible to participate immediately upon employment, as long as they have attained age 21 and work at least 1,000 hours per year.

Roth IRA
Effective January 1, 2010, TIAA-CREF offers employees who have worked at least 1,000 hours per year the option to participate in a Roth 403 (b) plan. Employees may designate elective deferrals as after-tax Roth contributions to your plan. Employees must already participate in the regular annuity before enrolling in the Roth plan.

Complete information and literature are available through Human Resources.
2. Early Retirement Program (Accelerated Plan)

Elizabethtown College has in place an early retirement program. The program is operated on an accelerated basis. Eligibility for the program is 55-61 years of age with a minimum of 10 years of College service and retirement to occur at age 62. The plan works by an employee accelerating contributions to TIAA-CREF with the College accelerating contributions as well. Upon the selected time of retirement, the level of contribution to the employee’s pension fund will be the same as if the employee retired at the normal retirement age of 65. Depending upon the age at which the employee elects to enter the accelerated plan, payment by the College and individual would be accelerated as follows:

*Within the Maximum Salary
Reductions allowed for a 403(b), 415, and 402 (g) Plan of the IRC

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Written requests for admittance to the Accelerated Plan must be received by the appropriate Senior Staff member a minimum of one month prior to the desired effective date for the acceleration to begin. Once the request for the accelerated early retirement plan is accepted by the College, the process is irrevocable.

3. Phased Retirement Plan

The Faculty Phased Retirement Program provides flexibility for faculty to arrange for a phased period of appointment leading to retirement. Under the program, faculty work half time or have a half load for the academic year at half salary. The following information outlines the details of the program:

   Effective date: 1998-99 academic year.

Eligibility: Faculty must be in a full-time appointment; 59 or older with a minimum of ten years of service to the College.

Enrollment: A faculty member may elect to enter phased retirement up to three years prior to her/his year of retirement.
Provisions:

a. The phased period shall be one to three years at the mutual agreement of the Provost and Senior Vice President and the faculty member.

b. Full retirement with the standard provisions will commence at the conclusion of the phased retirement period.

c. Half-time for faculty members shall be defined as the equivalent of working one semester during an academic year or having a half-load for the entire academic year.

d. During the phased period, the faculty member will receive one-half of the normal full base salary.

e. All benefits will continue for the duration of the phased period until retirement.

f. Contribution for all benefits for both the faculty member and the College will be based on the full 100% salary.

g. If a sabbatical is granted during phased retirement, Chapter Three, Section II, Letter J Sabbatical Leaves; sub-section 3 Remuneration, c, of the Faculty Handbook shall be interpreted as half-time for two academic years.

Application Process. A formal request to the department chair should include proposed starting date, length of phased period (one to three years), and proposed work responsibilities. The department chairperson shall submit a staffing proposal to the Provost and Senior Vice President. The formal request must be submitted to the Provost and Senior Vice President within one semester of the desired start date for the program.

Provost and Senior Vice President approved requests will be submitted to Human Resources for processing. Once a formal request is made to participate in the Phased Retirement Program and accepted by the Provost and Senior Vice President, the request shall be irrevocable.

4. Domestic Partnership Benefits

The College extends various benefits to qualified domestic partners of benefit eligible employees. A domestic partner is an unmarried person in a committed, exclusive, cohabiting relationship with a partner of the same or opposite sex. Both the employee and the domestic partner must sign a Declaration of Domestic Partnership. This declaration outlines a specific set of criteria, which must be met to qualify for such benefits. It should be noted that some of our supplemental insurance providers may have additional requirements or may deny coverage for domestic partners.

Extended various benefits are defined as medical, prescription, dental, vision, long-term care, and sick leave. The availability of this coverage extends to domestic partners and their children.
ELECTING THIS BENEFIT MAY HAVE TAX IMPLICATIONS TO THE EMPLOYEE. AS A RESULT, EMPLOYEES ARE STRONGLY ADVISED TO SEEK GUIDANCE FROM A TAX ADVISOR BEFORE CHOOSING WHETHER OR NOT TO ELECT THIS BENEFIT. IT SHOULD ALSO BE NOTED THAT ANY CONTRIBUTIONS RELATED TO SUCH COVERAGE WILL BE MADE ON AN AFTER-TAX BASIS.

EMPLOYEES MUST NOTIFY THE HUMAN RESOURCES WITHIN 15 DAYS SHOULD A DOMESTIC PARTNERSHIP BE TERMINATED. SHOULD A PARTNER BE REMOVED FROM COVERAGE AS A RESULT OF THE DOMESTIC PARTNERSHIP ENDING, THE PARTNER WILL BE OFFERED THE OPPORTUNITY TO CONTINUE THEIR HEALTH INSURANCE UNDER THE CONSOLIDATED OMNIBUS BUDGET REFORM ACT (COBRA).

FOR ADDITIONAL INFORMATION CONCERNING THE COLLEGE’S DOMESTIC PARTNERSHIP POLICY, PLEASE CONTACT THE HUMAN RESOURCES OFFICE.

5. Medical Benefits

Employees who work at least 1,040 hours per year are eligible for medical benefits immediately upon hire.

Employees may select among several types of medical insurance coverage. The College shares the premium cost for employees, domestic partners, and dependent coverage. The employee’s portion of the premium is not taxable for federal income tax and FICA purposes. Health insurance is available to all full-time faculty. Employee coverage begins upon signup at the employee’s initial orientation or the College’s open enrollment period.

Retirement Health Coverage. Effective 9/1/04, upon retirement employees who have attained age 60 and have completed at least 12 years of service to the College may participate in the College’s health care plan at a group rate; the employee will be required to pay the full premium. The College will not make any contribution to health care premiums in retirement.

Employees hired prior to 9/1/04 who met the following criteria on 9/1/04 will receive 100% health insurance premium coverage by the College for him/herself only upon retirement: any faculty member who held the rank of Associate Professor or Full Professor, OR any employee who attained age 50, OR any employee who has completed 15 years of service. Employees hired prior to 9/1/04 who did not meet the above criteria on 9/1/04 will be required to pay 50% of the health care premium for him/her upon retirement. All employees must attain age 60 and have completed at least 12 years of service to the College at the time of retirement to be eligible for health coverage.

Health Insurance. Health insurance plans are provided for eligible employees. Complete information and literature are available through Human Resources.
6. **Flexible Spending Accounts**

Employees who work at least 1,040 hours per year are eligible to participate in flexible spending accounts immediately upon hire. Flexible Spending Accounts are a tax-saving option allowing employees to pay for eligible expenses with pre-tax dollars. All employees may participate in Health Care and Dependent Care Spending Accounts up to its limits determined by law. Complete information and literature are available through Human Resources.

7. **Health Savings Account**

Employees are eligible to participate in the Health Savings Account (HSA) only if they are enrolled in the High Deductible Health Plan. Employees must also meet the following requirements to participate; must be a US resident; cannot be enrolled in Medicare, another health plan, or be active military; and cannot be claimed as a dependent on another individual’s tax return.

A Health Savings Account enables participants to pay for current health expenses and save for future qualified medical and retiree health expenses on a tax-free basis. The member owns and controls the money in the HSA through a banking institution. Decisions on how to spend the money are made by the member without relying on a third party or a health insurer. The member may also decide what types of investments to make with the money in the account. Accounts are portable; members can keep the HSA even if they change employers. Funds remaining in the account roll over from year to year.

Administration of the HSA account with the banking institution is paid by the member (costs may vary from bank to bank); the member may choose their bank. HSA funds are not available to the member until deposited in the account. Members are responsible for knowing what services are eligible for reimbursement. There is a 10% penalty for using HSA funds on non-eligible services.

8. **Disability Insurance**

Employees who work at least 1,462 hours per year are eligible for long-term disability immediately upon hire. Total Disability coverage is through Guardian.

This plan provides income protection and a waiver of premiums to the TIAA-CREF retirement plan for a qualified totally disabled employee. The College pays the full premium. Details concerning the plan are outlined in the College’s Plan Announcement for Total Disability Insurance. Extra copies of the plan are located in Human Resources.

Employees will undergo an interactive process to have an employee return to the job. Essential functions of the job must be completed with or without a reasonable
accommodation. Employees unable to return to the job may be dismissed from employment.

9. COBRA (Continuation of Health Plan Coverage)

On April 7, 1985, a Federal law was enacted requiring most employers sponsoring group health plans to offer employees and their families the opportunity for a temporary extension of health coverage called COBRA (The Consolidated Omnibus Budget Reconciliation Act of 1985). The temporary extension of health coverage is to be at group rates to employees whose coverage under the plan would otherwise end.

All employees of Elizabethtown College who are enrolled in one of the College’s group health plans have the right to choose COBRA if they lose their group health coverage because of a reduction in hours of employment or the termination of employment (for reasons other than gross misconduct on the employee’s part.)

A spouse/dependent of an employee covered under one of the College’s group health plans also may have the right to choose continuation of coverage if the health coverage was discontinued for similar reasons outlined above.

10. Life Insurance

Employees who work at least 1,040 hours per year are eligible for life insurance immediately upon hire. The College provides eligible employees with $10,000 of basic group term life insurance coverage through Guardian (at no cost to the employee). In addition to the $10,000 basic life insurance coverage, optional insurance can be purchased by the employee up to five times his/her annual salary, with a maximum of $500,000. Employees may keep their life insurance active until age 70 if they leave the College.

11. Dental Insurance

Employees who work at least 1,040 hours per year are eligible for dental insurance immediately upon hire. Dental insurance is available to employees through Delta or Guardian. The College shares the premium cost with the employee.

12. Vision Insurance (Davis)

Employees who work at least 1,040 hours per year are eligible for the vision insurance plan immediately upon hire. The College offers to all employees and their immediate family members a voluntary vision insurance plan through The Davis Vision Plan, administered by Guardian. This plan will cover annual eye exams, lenses, frames, and contact lenses, as well as additional services like laser correction surgery and cosmetic extras at discounted prices.
13. Vision Discount Plan

Employees who work at least 1,040 hours per year are eligible for the vision discount plan immediately upon hire. The College offers to all employees and their immediate family members discount vision services through local eye professionals.

The College also offers a voluntary vision discount plan through National Vision Administrators (NVA). The employee is responsible for paying the full premium for NVA.

E. Tuition Benefits

Faculty in full-time appointments are eligible for tuition benefits as outlined below.

1. Tuition Benefits for Dependents

Under the policy stipulated below, dependents of eligible faculty are eligible for tuition assistance for undergraduate education. The following stipulations and limitations apply to both Tuition Remission at Elizabethtown (a.) and Tuition Exchange Programs (b.): Tuition benefits supersede all other awards (need and merit) for the College.

Eligibility
Dependents are defined as biological, adopted, or stepchildren who have been dependents of the faculty member for three years immediately prior to the start of the tuition benefit. Dependents of a faculty member’s domestic partner can utilize the tuition benefit if the faculty member can show that they meet the dependent support guidelines for a child living in their home. Dependents must be unmarried, under the age of 26, and claimed as a dependent on the faculty member’s federal income tax return (if the dependent is not claimed, the faculty member must satisfy the family support qualifications under the IRS and other pertinent regulations).

Dependents will be allowed to continue to receive the tuition benefit past the age of 26 in order to finish their degree if they remain continuously enrolled.

If a faculty member is hired with a dependent currently participating in a tuition benefit program at another institution, the waiting period for the benefit at Elizabethtown will be waived.

The Human Resources department oversees the Tuition Benefit program. Tuition Remission/Tuition Exchange forms are available through the Human Resources office or on the Human Resources website.

a. Tuition Remission at Elizabethtown

Full tuition remission is available to eligible faculty for the undergraduate education of dependents at Elizabethtown College. The tuition remission benefit may only be used for the traditional program (tuition remission for SCPS programs is not available to employees’ dependents). There is no limit on the number of
dependents who can utilize the tuition remission benefit; each dependent is eligible up to 128 credits (earned and attempted) of tuition remission. The student(s) must satisfy the requirements for admission and must continue in good standing (academic and conduct) in order to be eligible to receive this benefit. Dependents on academic probation, academic contract, or disciplinary probation are not eligible for tuition remission.

The tuition remission benefit is available only for courses for credit. Overloads are not included. A given course may be covered once during the entire program.

Studying abroad will only be covered under the tuition remission policy if it is required for the student’s major.

All requests for tuition remission must be sent to Human Resources for each semester the faculty member is requesting tuition remission.

b. Tuition Exchange Program:

Faculty hired after September 1, 2006 - Upon completion of three years of employment, tuition exchange is available to eligible full-time faculty for the undergraduate education of dependents. A maximum benefit of 16 semesters of tuition exchange is available to each eligible faculty member. The 16 semesters can be used by multiple dependents; however, one dependent may not use more than eight semesters. As an example, one dependent could use eight semesters, another dependent could use four semesters, and a third dependent could use four semesters (for a total of 16 semesters).

Faculty hired prior to September 1, 2006 – Tuition exchange is available to eligible faculty for the undergraduate education of dependents. There is no limit on the number of dependents who can utilize the tuition exchange benefit; each dependent is eligible for a maximum of eight semesters of tuition exchange.

Tuition exchange requests must be sent before the beginning of each year for which the faculty member is requesting the tuition exchange benefit.

The current Tuition Exchange Program is The Tuition Exchange, Inc. (www.tuitionexchange.org). Tuition exchange pays a minimum amount, which is set by Tuition Exchange, Inc. (TE). It is important to know that TE awards are competitive and not automatic. Decision rests with the host institution. Each host institution’s awards will vary each year based upon the host institutions’ export and import balance of TE students.

To avoid disappointment, apply early and apply to one or two less competitive institutions plus a first choice institution. Faculty should apply to Elizabethtown College Human Resources and to the admissions office of the selected colleges and universities during the period of September to December of the student’s senior year of high school. Most programs have deadlines with the latest being
March 15th. TE applications will only be processed for colleges and universities where the student has filed an admissions application. The limit is 6 schools initially.

The Tuition Exchange Officer at Elizabethtown College is the Director of Admissions. Matters of academic eligibility are handled by the Admissions Office of the importing institution.

c. **Limitations on Tuition Benefits for Dependents (Tuition Remission & Exchange):**
   If both parents are employees of Elizabethtown College, the benefit to the child is based on the employment of one parent only. If the spouse of an Elizabethtown College employee is employed by another institution granting tuition benefits to dependent children, the child will not receive more than the equivalent of one award; i.e., Elizabethtown College will contribute its maximum for which the child is eligible, but the combined tuition remission shall not exceed the tuition charge for the student.

   Except as stated otherwise herein, this benefit relates only to basic tuition, not including general fees. No other costs to the student are covered by this arrangement.

   The tuition benefit terminates with termination of employment at Elizabethtown College except in the case of the Death Benefit. If a faculty member leaves in the middle of a semester and his/her dependent is currently receiving tuition benefits, the dependent may finish out the current semester. No additional semesters will be allowed. If a faculty member retires while his/her dependent is enrolled and utilizing the tuition benefit, the dependent may continue in the program until they graduate. The dependent must remain continuously enrolled to keep receiving the benefit.

   Dependents who utilize both the tuition remission and tuition exchange (i.e. attend both Elizabethtown College and another eligible institution for their college education) will be allowed a total of 128 credits or eight semesters, whichever is larger, of combined remission and exchange.

d. **Event of Death or Permanent Injury:**
   The tuition benefit accruing to children of eligible faculty is available as a death benefit if the faculty member has completed three years of employment at Elizabethtown College and is in the employ of the College at the time of death. The benefits may be initiated over a period of five years after the death of the employed parent and will continue in force once initiated until eligibility is exhausted. After the sixth year of employment at Elizabethtown College, the benefit will extend until all children of the faculty member have exhausted their eligibility (please note that the tuition exchange benefit is limited to sixteen semesters for faculty hired after September 1, 2006). If, while fulfilling
requirements of his/her job, a faculty member is killed, or permanently injured to the extent that he/she can no longer fulfill the occupational requirements, the death benefit becomes the same as if the faculty member had completed the six-year employment requirement. The tuition benefit will be available as a death benefit either at Elizabethtown College or under the Tuition Exchange Program.

2. Tuition Benefits for Faculty, Spouses and Domestic Partners
   Employees are responsible for all tax payments as required under federal, state, and local law.

   a. Tuition Benefits for Faculty
      Eligible faculty members may utilize the tuition remission benefit for undergraduate upon hire. Eligible faculty may take a course for credit at Elizabethtown College by paying an overhead fee of $20 per course, regardless of previously earned degrees or academic record. Should the course require special fees, they shall be added to the $20 overhead charge. Where sections are filled by paying students, this benefit may be suspended for those sections. Faculty may also audit courses by paying the overhead of $20 per course. Tuition remission will not cover costs associated with employees testing out of a class. Employees may not exceed a total of 128 credits.

   b. Tuition Benefits for Spouses and Domestic Partners
      Spouses and domestic partners of eligible full-time faculty may utilize the tuition remission benefit for undergraduate education immediately upon hire. Tuition remission will not cover costs associated with faculty member’s spouse or domestic partner testing out of a class. Spouses and domestic partners of eligible faculty may not exceed a total of 128 credits. Domestic partners will be asked to sign an affidavit attesting to their relationship.

3. Graduate Tuition Benefit
   Elizabethtown College will provide fifty (50) percent graduate tuition assistance benefits each academic year for full-time eligible faculty to enroll into a graduate degree program with Elizabethtown College. Eligibility and provisions for the program are outlined below.

   Eligibility Criteria
   - Employee (faculty, administrator, or staff) must be a regular full-time faculty member who has attained at least 3 years of employment with the College. Graduate tuition benefits do not apply to a faculty member’s spouse, domestic partner, or dependent(s).
   - Each academic year a Graduate Tuition Remission Eligibility Form for Employees must be initiated and signed by the faculty member and submitted to the office of Human Resources. Human Resources will determine eligibility approval for graduate tuition benefits. Approved requests will be forwarded to the Business Office, Financial Aid, SCPS, and the employee. Graduate Tuition Remission Eligibility
forms are available through the College’s Human Resources office and on the Human Resources website.

- Eligible faculty member must be accepted into the graduate degree program.
- Space limitations on class size and/or program enrollment may exist.

Provisions

- Faculty member may not exceed a total of 42 credits towards the completion of a graduate degree program.
- The College will provide fifty (50) percent tuition assistance toward graduate tuition.
- Graduate tuition assistance applies only for tuition courses offered through Elizabethtown College.
- The faculty member will be responsible for the cost of all textbooks, resources, and equipment associated with the course(s).
- The faculty member will be responsible for all applicable local, state, and federal taxes associated with the graduate tuition benefits.
- The faculty member is subject to all academic rules and regulations, including standards for academic progress, related to the graduate degree program and Elizabethtown College.
- The faculty member must maintain a B average throughout the course of the graduate program to remain eligible for graduate tuition benefits. At the conclusion of each course, a grade report must be submitted within thirty (30) days to the Human Resources Office. Should a faculty member fail a course or not complete a course, the faculty member will be responsible to reimburse the College for costs incurred for the course.
- All courses enrolled into by the faculty member will be solely on the employee’s own time and not during the employee’s regular working hours.
- It is understood by the faculty member that attaining a graduate degree through the College’s Graduate Tuition Benefit Program does not entitle the employee to any adjustment in pay or benefits.
- Faculty must be in good standing with the College and not under probation or disciplinary action.

The Graduate Tuition Benefits Program will be reviewed annually to determine the need for revisions to the program.

Specific to the MBA Program: Noted Provision

The Graduate Tuition Benefits for the MBA program will initially be limited to four eligible employees matriculated in the program at any given time, and availability of this benefit will be based on seniority at the time of initial application for the Graduate Tuition Benefit. Once the Graduate Tuition Benefit is offered to a faculty member, he/she will continue to receive the benefit provided he/she continues to meet the requirements for the benefit. The College may opt to enlarge the number of employees who will be offered Graduate Tuition Benefits for the MBA program. This limitation on tuition benefits for the MBA program may be adjusted in future years with one year notification to faculty.
F. **Family and Medical Leave**

Employees who have been employed by the College for at least 12 months, who have completed at least 1250 hours of service during the 12-month period immediately preceding the commencement of the leave, are eligible for an unpaid family and/or medical leave pursuant to this policy. All employees are required to use sick leave, then vacation and personal time as part of a family or medical leave of absence. Eligible employees are entitled to a total of up to 12 work weeks of unpaid leave during any 12-month period in the following situations.

Reasons for taking leave:
- To care for the employee’s child after birth, or placement for adoption or foster care;
- To care for the employee’s spouse, dependent* or parent who has a serious health condition;
- For a serious health condition that makes the employee unable to perform his/her job; or
- For any qualifying exigency (as the Secretary of Labor shall, by regulation, determine) arising out of the fact that the spouse, child, or parent of the employee is on active duty (or has been notified of an impending call or order to active duty) in the Armed Forces in support of a contingency operation.

Employees who are taking FMLA to care for a spouse, child, parent, or next of kin who is recovering from a serious injury or illness sustained in the line of duty on active duty in the Armed Forces are entitled to up to 26 weeks of leave in a single 12-month period to care for the servicemember. Eligible employees are entitled to a combined total of 26 weeks of all types of FMLA leave. EFFECTIVE 1/28/08

A **dependent** is defined by the IRS as a birth child, legally adopted child, stepchild or foster child in your care who lives with you and whom you support financially for more than six months out of the year. A dependent must be under the age of 19 or be 24 or younger if enrolled as a full-time student. See the IRS website for specific details.

A serious health condition is an illness, injury, impairment, or physical or mental condition that involves (1) inpatient care and any corresponding period of incapacity or subsequent treatment, or (2) continuing treatment by a health care provider. Continuing treatment may be established under any one of the following sets of circumstances:

1. A period of incapacity that lasts more than three consecutive full calendar days and involves a certain level of treatment (treatment two or more times, within 30 days of the first day of incapacity, unless extenuating circumstances exist, by a health care provider or treatment by a health care provider on at least one occasion which results in a regimen of continuing supervised treatment, including a course of prescription medication or therapy requiring special equipment). The treatment must involve an in-person visit to a health care provider. The first (or...
only) in-person treatment visit must take place within 7 days of the first day of incapacity;

2. Any period of incapacity due to pregnancy, or for prenatal care;

3. Any period of incapacity due to a chronic serious health condition (such as asthma, diabetes, or epilepsy);

4. Permanent or long-term incapacity due to a condition for which treatment may be ineffective if there is continuing supervision by a health care provider (such as for Alzheimer’s, severe stroke, or the terminal stages of disease); or

5. Any period of absence to receive multiple treatments either for restorative surgery after an accident or other injury or for a condition likely to result in incapacity of more than three full days absent medical intervention (such as radiation or chemotherapy for cancer, physical therapy for severe arthritis, or dialysis for kidney disease).

Periods of incapacity due to pregnancy or chronic serious health conditions are not subject to a three-day minimum duration or to any requirement that treatment be received. Generally, treatment that includes taking over-the-counter medications or bed rest, drinking fluids, exercise and other similar activities that can be initiated without a visit to a health care provider is not, by itself, sufficient to constitute a regimen of continuing treatment.

Substance abuse may qualify as a serious health condition. Leave is available for the treatment of substance abuse, but absence due to an employee’s use of the substance does not qualify for FMLA leave. An employer retains the right to terminate an employee under an established substance abuse policy.

Without complications, the common cold, flu, earaches, upset stomach, minor ulcers, headaches other than migraine, routine dental or orthodontia problems, and periodontal disease ordinarily are not serious health conditions. Allergies or mental illness resulting from stress may be serious health conditions if all other conditions are met.

Health insurance will be maintained for any eligible employee on a family or medical leave under this policy on the same terms as would apply if the employee were not on FMLA. Employees who fail to return to work upon completion of a family or medical leave will forfeit their right to employment at the College.

In cases where the College employs both spouses, family leave may be limited to a combined total of 12 weeks between them.

Eligible employees are limited to a total of 12 work weeks of leave during a 12-month period, with the exception of the military leave act adopted January 28, 2008, which entitles employees to a total of 26 weeks during a 12-month period to care for a service member. The College will calculate this 12-month period by measuring backward from the date an employee uses FMLA leave (i.e. leave is limited to the balance of 12 weeks not used during the past 12 months).
FMLA leave may be taken intermittently whenever **medically necessary** to care for a seriously ill family member or because the employee is seriously ill and unable to work. Employees may take FMLA leave intermittently in five-minute increments. If FMLA is for birth and care or placement for adoption or foster care, use of intermittent leave is subject to the College’s approval.

Human Resources is responsible for designating leave as FMLA once we learn of the absence/issue. An employee who can anticipate the need for a family or medical leave of absence must provide Human Resources with at least 30 days notice if practicable or as early as possible thereafter. Employees requesting leave for treatment of a serious health condition must make reasonable efforts to schedule the treatment so as to not disrupt the College’s operations.

Employees who are on leave pursuant to this policy shall be restored to the same position the employee held when leave commenced, or to an equivalent position with equivalent benefits, pay and other terms and conditions of employment. Highly salaried “key” employees may have limited reinstatement rights. Any “key” employees shall be notified of their specific rights and obligations prior to beginning family or medical leave.

An employee requesting a medical leave for personal or family care under this policy must submit a certification by his or her health care provider regarding the need for such leave. Certification forms will be provided by Human Resources. The College reserves the right to require second and third opinions at the College’s expense relating to an employee’s medical certification. Any employee returning to work from a personal medical leave shall be required to submit a fitness-for-duty certification from his/her health care provider stating that he or she is able to resume work. The College also reserves the right to require an employee on family or medical leave to report periodically on his/her status and intent to return to work.

This policy shall be administered in a manner consistent with the terms of the Family and Medical Leave Act of 1993. The College reserves the right to impose any conditions or limitations upon any leave of absence as may be deemed consistent with the provisions of the Act. Any questions concerning this policy may be directed to Human Resources. *This is not a comprehensive discussion on your rights under CFR Title 29, Part 825 (Family & Medical Leave Act).*

### G. Faculty Family and Medical Leave

Elizabethtown College strives to recruit and retain outstanding faculty and be an employer of choice. The College recognizes that supporting faculty as they balance career, medical concerns, and family life ultimately benefits the institution. Our goal is to create a community that supports faculty and their families and regards family care concerns as legitimate and important.

Referred to as “Faculty Family Medical Leave”, this policy is guided by the Family Medical Leave Act (FMLA) and runs concurrently with the College’s Family Medical
Leave (FML) program. This policy allows for a specified period of leave, supported when possible through accrued sick time.

1. Guiding Principles
   a. The purpose of Faculty Family and Medical Leave Policy is to provide a faculty member with leave to address situations that come under the FMLA and that require extended time out of the classroom environment.

   b. Faculty Family and Medical Leave is a benefit of employment and its use shall not have a negative impact on employment status or opportunities.

   c. Due to the teaching responsibilities of faculty during a semester, an additional three weeks are being added to the existing twelve weeks provided under the FMLA. This modification allows the faculty to extend leave for an entire academic semester.

   d. This policy is a supplement to the existing Family and Medical Leave Act located in Chapter Three, Section II, Letter E, of the Elizabethtown College Faculty Handbook.

2. Statement of Eligibility
   a. Members of the faculty covered by this policy are those under contractual agreement with the College as a full-time faculty member. For purposes of this administrative policy, eligible faculty is defined as lecturers, assistant professors, associate professors, and full professors.

   b. Part time, adjunct, and visiting faculty are not eligible to use the Faculty Family and Medical Leave benefit provided herein.

   c. Faculty members who are tenured or tenure-track are eligible to use this policy immediately upon employment.

   d. Faculty who are neither tenured nor tenure-track, must satisfy the eligibility requirements of 1250 hours of service during the 12 month period immediately preceding the commencement of leave to qualify for using the Faculty Family and Medical Leave Policy.

3. Program Design
   a. Faculty are provided 15 weeks instead of 12 weeks as provided by the FMLA, provided the 15 weeks are taken in a single semester. All other aspects of FML remain the same for faculty including the requirement to substitute sick leave as part of leave request being made using FML.

   b. For the purpose of this policy, one faculty work unit is equal to one week of FML and is also equal to one week of sick leave. It is assumed that a faculty member carries 12 work units a semester.
c. Faculty members may use one of the following options to reduce their work load partially or entirely in connection with a leave request qualifying under FMLA.

- Option 1: A faculty member may request leave for an entire semester (12 work units). It is understood that this request will, in fact, result in 15 weeks of leave.

- Option 2: A faculty member may request a reduction in work units. For example, a faculty member may request four units off in the fall term (using four week of sick leave) and eight work units off in the spring term (*using 8 weeks of sick leave). A faculty member may request up to a maximum of 12 work units of leave in a 12 month period.

d. In cases where the College employs both spouses, family leave may be limited to a combined total of 12 work units between them.

e. Tenure-track faculty members who use FML may request an extension of their probationary period. The request to extend the probationary period must be made within 12 months of commencing of any leave under FML.

f. The provisions of the Faculty Family and Medical Leave policy are intended to be interpreted in conjunction with the College’s Family and Medical Leave policy. Thus, leave taken under the Faculty Family and Medical Leave policy counts as part of, not in addition to, leave permitted under the Family and Medical Leave Policy.

4. Use of Sick Time in connection with Faculty Family and Medical Leave
   a. Pursuant to Chapter Three, Section II, Letter H, 2, faculty members are eligible to be credited with 15 working days of sick leave per year. There is to be unlimited accumulation of earned days.

   b. As under the College’s FML policy, faculty are required to use whatever sick leave they have accumulated towards Faculty FML. Faculty FML covered through sick leave will be paid leave.

   c. Faculty who have not accumulated enough sick time to cover the requested Faculty FML may obtain additional sick time from the faculty sick leave bank.

5. Administration of Faculty Family and Medical Leave
   a. All requests are to be made to the Dean of Faculty. The Dean of Faculty will consult with the Director for Human Resources and the faculty member’s department chair.

   b. Any required documentation will be provided to Human Resources.
c. Faculty who wish to use sick leave for domestic partners and their children must complete a Declaration of Domestic Partnership.

d. Department chairs should make every effort to make adjustment in course offerings so as to avoid needing additional adjunct or overload budget. The chair should work with the Dean of Faculty in cases when replacement is necessary.

H. Workers’ Compensation

All employees are covered by workers’ compensation insurance as required by state law. The cost of this insurance is paid by the College.

Workers’ compensation is a type of no-fault insurance that provides payment to workers who are disabled by occupational injuries or diseases or to dependent survivors in case of death. It also provides immunity for employers from court suits for damages. This particular program provides a tax-free weekly compensation equal to two-thirds an employee’s average weekly wage within a set minimum and maximum after an employee has been off work for seven days due to doctor’s orders. Payments continue as the disability continues with partial payments in some cases of partial disability. An employee cannot receive sick leave pay and workers’ compensation concurrently.

Claims:
In cases of a work related injury or illness, the injury is to be reported immediately to a supervisor and to Human Resources where a Workers’ Compensation claim form will be completed. If medical attention for work-related injury or illness is required, the injured person must report to a physician listed on the Panel of Physicians (see list posted on campus employee bulletin boards or contact Human Resources, ext. 1406). Except in extreme emergencies, if the injured person reports to a physician not listed on the Panel of Physicians, bills may not be covered by Workers’ Compensation. If the medical Panel Physician refers the injured person to another physician, these bills will be covered. After 90 days, the injured person may go to a licensed practitioner of her/his choice if medical care is still required. Bills will be paid if:

• The College or insurance carrier is notified about the new physician within 5 days of the first visit.

• The doctor files required reports (first report within 21 days; monthly reports thereafter).

If individuals are taken out of work by their doctor due to a work-related injury, FMLA time may run concurrently with the workers’ compensation absence if the injury meets the criteria for a serious health condition as defined by FMLA. While an employee is out on a workers’ compensation absence, he/she will be responsible for submitting payments for all benefit premiums that were previously deducted from his/her paycheck.
Employees must schedule all follow-up appointments for work-related injuries outside of their scheduled work hours. If the employee chooses to leave work to attend an appointment, he/she must use sick time.

I. **Sick Leave**

1. **Eligibility.** Members of the faculty affected by this policy are those under contractual agreement with the College and hired by the President of the College.

2. **Accumulation of Sick Leave.** Faculty members are to be credited with 15 working days of sick leave per year, that is, days on which the faculty member has responsibilities on campus. There is to be unlimited accumulation of earned days. Should a faculty member return to work after being absent for up to five working days inclusive, due to illness or accident, those days shall not be deducted from the faculty member's sick leave accumulation. However, if the illness extends beyond five working days, those first five days shall then be considered as accumulated sick leave days and deducted from the individual's total accumulation.

3. **Guidelines**

   a. Employees covered by this policy would become eligible for the College's Total Disability Program after six months of total disability. Faculty members who have accumulated days of sick leave in excess of six months carry them over to the next illness.

   b. The College reserves the right to ask for medical opinion when illness occurs.

   c. In no case shall the sick leave benefits be paid beyond the date of termination of employment by resignation.

   d. When a faculty member receives worker's compensation benefits for injury sustained on the job, those benefits will be considered as part of her/his full earnings for the maximum of her/his accumulated sick leave. If the absence continues beyond that maximum, the faculty member will continue to receive the benefits required under the Workers' Compensation Act.

   e. When there is a claim for worker's compensation (for injury on the job) the department chairperson should immediately report the accident to the Human Resources Office so that it may submit the required report to the State Bureau of Workers' Compensation and to the insurance carrier.

   f. The department chairperson should also immediately report illnesses or accidents to the Dean of Faculty, who shall keep a detailed record for each employee (the length of illness, reason for absence, specific illness, details of the accident, and so
forth). The Dean of Faculty should make quarterly reports to the Human Resources Office.

g. Faculty Substitution and Compensation

(1) Provisions for sick leave up to and including the first five working days of illness are to be worked out by the department without any compensation to substitutes from the department. Compensation will be made retroactively if the illness extends beyond five working days.

(2) Faculty members called upon to replace other faculty members during periods of illnesses longer than five days will be compensated on the basis of their existing salary and the length of their substitution. The following formula will be used:

\[
\frac{1}{90} \text{ of the salary for each week of salary for each week of substitution, assuming one course of four credits. [The } \frac{1}{90} \text{ figure represents a fraction whose numerator is the credit hours of the course (4) and whose denominator is the annual full-time credit hour load (24), multiplied by a fraction whose numerator is 1 and whose denominator is the number of weeks in the semester (15)—thus, for a 4-credit hours, } \frac{4}{24} \frac{1}{15} = \frac{1}{90}.]\]

\[
\frac{1}{3} \text{ of this figure for each hour of substitution which does not make up a full week.}
\]

Example: Salary = $48,000.00 per year

\[
\frac{1}{90} = \frac{534.00}{\text{per week substitution (4 hours)}}
\]

\[
\frac{1}{3} = \frac{178.00}{\text{per hour - for each hour less than one week.}}
\]

(3) The substitute faculty member's normal course load is that which she/he is scheduled for or is at the time carrying. All hours above this normal load are to be paid for at the rate detailed above. This payment is to be made regardless of the actual number of hours the faculty member is teaching at the time and is not to be related to any "contractual" limit.

(4) It is also assumed that the faculty member who is being paid for substitution will perform her/his duties in a responsible manner even if the substitution entails extra preparation.

(5) The above provisions do not preclude the possibility of the administration and/or the trustees from making more lenient allowances should conditions in their opinion warrant allowances. Nor does it deny the right of faculty members to tender assistance to other faculty members in difficult situations above and beyond the policy provisions.
(6) Interpretation of the above provisions in problem cases should be made by the Compensation and Benefits Advisory Board.

J. Faculty Sick Leave Bank

The Faculty Sick Leave Bank program allows full-time members of faculty to voluntarily donate portions of their accrued sick leave to a “bank” to be used by eligible faculty colleagues. The Sick Leave Bank will allow faculty members to continue taking paid leave for what would otherwise be unpaid time.

1. Eligibility

A faculty member is eligible to use the bank immediately upon being hired by the College. For purposes of this administrative policy statement, eligible faculty are defined as: lecturers, assistant professor, associate professors, and full professors. Adjunct professors, instructors, and visiting professors are not eligible to participate in donating or using the sick leave bank.

2. Contributions

a. Faculty members are asked to complete a Sick Leave Time Donation Form certifying that they are donating the leave time voluntarily and that he sick time will not be returned.

b. Faculty members may make up to three donations in an academic year.

c. Faculty members may not make a contribution that leaves them with less than twelve weeks of sick time.

3. Withdraws

a. Faculty requesting time from the Faculty Sick Leave Bank will be asked to complete a request form. Requesting employees will be subject to the provisions outlined by the Faculty Family and Medical Leave Policy.

b. All requests for use of the Faculty Sick Leave Bank will be submitted to the Dean of Faculty and reviewed by the Director for Human Resources to determine whether all provisions have been met.

c. Faculty may make multiple requests from the sick bank as long as the 12 week limitation per year under the FMLA has not been reached.

d. Faculty may not request more than the equivalent of 12 weeks within a period of twelve months.

e. Exception: Although, a faculty member with catastrophic illness may use donated time to cover the unpaid period of days to meet the 6-months eligibility prior to
long-term disability. The faculty member will not be eligible to receive donated time beyond the 6-month eligibility.

f. It is expected that faculty will exhaust their accrued sick time before making a withdraw request from the Faculty Sick Bank.

4. Administration of the Sick Bank
   a. To ensure confidentiality and associated HIPAA regulations, individuals receiving or donating the leave will not be identified.

   b. Sick Bank program will be overseen and tracked by Human Resources staff.

K. Sabbatical Leave

A tenured member of the faculty or a professional librarian is eligible to receive a sabbatical leave after a minimum of six years of full-time service to Elizabethtown College. Members of the faculty may receive sabbatical leaves for an academic semester or year; professional librarians for a maximum of four months.

1. General Information
   a. Definition. A sabbatical leave is an absence from all college responsibilities, including teaching, service, and administration. Sabbatical Leaves may be granted to tenured members of the faculty after a minimum of six years of full-time service at Elizabethtown College. Members of the faculty may receive sabbatical leaves for an academic semester or year, and professional librarians for four months or smaller periods equal to four months.

   b. Purpose

      (1) Sabbatical leaves are intended to contribute through study, research or other scholarly or professional activity to the improvement of the faculty member and thus to the value of her/his services to the College upon her/his return. The program of leave should, therefore, be directly related to the present or intended assignment of the faculty member. Sabbatical leaves are not granted as a reward for past services.

      (2) The Professional Development Committee shall make such rules and policies as it deems necessary to insure that a faculty member on sabbatical leave utilizes such leave constructively for the purpose for which it was granted. It may, for example, require reports from the faculty member on her/his return to the

3 The Sabbatical Leave Committee (Spring 1987) interprets this to mean that projects may include: 1) research projects that would lead to publication; 2) courses of study or research that would enhance the individual's knowledge in her/his discipline; 3) projects or courses that would enhance teaching skills or which lead toward completion of a degree program; and 4) course work to develop a new area of skill which would be beneficial to the curriculum.
campus. The President of Elizabethtown College shall have the right to enforce those regulations made by the Professional Development Committee. She/he shall, furthermore, have the right to enforce institutional rules and policies which relate directly or indirectly to sabbatical leave, for example, terms and conditions of employment, but which fall outside the scope of the Professional Development Committee.

c. Eligibility

(1) Full-time tenured faculty above the rank of instructor and full-time professional librarians constitute the eligible personnel;

(2) The number of years between sabbatical leaves normally shall be at least six. No one shall, however, lose eligibility because of a failure to use a leave at the end of six years of employment.

(3) The granting of a sabbatical leave is subject to the institution's ability to provide adequate coverage for the responsibilities of the absent faculty member. The President shall make this determination and have the final decision.

2. Selection Procedures

a. The Professional Development Committee shall review applications for sabbatical leave and forward to the President or her/his designee the full list of applicants, with such recommendations, commentaries, or priorities as it shall determine.

b. Criteria

(1) Clarity of Program Presented: Is it understandable to the committee? Does it relate to the faculty member's present or intended assignments? It is the responsibility of the faculty member to demonstrate the worthwhileness of the proposal.

(2) Viability of the Program Presented: Is it realistic, is there sufficient evidence presented by the faculty member (and/or other scholars in the field) that the program is worthy in itself? Has the individual laid sufficient groundwork for her/his sabbatical by appropriate reading, discussion with others in the field, or preliminary research?

(3) Benefits of the Program Presented: Is the outcome clear and concrete with regard to the faculty member's professional aim and college assignments? Are there specific goals and an indication of how these goals would benefit the professional development of the faculty members as well as the institution?

(4) Past Experience of the Candidate: Is there sufficient evidence that the faculty member can accomplish the intended program? Is there a pattern of study
indicating that the faculty member can satisfactorily complete the proposed program in the time frame (or a reasonable time frame) outlined? Has the faculty member previously undertaken faculty research grants, etc., successfully?

c. Should the President reject in whole or in part the Committee's recommendations, she/he shall notify the Committee in writing, and the chairperson shall be given an opportunity to discuss the matter with the President or her/his designee.

d. Application Deadlines: There are four different application schemes for sabbatical leave—early, regular, winter, late.

(1) Early. In order that faculty members may make long-range plans for a sabbatical leave, the Committee will accept applications by March 15 of the year prior to the year in which it is to be granted (that is, a year and a half in advance).

(a) For consideration to be given these early applications, the candidate should include written justification and documented evidence explaining why an early decision should be made on this application.

(b) Regardless of the number of applications, only one will be recommended to the President for early approval.

(c) Unless a faculty member requests otherwise, the remaining applications will be considered in the regular fall review, along with any additional applications submitted at that time.

(2) Regular. The Professional Development Committee will review applications for sabbatical leaves for the following year until October 1. The Committee may recommend to the President at this time up to five leaves for the following academic year. The President shall announce her/his decision not later than December 1 prior to the beginning of the academic year during which the leave will commence.

(3) Winter. Additional applications, for a maximum of three sabbatical leaves for the following academic year, will be considered until January 15. For winter applications, the President's decision will be announced no later than February 15. No more than a total of seven positions will be available for the regular and winter applications periods.

(4) Late. Each year one sabbatical leave will be left open until April of the year in which it is granted. This sabbatical is intended for the use of persons who have not applied earlier, but who have unexpectedly received a grant or special opportunity to use a sabbatical leave. Applications for these sabbaticals should be made in writing by March 15 of the year in which it will
be granted. Should no suitable candidate request this "open" sabbatical leave it shall be made available to one of the previous candidates in accordance with the recommendation of the Professional Development Committee.

(5) Other. An individual whose application is not accepted at one of the review dates may reapply one more time during the same year.

e. Application Requirements

(1) Faculty members giving consideration to making application for sabbatical leaves shall consult with the department chairperson prior to making formal application to the Committee in order that replacement considerations can be evaluated by the department.

(2) Proposals for sabbatical leaves should be submitted in the form of a letter addressed to the President of the College, but submitted to the Dean of Faculty by the appropriate dates (see above). Each letter should include the following points:

(a) A summary of the proposed sabbatical, including the dates requested.

(b) For early application, a written justification and documented evidence for the dates requested.

(c) Detailed plans for the activity to be engaged in during the sabbatical.

(d) The contribution which the applicant feels this study, research, scholarly or professional activity will contribute to himself/herself and thus to the value of her/his services to the College on her/his return.

(e) Any supporting documents (including documents such as letters from colleagues, scholars in the field, publishers, etc.) that will enhance the strength of the application.

(3) A final report to the committee on the successful applicant's sabbatical leave experience should be forwarded by the end of the semester following return from leave. (The recipient should respond in some detail to item (d) above. Also, where applicable, recipients should provide copies of any papers presented, articles, books, etc., resulting from the sabbatical experience; these need not conform to the deadline for the written report.)

(4) Sabbatical leaves are awarded for the projects approved by the Committee. The Committee realizes that on occasion an individual might be confronted with a situation or with information demanding considerable revision or even a change in direction of the original proposal. Should this occur the individual
should immediately inform the Sabbatical Leave Committee. The Committee may then request a revised proposal from the individual.

(5) Although the letters will be permanently filed in the Office of the Provost and Senior Vice President, supporting documents may be returned to the faculty member upon the completion of the review process.

3. Remuneration

a. For faculty members, remuneration is at the rate of full salary for one semester or half pay for a leave of two semesters, based on the actual nine-month salary of the year of absence.

b. For professional librarians, remuneration shall be at the rate of full pay for the actual time taken, up to a maximum of four months.

c. This remuneration is regarded as a "loan" which is normally remitted to the College through the staff member's service to the institution rather than through repaying money. Thus half the "loan" is considered to be repaid after the first year of employment after the sabbatical, and the other half at the end of the second year. A faculty member who leaves the institution within two years after receiving the sabbatical leave is liable to return the money on a prorated basis. Therefore, the faculty member executes a note for which she/he is liable if she/he leaves for a position elsewhere within two years.

d. Fringe benefits will continue on the same basis as at the time the leave begins. Social Security and TIAA-CREF contributions will be prorated on the basis of the remuneration actually made.

e. A person on sabbatical leave shall give full time to the program and purposes for which the leave was granted. She/he shall not enter into employment which infringes upon these purposes. If she/he accepts unrelated employment, the amount of institutional remuneration will be reduced by the amount of the income from this unrelated source.

4. Protection

a. No sabbatical leave shall be considered a termination or breach of the contract of employment of the faculty member or librarian.

b. Every faculty member, while on sabbatical leave, shall be considered to be in regular full-time employment in her/his position for the purpose of determining the faculty member's length of service and the right to receive increments and fringe benefits as provided by contract.
5. Limitations

a. Persons on sabbatical leaves are expected to return to the institution for two full years after the leave (see 3.c.).

b. The number of faculty sabbatical leaves, which may be granted in any one year, shall be no more than eight.

c. The number of Professional Librarian sabbatical leaves which may be granted in any one year is one.

d. The taking of a leave is subject to the institution's ability to provide adequate coverage for the responsibilities of the absent employee [see 1.c.(3)]. The President shall make this determination and will have the final decision. All leaves are subject to review and approval by the Board of Trustees.

e. If for any reason an individual is unable to accept a sabbatical leave during the period approved, the individual must re-apply following the normal procedure.

6. Appeal Procedures

a. An individual faculty member or professional librarian shall have the right to appeal to the Judicial Council concerning a sabbatical leave decision only on procedural, not substantive, grounds. The Judicial Council will submit its finding and recommendation to the President, whose decision will be final.

b. Personnel Council shall have the right to bring an appeals action with regard to substantial changes in the policy and/or pattern of granting sabbatical leaves. The finding and recommendation from such an action will be submitted to the President, whose decision will be final.

L. Leave of Absence

A leave of absence for one year may be available to a faculty member who gives evidence of her/his intention to return, and whose continued employment the College would normally anticipate. A leave of absence is an absence from all college responsibilities, including teaching, service, and administration.

An employee’s length of service will continue to accrue during a leave of absence; however, vacation and sick leave are not accumulated during the leave of absence. Benefits for approved leaves will be the responsibility of the employee (e.g. full premium(s) for health insurance). Tuition Remission is not extended to an employee during the time of leave, with the exception of an employee taking an educational leave. Employees may continue to contribute their share to their retirement by sending a personal check directly to TIAA. The College does not contribute to TIAA-CREF during an employee’s leave of absence. Failure to return at the expiration of the leave will be
considered as a resignation on behalf of the employee. If an employee fails to return from an educational leave, tuition remission paid by the College during the leave is to be paid back in full prior to the employee’s departure.

M. Junior Leave

1. General Information
   a. Definition: A Junior Leave is normally a one semester leave from all teaching and service responsibilities. However, it may take the form of a reduction of teaching by a total of 12 work units distributed over two semesters if the applicant feels that this would be of greater professional benefit to him or her.

   b. Eligibility: Faculty are eligible to apply for Junior Leave only if they have (i) received a passing fourth year review, and (ii) not yet applied for tenure. Applications for Junior Leave should be submitted either two years or one year before the tenure application is submitted (normally in January of the sixth year of full-time teaching). Junior Leave may be taken during any of the three semesters before the tenure application is submitted.

   c. Purpose: A professionally active Faculty which maintains currency in the respective disciplines is essential to the College’s future. In this regard, a robust Junior Leave program is imperative to increasing levels of academic excellence while encouraging intellectual curiosity which informs and enhances teaching.

Junior Leaves should be directly or indirectly related to the faculty member’s teaching or other pedagogical responsibilities. Through scholarly research (or other creative work appropriate to the faculty member’s field), the Junior Leave facilitates the faculty member’s professional development and strengthens the academic caliber of the College. An additional purpose of the Junior Leave program is to maintain or strengthen the academic excellence of programs by assisting in recruitment of highly qualified new faculty members.

2. Selection Procedures
   a. Review of Applications by Professional Development Committee: The Professional Development Committee (PDC) shall review applications for Junior Leave and forward to the President or his or her designee the full list of applicants, with such recommendations and priorities as it shall determine.

   b. Evaluation Criteria to be used by Professional Development Committee: The PDC shall evaluate applications for Junior Leave based on the merit of proposal, the potential for the program to involve the applicant in scholarship, the explained benefits of the leave program to the applicant’s professional development, and the potential of the proposal to foster academic excellence within the College. The PDC shall not assign awards based on applicant need and shall not consider how the

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4 The Junior Leave Policy was revised and this version was adopted by the Faculty Assembly on December 5, 2006.
applicant’s job duties will be covered by his/her department. In addition to these
genral criteria, the PDC shall evaluate applications for Junior Leave on the
following specific criteria:

(1) Benefits of the Program Presented: Are there specific, concrete goals? Are
there explanations of how achievement of these goals would contribute to the
advancement of the faculty member in his or her field of expertise? Are there
explanations of how the proposed program would further the institution’s goal
of encouraging engaged learning and teaching?

(2) Viability of the Program Presented: Is there sufficient evidence that the work
proposed can be completed, or that enough of it can be completed to
substantially benefit the applicant and the College? The faculty member’s
training and past accomplishments should be considered in assessing this. Has
the applicant laid the necessary groundwork for the work proposed (e.g. has
he or she made arrangements with collaborators or arranged for any funding
necessary)?

(3) Clarity of the Program Presented: Are the plans involved clear to the PDC?
Is the academic merit of the proposal clear to the PDC? Is the direct or
indirect relationship of the proposed activity to the faculty member’s teaching
or other pedagogical responsibilities made clear?

(4) Special Circumstances: Are these special circumstances that make a Junior
Leave especially advantageous (e.g. a large project underway which needs
completion or a beneficial opportunity for collaboration)?

c. Role of President: The President or his or her designee may consider departmental
needs in making final award decisions. The President reserves the right to consult
independently with administrative staff about the candidates and impact on college
resources. Should the President reject in whole or in part of the PDC’s
recommendations, he or she shall notify the PDC in writing, and the chair of the
PDC shall be given an opportunity to discuss the matter with the President or his or
her designee.

d. Application Requirements: Proposals for Junior Leaves should be submitted to the
Dean of Faculty by January 15. The Dean will forward the application to PDC for
deliberation. All applicants should include the following:

(1) A letter of support from the chair of the applicant’s department evaluating the
merits of the proposal in relation to the applicant’s professional development
plan.

(2) An updated copy of the applicant’s *curriculum vitae*.

(3) A statement from the applicant discussing:
• A statement addressing the applicant’s eligibility for Junior Leave.

• A summary of the proposed leave activity or activities, including the dates of the requested leave.

• A description of the project in a form understandable to the non-specialist, including a rationale for the project and description of its significance in the context of the applicant’s discipline

• Detailed plans for the activity to be engaged in during the leave, including work to be produced such as papers, books, or grant proposals.

• How the proposed activity will contribute to the applicant’s professional development, placing the project in the context of the applicant’s past and future scholarship and development as a teacher. If applicable, include a description of any special circumstances that make such a leave particularly desirable (e.g. a large project underway which needs completion).

• How the proposed activity will contribute to the College’s academic programs. Examples of such contributions may include but not limited to, enhanced academic reputation of the College, incorporation of new developments in the field into the curriculum, and so on.

(4) Any supporting documents necessary to demonstrate that the applicant laid the necessary groundwork for the work proposed (e.g., letters from collaborators or publishers).

(5) An updated copy of the applicant’s Professional Development Plan.

3. Requirements Upon Completion of Junior Leave

Upon completion of a Junior Leave, a recipient of a Junior Leave must submit a final written report to the President, the Dean of Faculty, and to the recipient’s Department Chairperson on the Junior Leave experience. This report must be submitted by the end of the semester following return from Junior Leave. The report should clearly specify how the activities undertaken during the Junior Leave have contributed to the recipient’s professional development, and in light of these accomplishments, the recipient should indicate how her/his professional development plan will change to reflect these recent achievements. In particular, the report should address the matters contemplated by Section 2 (d) (3) above, in some detail. Where applicable, recipients should provide copies of any articles, books, etc. resulting from the Junior Leave. These may be submitted after the deadline for the written report.
4. Remuneration

a. For faculty members, remuneration is at the rate of full salary for one semester based on the actual nine-month salary of the year of absence.

b. This remuneration is regarded as a “loan” which is normally remitted to the College through the staff member’s service to the institution rather than through repaying money. The “loan” is considered repaid after the first year of employment after the Junior Leave. The College reserves the right to request repayment if a Junior Leave recipient leaves the College for another position before the year has expired.

c. Fringe benefits will continue on the same basis as at the time the leave begins. Social Security and TIAA-CREF contributions will be prorated on the basis of the remuneration actually made.

d. A person on Junior Leave shall give full time to the program and purposes for which the leave was granted. She/he shall not enter into employment which infringes upon these purposes. If she/he accepts unrelated employment, the amount of institutional remuneration will be reduced by the amount of the income from this unrelated source.

5. Protection

a. No Junior Leave shall be considered a termination or breach of the contract of employment of the faculty member.

b. Every faculty member, while on Junior Leave, shall be considered to be in regular full-time employment in his or her position for the purpose of determining the faculty member’s length of service and the right to receive increments and fringe benefits as provided by contract.

c. Junior Leave will not alter the date of a faculty member’s tenure review.

6. Limitations

a. Recipients of Junior Leave are expected to return to the College for a full year after the Junior Leave. See Section 4 (b) above.

b. The college will normally offer four Junior Leaves per academic year. The President, at his or her discretion, may approve additional Junior Leaves.

c. If for any reason an individual is unable to accept a Junior Leave during the period approved, the individual must re-apply following the normal procedure.

d. For faculty who take Junior Leave, four years of full-time service must pass following the Junior Leave before a sabbatical may be taken.
e. The taking of a leave is subject to the institution’s ability to provide adequate coverage for the responsibilities of the absent employee. The President shall make this determination and will have the final decision.

7. Appeal Procedures
a. An individual faculty member shall have the right to appeal to the Judicial Council concerning a Junior Leave decision only on procedural, not substantive, grounds. The Judicial Council will submit its finding and recommendation to the President, whose decision will be final.

b. Personnel Council shall have the right to bring an appeals action with regard to substantial changes in the policy and/or pattern of granting Junior Leaves. The finding and recommendation from such an action will be submitted to the President, whose decision will be final.

N. Bereavement Leave

Full-time and part-time employees may take bereavement leave with pay. The amount of time taken depends on the relationship to the deceased.

- Up to 5 consecutive scheduled workdays for an immediate relative (spouse, parent, parent-in-law, child, sibling)
- Up to 5 consecutive scheduled workdays for any other relative who lives in your household
- Up to 2 consecutive scheduled workdays for a relative not living in your household
- Actual time needed to attend services for a friend

Absences that extend beyond those approved by this policy will be assessed to the employee’s vacation time.

O. Expenses for Faculty Professional Development

Each full-time faculty member and full-time lecturer is provided funds ($1,300, 14-15) annually through a faculty professional development budget line to assist with professional development expenses.

Each faculty member may accrue up to a total of three years annual funds (excluding amounts from other sources) in her/his professional development fund in order to consolidate funding for more significant expenses/projects. Annual allotments to the faculty member’s fund will be decreased appropriately to ensure the total amount in an individual’s fund never exceeds three years annual funds.

In order to qualify for an annual professional development allotment, each faculty member and lecturer shall develop and maintain a plan for professional development. The plan shall be reviewed by the individual’s department chairperson and approved by the Dean of Faculty. It is the responsibility of the faculty member to review and update the plan, as necessary. An annual report, including expenditures, shall be submitted
describing progress made on completing the professional development plan and on plans for the coming year (one’s new continuing plan). Accrued funds will be lost if a faculty member does not make satisfactory progress toward the goals outlined in the plan.

Monies within this fund are to be used at the discretion of the individual faculty member under the review of her/his department chairperson. Examples of expenditures for which these funds may be used include conference attendance, professional memberships, subscriptions, and books (memberships, subscriptions, and books and should be consistent with the professional development plan of the faculty member), computer software and hardware (ordinary office equipment normally supplied by the College is excluded), and other professional expenses related to the individual’s professional development plan. Books and equipment purchased with these funds will remain the College’s property. Faculty should consult with the Executive Director of ITS before hardware and software are purchased in order to avoid the purchase of items that are already available to faculty at no cost. Computers, tablets, software, and peripheral devices purchased with professional development plan funds must be inventoried by ITS. While the ITS Department will make their best effort to support faculty purchases, support for items that are not currently part of ITS’ standard stock may be limited. Equipment purchased with professional development funds will not be placed on the standard replacement cycle. All monies shall be expended in accordance with the professional development plan on file.

Faculty members are encouraged to pursue scholarly research, to develop expertise in new areas, to develop new pedagogy and teaching methods, and/or to work together within and between departments and/or disciplines. Funds may be shared among faculty members for collaborative projects as long as all involved faculty members agree and the collaboration is a part of each individual's plan.

The College, through the Dean of Faculty’s Office, maintains a fund to provide additional support if necessary to faculty members who attend regional or national professional association meetings, specifically to read papers, to participate on scheduled panels or symposia, or to serve as officers of professional associations. In addition, the College maintains a fund to support faculty participation in summer institutes, workshops, and symposia. Apply through the department chairperson to the Dean of Faculty.

P. Code of Conduct

This policy establishes general standards of conduct that protect the interests and safety of all students, employees, and guests of the College. At all times, employees are to exemplify personal integrity, honesty, respect, and self-control with their actions. The conduct of employees has a direct bearing on their immediate work environment, the College Community and the general public opinion of the College. Therefore it is imperative that employees conduct themselves in a manner that will withstand the sharpest scrutiny. This will require employees to exercise a high degree of personal responsibility and sound judgment. Employees are expected to respect the rights of others and conduct themselves in a professional and businesslike manner at all times.
While the final decision concerning an individual’s personal conduct is made by the individual, acts of willful unethical or illegal actions by an employee will not be tolerated. Instances of unacceptable conduct or unsatisfactory performance including, but not limited to, fraudulent or egregious acts, neglect of duty, illegal conduct on or off the College premises which would bring unfavorable attention to the College, or personal conduct that negatively affects the work environment, serious violations of any College policy or procedure are grounds for disciplinary action up to and including termination or release, the procedure for which is outlined in Chapter 2, Section III, A.

Examples of behavior that would violate Elizabethtown College’s Standards of Conduct Policy include, but are not limited to, the following:

- Threatening or committing acts of violence or intimidation.

- Concealing, falsifying, altering, misusing or removing records, including electronic records.

- Theft of property.

- Willful damage, abuse, or destruction of College property or the property of others.

- Direct or indirect use or misuse of College resources for unofficial or illegal purposes. Such resources include, but are not limited to, College funds and facilities, mail services, supplies, equipment, as well as College computers, networks, email, voice mail and all or other communication resources, credit cards and purchasing authority.

- Unauthorized possession, sale, or use of intoxicating beverages or drugs on College property, and/or reporting for work under the influence of intoxicating beverages or drugs, or other violations of the College’s Drug-free Workplace Policy.

Individuals wishing to report violations or suspected violations may do so in writing by sending a sealed envelope marked “Open By Addressee Only” to the Director for Human Resources. Any individual who in good faith reports a violation or suspected violation will not be subjected to retaliation, adverse employment or academic or educational consequence.

The Director for Human Resources will inform and consult with the President and/or Provost as necessary concerning the reported violation or suspected violation so that an internal investigation can be conducted. The President and/or Provost will determine the investigation process. A confidential notification will be sent to the reporting individual that the matter is being investigated, unless the report was submitted anonymously. Upon completion of the investigation, the Director for Human Resources will promptly render a report concerning the violation and what remedial action should be taken to rectify the situation.
An employee found in violation of the Standards of Conduct policy may file a written appeal to the President within 10 working days from the date of the decision letter. Within 5 working days from the receipt of the appeal, the President will convene an ad hoc appellate committee of three individuals from the campus community to review the appeal. The appellate committee will review the appeal and render a final decision to the President and the employee within 5 working days.

At all times the confidentiality of names of individuals involved in the reporting, investigation, or appeal process will be adhered to by all parties.

The Director for Human Resources will maintain a file for the purposes of documenting the resolution to reported violations or suspected violations.

**Q. Procedure for Reporting and Investigating Violations or Suspected Violations of the College’s Code of Conduct**

Individuals wishing to report violations or suspected violations may do so through the regular reporting channels or, a written report directly to the Dean of Faculty, Provost and Senior Vice President, or the Director for Human Resources.

The College has also established a hotline to provide a confidential way for students and employees to report suspected violations of college policy or illegal activities. The procedure the College will use for managing reports through the hotline is included as Appendix 2 of the *Faculty Handbook*.

Information received through the hotline, and any other information received outside of the normal reporting procedures, will be managed by an off-campus service provider and referred to the College staff members as designated in the procedures in the *Student Handbook, Faculty Handbook, or the Employee Handbook* will be followed as with any other investigation arising from information submitted in a manner other than through the hotline.

The College will act promptly and appropriately upon any information that it obtains which indicates a possible illegal activity or violation of the College’s Code of Conduct, following the procedures below:

**Informal Resolution**

It may be possible and appropriate to resolve the reported offense informally. The Dean of Faculty and/or Director for Human Resources will investigate and document the complaint and informal steps taken to resolve the concern. Documentation falling under the Informal Resolution process will remain in the Document Retention File, maintained by the Director for Human Resources separate from personnel files. This information will be used to monitor repeated complaints within the same department or involving the same individual. Should additional complaints be received, the Director for Human
Resources, in consultation with the Dean of Faculty, will move the complaint and documentation to the Formal Resolution process.

**Formal Resolution**
If for any reason the matter cannot be resolved as described above, a broader investigation can be initiated by the Director for Human Resources or assigned to a neutral designee, in consultation with the Dean of Faculty. The College may also determine, based on the nature or severity of the concern, to initiate a formal resolution of the matter. The Director for Human Resources or assigned neutral designee will then promptly coordinate a formal investigation into the complaint. The College will typically notify an employee regarding a complaint and investigation; however, there may be incidents when the College will delay notification in order to protect data, electronic files or College property.

In consultation with the Dean of Faculty, the Director for Human Resources, or assigned neutral designees, will decide whether the complaint warrants:

- Further investigation by the College or, if criminal behavior has been discovered, by law enforcement.
- Dismissal of the charges if unsubstantiated with communication of the outcome to the accused and the complainant as well as a letter in the accused’s file regarding the outcome of the investigation.
- Affirmation of the allegations with recommendations to the Dean of Faculty for appropriate disciplinary action. Notification verbally and in writing to the faculty member as to the findings of the investigation and applicable sanctions as determined by the Dean of Faculty in consultation with the Director for Human Resources. A letter outlining the offenses and actions taken will be placed in the faculty member’s personnel file.

Recommended disciplinary action will be determined on a case-by-case basis and will be determined by the frequency and severity of the violation.

Should either the complainant or the faculty member disagree with the outcome of the investigation, an *ad hoc* Peer Relations Review Committee of three employees chosen by the Dean of Faculty (concerning faculty complaints) or the Provost/Senior Vice President and Vice President for Administration (concerning staff and administration complaints) will be established. The Peer Relations Review Committee will conduct an independent investigation and make a recommendation as to the results of the Committee’s investigation. The Dean of Faculty, Provost/Senior Vice President, and the Vice President for Administration, as appropriate to the case, will then make a final determination and action.
A faculty member found to have violated the College’s Code of Conduct may be subject to disciplinary action up to and including termination or release, the procedure for which is outlined in Chapter 2, Section III, A.

Retaliation
The College will not retaliate, nor will it tolerate retaliation, against any employee or student who, in good faith, reports or makes a complaint of discrimination, harassment, or bullying in the workplace or classroom, or who participates in an investigation into the same.

No individual will be subject to disciplinary action for submitting a good faith report of a policy violation. However, any claims of prohibited conduct that are found to be deliberately false will be investigated and the complainant may be subject to disciplinary action. Anyone who believes that she/he has been the subject of a false allegation may meet with the Dean of Faculty and Director for Human Resources to discuss the allegations.

Confidentiality
The College shall maintain confidentiality to the extent possible within the requirements of conducting reasonable and complete investigations. To the extent possible, only those who have a need to know will be told the identity of the parties to a complaint. In certain circumstances, however, the investigation may disclose the identity of those individuals who report a suspected violation of College policy.

In some instances, a reporting party may ask to take no action or to defer action until a later date in order to maintain anonymity. In these instances, the College reserves the right to limited disclosure and to take appropriate action in order to complete its investigation and to ensure the safety and well-being of other members of the College community.

The College as Complainant
The College reserves the right to investigate allegations of prohibited conduct in appropriate circumstances even in the absence of a complaint from a member of the College community. The results of any investigation involving prohibited conduct will be documented and coordinated through the Dean of Faculty and Director of Human Resources.

R. Faculty Grants and Incentive Program
The faculty grants and incentive program was developed in order to attract and retain faculty members who are active in their scholarly and professional fields. The program also seeks to develop faculty expertise in research and grantsmanship; to encourage accountability and outcomes-driven orientation in faculty professional activity; to support faculty members in their bids for external grants; and to encourage the development of strategic projects of value to the institution as a whole.
When establishing faculty salaries and benefits for the purposes of grants, it should be understood that annual compensation for faculty is based upon 9-month appointments though paid over 12 months.

1. Faculty Grants

The faculty grants program allows bids for any type of work which faculty might engage in as part of their employment with the College, including projects focused on teaching, professional development, research, and/or service. There are three types of grants: starter grants (maximum $1000); faculty grants (maximum $3000); and strategic grants (maximum $10,000). Starter grants are available to all full-time faculty in their first or second year at Elizabethtown College. Faculty grants are available to all full-time faculty members. Strategic grants should offer innovation for a department or program or propose a project that would benefit Elizabethtown College as a whole. The strategic grant proposal may be for academic, research, or entrepreneurial projects. Strategic grants may also be awarded to projects that intend to lead to an external grant application. Faculty-led projects involving one or more students are encouraged in any of the 3 grant categories.

The general principle is that anything can be bid for as long as it is directly related to project goals and outcomes. Thus, faculty can bid for student assistants, clerical support, small items of equipment or supplies needed for the project, funds to disseminate findings at a conference, or other kinds of project-related travel. With strong justification, faculty can bid for a one-course release. For the strategic grants, they might also request funding for development of a product or other type of initiative (e.g., course materials, web center) by building a strong case that it has strategic value and showing specific advantages for the College (e.g., free use or proportion of income generated).

a. Submission and Funding: A first round of bidding typically occurs in the spring semester for projects beginning July 1 and lasting for up to 24 months. A maximum amount is allocated in each category of grant. Any money remaining after the first round will be available for a second round of bidding in the following fall semester. (These projects will also be expected to be completed within the two-year period that began on July 1.) For the second round, all grant applications will be considered on an equal footing with no designated minimum or maximum in any category. Individual Professional Development Funds can be added to any grant category to give additional funds for a project.

b. Vetting: Two types of grants are competitively vetted and administered by the Professional Development Committee and the Dean of Faculty: Starter Grants (for new faculty in their first or second year of employment who have not bid for any other internal grant, maximum $1000, 1 per person) and Faculty Grants (for any faculty, maximum $6000 total funding in a 5 year period). An additional Strategic Grants program (incorporates prior President’s Fund for Distinction, maximum $10,000, 2 per person in a 5 year period) are managed by the President and a
committee of: Vice President for Finance, Provost, Dean of Faculty, and Director of Corporate and Foundation Program.

c. Stipulations: A faculty member may not apply for more than one project in the same bidding round or receive more than one grant for the same project. Collaborators may submit a joint proposal or multiple different proposals, only one of which can be funded in a given round. Any requested carry-over or further development of a project beyond the end of the grant period must be submitted as a new and different proposal. Those holding or submitting another grant simultaneously to submitting a proposal for an Elizabethtown grant must declare this and give an outline of the other project (topic, budget, timeline). Preference for the internal grants will normally be given to those who do not currently have other funding.

d. Application: Application is made by writing a proposal according to the guidelines below. Application is via one paper copy and one electronic copy of the proposal submitted to the Department Chair. The chair must write a letter of support and attach it to both the paper and electronic copies of the proposal before forwarding them to the Dean of Faculty. In case of more than one application within a department, the Chair is invited to rank the proposals to assist in the assessment process. The deadline for receipt of proposals by the Dean of Faculty in the spring round is April 1. The deadline for receipt of proposals by the Dean of Faculty in the fall round is October 1.

e. Notification: Applicants will be notified of a decision on their proposal by May 1 for applications in the first round. Applicants in the second round will be notified by November 1.

f. Guidelines for Proposals

(1) Starter Grant: Cover sheet plus 2-4 page proposal single-spaced 12-point font, to include:

- Cover sheet (not counted in page total): faculty name and department, project title, budget amount requested, and one-paragraph project summary;

- Project description (not necessarily in this order): identify need and value, project purpose, aims and objectives, project activities, people involved and their project duties, projected outcomes, timeline;

- Relationship to grantee’s work and scholarly goals;

- Budget: items classified in the categories of Staff (student assistants, clerical), Equipment, Supplies, Travel; include justification for all items (e.g., in terms of currently available resources, level of need, reasonable and competitive price estimates) and their relationship to project objectives or outcomes.
Faculty must include a statement explaining why professional development funds money is not sufficient to support the proposed project.

(2) Faculty Grants: Cover sheet plus 5-7 page proposal single-spaced 12-point font, to include:

- Cover sheet (not counted in page total): faculty name and department, project title, budget amount requested, and one-paragraph project summary;

- Project description (not necessarily in this order): identify need and value, project purpose, background or basis of project, aims and objectives, project activities, people involved and their project duties, projected outcomes, dissemination plans, timeline;

- Relationship to grantee’s work and scholarly goals; plan to seek outside funding (if any);

- Budget: items classified in the categories of Staff (release time, student assistants, clerical), Equipment, Supplies, Travel; include justification for all items (e.g., in terms of currently available resources, level of need, reasonable and competitive price estimates) and their relationship to project objectives or outcomes. Faculty must include a statement explaining why professional development funds money is not sufficient to support the proposed project.

- History of faculty grant funding: give the date and amount of any previous starter and faculty grant awards

- References (to own and/or others’ work), if relevant: Optional Item related to b and c.

(3) Strategic Grants: Cover sheet plus 8-12 page proposal single-spaced 12-point font, to include:

- Cover sheet (not counted in page total): faculty name and department, project title, budget amount requested, and one-paragraph project summary;

- Project description (not necessarily in this order): identify need and value, project purpose, background or basis of project, aims and objectives, project activities, people involved and their project duties, projected outcomes, dissemination plans, timeline;

- Relationship to grantee’s work and scholarly goals; plan to seek outside funding (if any);

- Budget: items classified in the categories of Staff (release time, student assistants, clerical), Equipment, Supplies, Travel; include justification for all
items (e.g., in terms of currently available resources, level of need, competitive price estimates) and their relationship to project objectives or outcomes.

- References (*to own and/or others’ work*), if relevant: Optional Item related to b and c.

g. Implementation of project: The project should be implemented according to the specifics of the proposal. Changes other than minor ones require a written request and pre-approval.

h. Payment of expenses: Payment of expenses will be referenced to the approved cost of budgeted items, with an allowance for grantees to decide up to a 10% increase in cost of any budget item as long as this is traded off by lower expenditure in another part of the budget and as long as the total approved budget is not exceeded. Additional request and approval will be required for alterations in budget amounting to greater than 10% change in cost of any item. All expenditures must be supported by receipts or other proof of purchase unless prior justification and approval has been given for lack of receipt. Any unapproved expenditures above the original budget or without receipts or other proof of purchase will be deducted from grantees’ Professional Development Funds until repaid. Should a grantee spend all funds or exceed the budget before the projected completion of the project, the project budget will be closed, and the grantee must not incur further expenses without pre-approval. Any remaining unspent funds up to 10% of the total grant will be added to the grantee’s Professional Development Funds. Any unspent funds remaining beyond 10% of the total grant will be added to the College grant budget for the next round of bidding in the same category of grant. An accounting system is being developed to track faculty expenditures and provide updates on the status of the grant accounts on a regular basis.

i. Reporting requirement: All funded projects, regardless of whether they were approved in the Spring or Fall round of bidding are expected to be completed within the two-year period that began on July 1st of the year the grant was approved. By September 1st, the primary grantee is responsible for submitting a report of 2-5 pages reviewing the accomplishments of the project and the money spent. If the project is not completed and grant monies are not entirely spent, the grantee may request a single, one-year extension to complete the project. Any money remaining after the third year of the project must be returned and the final project report submitted. Copies of any conference papers, publications, or other relevant documentation of project performance or outcomes should be attached. Two copies of the report should be submitted to the office of the Dean of Faculty.

j. Unsatisfactory performance: Grantees who are judged not to have performed satisfactorily in carrying out the project according to the submitted proposal (allowing for any approved changes) in terms of carrying out its purpose, achieving its objectives and outcomes, spending the allocated funds, documenting expenses,
and/or reporting on its accomplishments will not be eligible for any internal grants, Professional Development Funds, or sabbatical or junior leave funding for the next year in which they would otherwise be eligible unless and until they comply.

2. Incentive Program for Grants Writing

The following incentives are intended to help increase the scholarly activity of faculty and reward their efforts.

a. Indirect Funds from Grants
A faculty member receiving a grant and his/her department will get a proportion of the indirect costs, with the remainder going to the College. The College has a 47 percent indirect cost rate for federal grants. Indirect costs from federal grants are allocated 20 percent to the Professional Development Fund of the faculty person (group) writing the grant, 10 percent to the department, and 70 percent to College’s General Fund. Example: $5,000 in indirect costs would break down to giving faculty member $1,000, department $500, and College $3,500. A standard rate of 15% is charged for indirect costs for other external grants where allowed (indirect costs are explicitly forbidden for some grants, e.g., from charitable foundations), with the same allocation for faculty (20%), department (10%), and College (70%).

b. External Grants Bid Incentive Funds
(1) A faculty member who submits an external grant proposal for over $10,000 will receive $250 to his/her Professional Development Fund.

(2) A faculty member who submits an external grant proposal for between $5000 and $10,000 will receive $125 to his or her Professional Development Fund.

(3) Incentives will be deposited into PDF accounts in July and December.

(4) External grants for over $10,000 that are authored by groups will designate two primary authors to receive the Professional Development stipend, for a total of $500 ($250 each).

(5) A reduced award of $125/$67.50 will be made for resubmission of a grant to the same agency. ($125 for grant proposals over $10,000; $62.50 for grant proposals between $5,000 and $10,000.)

(6) If one proposal is submitted (with slight changes due to program requirements) to several different funding agencies during the same year, it is eligible for only one award.

S. College Store Discount
Faculty, administrators, and staff receive a ten percent discount on College store purchases. Employees should be prepared to show their College ID cards. The College Store will special order books or other items not in stock.
T. **Family Recreation**

Employees may use their regular ID cards for recreational facilities. Family recreation ID Cards are available through the Athletic Office or on the Human Resource intranet. Family members eligible: (1) spouse; (2) children (unmarried, 13 through 20 years of age, or attending undergraduate school). Children 8-12 years of age may obtain an ID Card for swimming only, upon completion of a swimming test administered by the Athletic Department. Recreation Guest Cards are available through the Athletic Department for faculty, administration, and staff members only. Such cards are for facility use only. Parents must accompany children 12 years of age and under while they use recreational facilities.

U. **Faculty-Staff Dining Room**

A faculty-staff dining room in the Brossman Commons is provided near the Marketplace. For a discounted price, patrons have access to all the offerings of the Marketplace.

V. **Moving Expenses**

For faculty hired on a *one-year basis*:
The college will reimburse the new faculty member for the moving costs (up to $1,000) upon submission of receipts after the move.

For faculty hired with *regular full-time status*:
The college will reimburse the new faculty member for the moving costs (up to $1,000) for moves up to 1,000 miles; and (up to $2,000) for moves over 1,000 miles upon submission of receipts after the move.

The Moving Expense Reimbursement form and receipts must be submitted to the Manager of Payroll to receive reimbursement.

The following are considered allowable expense for reimbursement: transportation of household goods (including packing supplies), hotel/motel expenses for house hunting trips and moving, and mileage for house hunting trips/moving (this will be reimbursed at current mileage rate). Some of these expenses are taxable; contact the Payroll Manager for details. Employees have 12 months from their start date to submit moving expenses for reimbursement.

W. **Credit Unions**

All College employees and family members are eligible to join LANCO Federal Credit Union and/or PSECU. The College allows payroll deductions for making deposits and for repayment of loans to the Credit Union. For more information on LANCO Federal Credit Union or PSECU, contact Human Resources.
III. Other

A. Compensation and Benefits Advisory Board

The Compensation and Benefits Advisory Board reviews such items as requests from administrators for leaves (after their submission to appropriate supervisors), and appeals from faculty, administrators, and staff members on benefit decisions, and submits recommendations to the President.

The Board is appointed by the President and chaired by the Vice President of Finance. Membership includes the Provost and Senior Vice President, the Director of Human Resources, a faculty member and one designee from the administration.

B. Emeritus Status

Emeritus status is accorded by the College as a positive action of the Board of Trustees on recommendation of the President. The academic department should make a recommendation regarding emeritus status of a retiring (or retired) faculty member to the Dean of Faculty, who will seek the advice and recommendation of the Professional Standards Committee. The Dean of Faculty will convey her/his recommendation and that of the Professional Standards Committee to the Provost and Senior Vice President, who will recommend to the President.

An individual accorded emeritus status is entitled to faculty privileges regarding the use of the library, parking permits, special rate on lunch meal tickets, and sports/recreational facilities. The individual has the right to be included in the Convocation and Graduation ceremony processions, and, on request, may be granted office space if such space is available.

C. Endowed Professorships

1. Eligibility

   d. Normally full professors will be eligible for the award of endowed chairs. Exceptions can be made, depending on the availability of suitable candidates, and on the availability of endowment funds.

   b. In making appointments to endowed chairs, the quality of a candidate's scholarly and professional achievements and performance as a teacher will be taken into account. The candidate's institutional and professional service will be noted.

   c. The accomplishments and abilities of a candidate for an endowed chair will have received recognition both within and without the professional and academic community of Elizabethtown College.
2. Selection

a. The President will appoint holders of endowed chairs subject to the approval of the Board of Trustees.

b. The President, in making appointments to endowed chairs, will receive the advice of the Provost and Senior Vice President, the Dean of Faculty, and of the Professional Standards Committee.

c. Appointments to endowed chairs may be permanent or for term. Term appointments shall be for three years and may be renewed at the discretion of the President.

3. Responsibilities and Privileges

a. Holders of endowed chairs are expected to contribute to the life and reputation of the College through excellence in teaching, scholarly research, and professional activities. They are expected to enrich the life of the College through imaginative institutional leadership on and off campus.

b. When appropriate, and at the discretion of the President and on consultation with the appropriate academic department, holders of endowed chairs may be granted reduction in their regular teaching load in order to:

   (1) Prepare college-wide public lectures during the second and third year of a term appointment or on a regular basis.

   (2) Develop special seminars or colloquia of interest to colleagues and students.

   (3) Develop special research/performance projects leading to publication and/or major performance.

   (4) Develop and implement new curricular ideas and/or courses within the department or the College.

c. On application, the Provost and Senior Vice President may recommend to the President supportive funding for the activities listed above, subject to budgetary constraints; scholarly support may be provided through Professional Development Committee for research/performance projects.

d. At the time of appointment, holders of endowed chairs may be granted a one-time increase in salary, with the salary increment being added to base. Such increments are subject to the availability of budgetary funds and the level of available endowment funds for a particular chair.
D. **Faculty Orientation**

New faculty are expected to attend an orientation program organized by the Dean of Faculty and Human Resources.

E. **Faculty Offices**

The assignments of faculty offices is the responsibility of the Dean of Faculty who will, prior to the beginning of the fall term, assign such space as is available in accordance, so far as is possible, within the following guidelines:

1. A faculty member may expect to be allowed to retain her/his office from year to year unless her/his assignment to that office was designated as temporary. However, a faculty member who is retiring as chairperson of a department may have to release her/his office to the new chairperson if it is the only available office particularly suitable for the chairperson of the department.

2. Faculty on leave and not in residence may expect their offices to be assigned to others during their absence.

3. If pressures on office space for regular faculty members require it, faculty on leave of absence, but in residence, may be asked to make their offices available to active faculty during such leave.

F. **Copyright Policy**

The College expects faculty members to abide by all copyright laws and regulations. Guidelines for copyright laws regarding written and microfilmed materials are available from the Librarian, and regarding media from the Executive Director of Information and Technology Services.

G. **College Liability**

Employees fall under the College’s Commercial/Professional Liability insurance while acting within the scope of their position responsibilities.

H. **Alcohol and Drug-Free Workplace**

As required by the Federal Drug-Free Workplace Act, Elizabethtown College is obligated to provide a drug-free, safe, healthful, and secure workplace for employees. In turn, our employees are expected to arrive for work in proper mental and physical condition. The College has a zero tolerance policy for disruptive behavior, unsafe conditions, or unsatisfactory work performance resulting from alcohol or drug use. Violations of this policy will result in disciplinary action, up to and including termination of employment, or referral for prosecution or other legal consequences.
The College prohibits the unlawful sale, manufacture, distribution, use, dispensation, or possession of a controlled substance on college property or while conducting college business off of the premises.

**DRUG & ALCOHOL SERVICES**

**WorkLife Matters**
(College’s Employee Assistance Program through Guardian)
1-800-386-7055
**Services:** Counseling and guidance for alcohol and substance abuse

**Lancaster County Council on Alcoholism & Drug Abuse**
630 Janet Avenue, Lancaster (717) 299-2831
**Services:** Referral counseling, Training for schools & businesses, Volunteer speakers for adults & children, Underage drinking prevention program, Support/Education groups for children at high risk for developing addictions, Film, Video, and Book Library

**Lancaster County Drug & Alcohol Commission, Prevention Unit**
150 North Queen Street, Suite 402, Lancaster (717) 299-8023
**Services:** Comprehensive, primary prevention programs for school, Community & family groups, Curriculum, Parent programs, Professional & volunteer training, Community partnerships.

**Human Services Associates**
48 North Queen Street, Lancaster (717) 394-5334
**Services:** Individuals, Couples, Adolescents, Specialized groups, Women’s groups, Family intervention, Chronic relapse program, EAP Services.

**Philhaven Outpatient Services**
250 College Avenue, Lancaster (717) 291-6798
**Services:** Psychological counseling & addiction treatment.

**T.W. Ponessa Associates**
Oregon Pike, Lancaster (717) 560-7917
**Services:** Counseling

**Lancaster Freedom Center**
436 North Lime Street, Lancaster (717) 397-9118
**Services:** Intensive (22 week) outpatient programs for alcoholism & substance abuse, 12-week family program, and Drug & alcohol evaluations.

**Guidance Associates of Pennsylvania**
412 Erford Road, Camp Hill (717) 732-2917
20 Briarcrest Square, Hershey (717) 533-4312
**Services:** Range of employee assistance services
Naaman Center  
4600 East Harrisburg Pike, Elizabethtown (717) 367-9115  
**Services:** Programs for alcohol and substance abuse

The Gate House  
649 East Main Street, Lititz (717) 626-9524  
**Services:** Programs for alcohol and substance abuse

WorkLife Matters  
(College’s Employee Assistance Program through Guardian)  
1-800-386-7055  
**Services:** Counseling and guidance for alcohol and substance abuse

**SUPPORT GROUPS**  
Alcoholics Anonymous (AA)  
(717) 394-3238  
Meets Daily.

Narcotics Anonymous (NA)  
(717) 393-4546  
Meets Daily.

I. **Smoke-Free Workplace**

Elizabethtown College is dedicated to providing a healthy, comfortable and productive work environment for employees. The campus is a smoke-free workplace. Smoking and the use of tobacco in any form is prohibited in all facilities of Elizabethtown College at all locations, including College vehicles. This policy applies to all employees, clients, contractors, and visitors. Smoking shall be permitted during work breaks only at a reasonable distance (20 feet or more) outside any enclosed area or building entrance so as to ensure that secondhand smoke does not enter the area through entrances, windows, ventilation systems, or any other means. Smokers must dispose of cigarette butts in appropriate receptacles rather than littering.

Those employees who smoke and would like to take this opportunity to quit are encouraged to participate in the cessation programs offered through our Employee Wellness Committee and Capital BlueCross. The success of this policy will depend on the thoughtfulness, consideration, and cooperation of both smokers and nonsmokers. Concerns regarding this policy should be directed to Human Resources.

J. **Dress Code**

The college relies on the good judgment of its employees to dress in good taste in a manner fitting and proper for the performance of the employee’s work duties. The College recognizes that appropriate dress is a function of the type of work performed by
the employee. For example, the dress standards for employees working with the public or in view of the public may be more stringent than those standards applied to employees not working with the public. In some departments employees may be required to wear uniforms for identification or sanitation purposes. Employees are to dress consistent with the standards adopted by the department director.

K. **Weapons on the College Campus**

The College prohibits possession or use of explosives, firearms, or any other weapons in or on College-owned property. The exception to this policy will be law enforcement and security personnel in the performance of their duties.

L. **Jury Duty**

If called, the College encourages all employees to serve on jury duty as part of the employee’s civic responsibility. All employees are excused for this purpose, and the College will compensate the employee at her/his normal full salary or wage for the regularly scheduled working days used for jury duty. The employee endorses over to the College the jury service pay other than travel payment. Written notification of jury duty should be sent to Human Resources. Employees are expected to return to work immediately if they are excused from court during any part of the workday.

M. **Subpoena**

Paid time off for court appearances will be granted to an employee who is subpoenaed to appear in court as a witness. The employee must furnish verification of the subpoena or summons to her/his immediate supervisor prior to the requested appearance. Upon being excused by the court, employees are expected to report back to work according to their regular workday.

N. **Military Leave**

If you require time off from work to fulfill military duties, you will be treated in accordance with applicable requirements of state and federal laws. You must notify Human Resources and provide a copy of your orders as soon as possible. A military leave of absence shall be granted to eligible employees who enlist, are inducted or are recalled to active duty in the armed forces of the United States for a period of not more than five years (plus any involuntary extension for not more than one year). Such leave will protect your service with the College.

Upon satisfactory completion of your military service and timely notice of intent to return to work, you will be reinstated to your previous job or to a job comparable to the one you left, provided you are qualified and the College’s circumstances have not changed to the extent that it would be unreasonable to provide re-employment. You must reapply for your job within 90 days after being released from active duty. Reservists and National Guard members returning from initial active duty training must
apply for reinstatement within 31 days after being released from military duty. Those returning from all other active duty for training must report to work on the first scheduled working day following the completion of training. Failure to return to the College in a timely manner after release from service may result in refusal of employment. Employees returning from military leave must provide appropriate military documentation regarding the purpose and duration of the leave.

O. Uniformed Services Employment and Reemployment Rights Act (USERRA)

The Uniformed Services Employment and Reemployment Rights Act (USERRA) is a federal law that protects the rights of workers who leave their jobs to serve in the Armed Forces of the United States. The College will offer health-care continuation to employees for up to 24 months; the premiums would be paid by the employee. Once an employee has taken military leave and returns to the College, he/she has the opportunity to contribute any elective deferrals to the retirement plan that could have been contributed during the period of military service. Life insurance coverage will continue while the employee is on military leave. Employee’s rights under USERRA are posted on the Human Resources bulletin board.

P. Institutional Review Board/Research Misconduct

The Institutional Review Board (IRB) was established for the purpose of protecting the human rights of persons who may be subjects of personal or class research. Persons who are responsible for conducting research involving human subjects must register the research with the IRB.

1. Policy
   Elizabethtown College is committed to supporting research which follows the principles of scientific investigation. The College will not tolerate research in which fabrication or falsification of data, plagiarism, or other serious deviations can be discovered. Further it will investigate allegations of fiscal misconduct, human or subject abuses, or conflict of interest.

2. Procedures
   a. All research involving human subjects must be presented to the Institutional Review Board for review. Any deviation in the use of human subjects from that which has been approved by the IRB must be reported to the IRB. If the IRB determines that the allegation of deviation is of substance, a written report is given to the Judicial Council of the College for inquiry and investigation.

   b. All allegations of research misconduct other that those related to human subjects are to be made in writing directly to the Judicial Council for inquiry and/or investigation.
Q. Intellectual Property Policy and Procedures

1. Intellectual Property Policy
   Traditional Works of Scholarship (by faculty), either patentable or copyrightable, are owned by the creator(s)/inventor(s).

   College Works (except Traditional Works of Scholarship) are created by a faculty member under an agreement with the College. Ownership of such work is subject to the terms of the agreement.

   Sponsored Works are sponsored by external grants/contracts. Ownership will be determined by the applicable terms of the funding agreement.

2. College Use of Intellectual Property
   Traditional Works of Scholarship
   Creator(s)/inventor(s) grant the College royalty-free rights to use, copy, distribute, edit, and display Traditional Works of Scholarship either patentable or copyrightable, including on-line instructional materials, created for ordinary classroom and program use, such as syllabi, course descriptions, assignments and tests, for administrative purposes only. Such rights remain in effect while the faculty member is employed by the college.

   Sponsored Works and College Works
   College use of Sponsored Works and College Works is subject to the applicable agreement in place.

3. Copyright
   Regarding copyright, the College is guided by AAUP’s 1999 Statement on Copyright (See Appendix 1 end of Chapter 3 for Statement). Faculty member(s) has the right to negotiate with the College regarding securing and commercializing of copyrightable material.

4. Patents
   Once a faculty member has developed what they believe to be patentable subject matter – whether it be a Traditional Work of Scholarship, a College Work, or a Sponsored Work - the faculty member must prepare an invention disclosure and arrange to meet with the Executive Director of the Office of Sponsored Research and Programs to discuss the invention.

   If the patentable subject matter is a College Work or Sponsored Work subject to the agreement in the place, the College shall have the right, but not duty, to determine if the College will collaborate with the faculty member in securing intellectual property protection. If the College fails to exercise this right within 90 (ninety) days of the initial meeting, all rights retained by the faculty member and any rights the College may have had are extinguished. If the patentable subject matter is a Traditional Work
of Scholarship, at the time of the disclosure the faculty member can request (but is not required to request) that the College determine if it will collaborate with the faculty member in securing intellectual property protection.

If the faculty member and College determine that they wish to protect the patentable intellectual property, the College will pay the fees and expenses associated with such patenting and the inventors will be required to assign the invention to the College.

Any payments to the College received from assignment or licensing of the invention will be handled as follows:

a. Any revenue derived from the property will be used to reimburse the College’s expenses used to obtain (and maintain) the protection.

b. Once these expenses have been paid in full then any remaining money from the initial payment and later received payments will be divided evenly (50/50) between the College and the faculty member (unless other terms have been agreed upon in advance).

c. Unless other terms have been agreed upon in advance, of the 50% of the net revenue that will be retained by the College, 75% of that money would go directly to the College (unrestricted annual fund) and the remaining 25% would go to the faculty member’s academic or administrative department(s) to support research, teaching and/or programmatic budgets.

R. Grievance Procedure for Faculty

1. Intent

It is the declared objective of Elizabethtown College to encourage the fair and equitable resolution of grievances. In the interest of maintaining harmony and cordiality within a campus environment and in order to affect a prompt and efficient resolution of grievances, the President and the appropriate Councils, acting in behalf of the faculty, are to make available to one another all known relevant facts.

A grievance may be filed by a faculty member, a group of faculty members, or an appropriate Council. A Council may also present a policy grievance at any step of the grievance procedure. A grievance may be directed toward any person or group(s) of individuals responsible for interpreting and/or applying the provisions of the Faculty Handbook with the clear recognition that the provisions of the Faculty Handbook are not contractual in nature.

5 The Grievance Policy for staff is outlined in the Administrative Handbook.
2. Definitions

Under this procedure a grievance is a written allegation based upon evidence that there has been a violation, misinterpretation, or improper application of identified provisions of the Faculty Handbook unless agreed to be exempt.

Sections exempt from the grievance procedure include any existing provisions for which the faculty has previously accepted grievance procedures or an appeals process. These include Promotion and Tenure Policies, Affirmative Action Program, Title IX, Sexual Discrimination, Harassment Policy, Merit Pay, Senior Merit, Sabbatical Leave and Junior Leave.

Sections of the Faculty Handbook subject to this policy include:

a. Chapter One: Department Chairperson.

b. Chapter Two: Academic Freedom; Search/Appointment/Orientation (with respect to procedural violations only); Personnel Records; Responsibilities/Expectations, Reappointment.


d. Chapter Four: Academic Policies and Procedures. These sections specify certain responsibilities, rights, performance, or compensation expectations of the faculty member. Such personnel expectations or rights are subject to this policy, while the actual topic of the provisions is not.

As new sections are added to the Faculty Handbook, they are covered unless exempted. Such exemptions are to be reviewed by the administration and Personnel Council and agreed to be exempt.

3. Procedure

Step 1. Individual members of the faculty and/or the appropriate faculty councils may present an informal grievance at the immediate administrative level or to the department chair. This grievance should be made as soon as possible, but no later than two weeks from the date of the alleged grievance.

Step 2. Should there be no informal resolution of the grievance at Step 1 within ten days of the presentation of the grievance, the grievant(s) and/or the appropriate Faculty Council may prepare a written statement which specifies (1) the date of the informal grievance, (2) the nature of the grievance, (3) provision of the Faculty Handbook which has allegedly been violated, (4) facts and/or evidence related to the grievance, and (5) the remedy desired. This statement is to be submitted to the Provost and Senior Vice President of the College. A copy of the grievance is also to
be sent to the Chair of the Faculty Executive Council and to the Human Resources Office. This written statement is to be submitted within thirty college working days. Within ten college working days after the filing of the written grievance, the Provost and Senior Vice President is to schedule a meeting with the grievant and a college designee chosen by the grievant. Within ten college working days after the meeting, the Provost and Senior Vice President is to submit a written response to the grievant(s), the Chair of the Faculty Executive Committee, and the Human Resources Office.

Step 3. If the grievance is not satisfactorily resolved in Step 2, the grievant(s) or the appropriate faculty council may, within ten college working days after receiving the written reply from the Provost and Senior Vice President, submit a written request to the President and the Chair of the Faculty Executive Council to designate a committee of three neutral individuals agreeable to all parties from within the college community to attempt to mediate a resolution with which both parties can agree. (The President may, at her/his discretion, authorize selection of individuals from outside the college community.) In such discussions the Chair of the Faculty Executive Council, the Provost and Senior Vice President, and/or other college individuals may be present by choice of either party or the mediating committee. Should this body fail in its attempt to mediate a resolution, it shall submit a full report of its efforts to the President, the parties concerned, and the Chair of the Faculty Executive Council together with its recommendation to the President for a resolution. After receiving this report, the President shall meet with the grievant(s) and shall within ten working days following receipt of this report give a written response to the parties concerned, with copies to the Faculty Executive Council, Provost and Senior Vice President, and Human Resources Office. If the President does not uphold the grievance, he shall report his decision to the Executive Committee of the Board of Trustees for review and decision.

No provision of this procedure or of the Faculty Handbook denies any individual any rights granted under the law.

The provisions of the introductory paragraph (unnumbered page) of the Faculty Handbook shall prevail over any provisions of this procedure that may be inconsistent. Therewith, should there be any differences between the said paragraph and this procedure, the said paragraph shall apply.

S. Pet/Animal Policy

Pets are prohibited from all buildings and events on campus, with the exception of guide dogs and assistance dogs. (The College’s Student Handbook outlines the restrictions of pets within residential facilities.)
T. Safety and Security

Employees of Elizabethtown College are required to follow all safety and security policies established by the College. Campus Security has the responsibility for providing protection for all members of the campus community. This is accomplished through the department’s law enforcement and security protection programs. The College’s Human Resources Office has the responsibility for instituting all safety policies and procedures on campus. Please visit www.etown.edu/safety for all safety policies.

U. Loss Prevention Policy

Elizabethtown College acknowledges and accepts its responsibility to provide a safe, secure, and healthful working environment for its employees. The College further embraces “zero losses” as the only acceptable performance standard, thereby requiring the proactive effort and support of every person within the organization, constant effort and improvement, effective training and supervision of personnel, and continual review of all facilities and processes.

Specifically, it is the policy of Elizabethtown College to

1. Comply with the requirements of federal, state, and local regulations as they pertain to safe, secure, and healthful working conditions.

2. Develop, adopt and enforce adequate safety, security, and health standards or policies for all operations.

3. Incorporate loss prevention into the design of all buildings, equipment, and processes.

4. Provide exposed personnel with appropriate personal protective equipment and require its use when hazards cannot be engineered from a process.

5. Develop orientation and training programs to teach employees safe, quality-focused working habits.

6. Maintain in every person a thorough awareness of loss prevention habits and techniques through a comprehensive program approach.

7. Encourage every employee to actively participate in the loss prevention program and to take an active interest in his/her own safety and welfare by developing good habits and reporting unsafe or hazardous working conditions.
V. **Break in Service Policy**

A break in service shall occur when an employee is no longer employed by the College. Employees who are rehired within twelve months of the separation shall retain all vacation, retirement, and sick leave benefits at the level prior to the initial separation.

W. **Computer/IT Usage Policy**

All users of Elizabethtown Information Technology (IT)—students, faculty, administrators, and staff—are to understand and acknowledge that they have access to valuable College resources, to sensitive data and to external networks. Consequently, it is important for all Elizabethtown College IT users to behave in a responsible, ethical and legal manner consistent with the spirit of the College’s pledge of integrity as well as state and federal laws.

The constitutional right of free speech applies to all members of the Elizabethtown College electronic community. As this notion does not imply an abdication of personal responsibility, members of the community are expected to behave ethically in this community and to respect the diversity and privacy of people within and outside the electronic community. Behavior or acts that violate College IT policies and principles will be addressed and adjudicated by the appropriate College judicial or administrative body.

The College reserves the right to access/disclose information on an employee’s computer for any authorized purpose. Electronic mail and other information systems of the College are not to be used in a way that may be disruptive, offensive to others, harmful to morale, or a breach of confidentiality. There is to be no display or transmission of anything that may be construed as harassment or disparagement of others.

The following list, **while not exhaustive**, provides Elizabethtown College IT users with specific policies for responsible and ethical behavior:

- Use only the computers, computer accounts, and computer files for which you have authorization. Do not use another individual’s ID or account, or attempt to capture or guess other IT user's passwords. IT users are individually responsible for all use of resources assigned to them; therefore, sharing of IDs is prohibited. In addition, College-owned computers are only to be used by the employee/faculty member that they are assigned to. They are not to be used by family members.

- Do not download software or games onto College-owned computers. Any requests for new software must be coordinated through the department of Information and Technology Services.
• Do not attempt to access restricted portions of the operating system, security software, servers, or networks unless authorized by the appropriate College administrator. Breaking into computers and networks is explicitly prohibited.

• Abide by all state and federal laws, including those applicable to copyright and licensing.

• Use appropriate standards of civility when using IT to communicate with other individuals. When sending messages to other IT users or posting messages to newsgroups identify yourself as the sender. Using Elizabethtown College IT to harass other individuals is explicitly prohibited.

• Be sensitive to the needs of other IT users. For example, use computer labs for only the most essential tasks during periods of peak demand. Also, sending personal or non-College related messages to large numbers of individuals and sending chain letters or sending a crippling number of files across the network, are examples of activities that cause network congestion and interfere with the work of others, and thus are not allowed.

• Do not destroy or damage any IT equipment, networks, or software. The introduction of computer code that compromises the integrity of a system, such as viruses and worms, into the College computing environment or into other computing environments via the Elizabethtown College network is prohibited.

**Electronic Communications**

Electronic communications, including electronic mail, mailboxes, Internet, and contents created or stored on the College's computer/network related equipment, are the sole property of Elizabethtown College. Use of the College's computer/network related equipment is a privilege, not a right, and activities that may be acceptable on your personal home account may not be acceptable when using the College equipment/network. Furthermore, all contents on College's computer/network related equipment and network are subject to the College's policies as well as federal, state, and local laws and regulations.

System administrators may require access to otherwise personal files maintained on the campus network as part of regular system maintenance and back-ups, to periodically verify that software and hardware are working correctly, to look for particular kinds of data or software (such as computer viruses), or to audit the use of university resources. In undertaking these efforts, however, IT staff do not access the contents of the communications.

Additionally, the College, through its authorized Administrators, reserves the right to gain access to a user's network correspondence or files maintained on the campus network, whether relating to Elizabethtown College business or that may otherwise be considered personal in nature, for legitimate business and educational purposes, including but not limited to: investigations into suspected or alleged violations of
College policy or federal, state, or local laws, investigations into inappropriate use of college equipment; investigations into claims of wrongdoing; locating information stored in files required for the conduct of business; and/or in response to a subpoena or other valid legal process.

X. Identification Cards

The Campus Security office issues ID cards to all employees as authorized by Human Resources.

You may use your ID card for the following on-campus benefits:

• To charge items to your staff account in the College Store, Jay's Nest, or Dining Services. You are responsible for all transactions made with your ID card until you report the loss to Campus Security. A list of charges that you have incurred is sent out monthly. Balances not paid by the statement due date are subject to finance charges of 1/5% per month or 18% per annum.
• To use the athletic facilities including the Body Shop and pool during open hours (Your eligible dependents may get their own passes for athletic facilities. Please visit www.etch.edu/humanresources to get a Recreation ID Request form.)
• To get free admission for yourself to eligible regular in-season home athletic events.
• To use the library. The library staff will place a bar code on your identification card so it will serve as your library card.

Report lost or stolen ID cards to Campus Security (x1263). If you have lost your ID card, you will need to purchase a new one through Campus Security. Identification cards must be returned to Campus Security, prior to your departure, if you are leaving the College’s employment.

Y. Reimbursement of Expenses

Reasonable expenses, incurred by an employee in the conduct of College business, are reimbursable. A request for reimbursement of expenses should be completed and submitted with supporting receipts and sent to the College Vice President for Finance.

Z. Use of College Vehicles

The College maintains a fleet of vans for official College use. Employees must have a valid driver’s license and a successful check of the required Motor Vehicle Record (MVR) to drive a College vehicle. To reserve a vehicle for College business, contact Facilities Management. All vehicle accidents must be reported immediately to Facilities Management and Campus Security.
AA. Lost and Found

Campus Security is responsible for the College’s Lost and Found program. Items found on campus, should be turned into Campus Security for securing and recording purposes. Employees should check with Campus Security for articles or belongings they may have lost on campus.

BB. Mail Service

The campus post office receives mail on a daily basis. Mail is distributed twice each day through department mailboxes conveniently located within each building on campus.

CC. Telephone Service

College telephones are provided for the primary purpose of conducting College business. Toll calls and long distance calls can be made by using an assigned College pin number. Personal toll calls and long distances calls may be made using a personal assigned pin number. Pin numbers are obtained by contacting the Business Office.

DD. Car Registration

All vehicles that are regularly parked on campus must be registered with Campus Security. Parking permits are issued by this office. Employees may register up to two vehicles; however, only one vehicle may be parked on campus at a time.

EE. Parking

Vehicles are to be parked only in the designated paved parking areas available to employees. Parking is not permitted in specially designated areas, reserved areas, or handicap parking zones. Citations for violations are issued by Campus Security.

FF. Keys

Distribution and duplicating of keys is controlled by Campus Security. All requests for keys must be submitted to Campus Security with the appropriate signatures. Employees leaving employment with Elizabethtown College must surrender their keys and ID card to Campus Security.

GG. Campus Security Report

The Elizabethtown College Campus Safety & Security Report is available at www.etown.edu/safety.
HH. Conference Rooms

Scheduling of conference rooms must be worked through the Scheduling Office.

II. Snow and Inclement Weather

Unless otherwise indicated, Elizabethtown administrative and department offices will remain open. All employees are expected to report for work, even if they have to be late, after a snowstorm or during inclement weather. If, for safety or personal reasons, an employee cannot reach the campus, the employee is expected to call his or her supervisor to report that fact.

If the decision is made to cancel or postpone classes or close the College, the VPA will notify the campus community and local media through communication streams listed below. If extreme weather occurs or is predicted, a decision will be made by 5:30am. Two types of schedule changes are possible:

DELAY: The normal schedule of classes and work is delayed for a specified period of time. Classes scheduled during the delay will not meet, but all other classes will.

CLOSED: No classes are held and all administrative and department offices are closed.

On an individual basis, classes may be canceled or postponed if a faculty member is unable to get to campus. Faculty members are requested to notify their students, department chairs, the Dean of Faculty, and Campus Security of any class cancellations or postponements.

In all cases, Facilities Management, Campus Security, and Dining Services staff report as scheduled.

Exceptions may have to be made to these procedures.

Schedule changes will be broadcast using text messages, email, E-town website, social media, external media, and E-town Hotline. The following media outlets will be used: Student media, WWEC and ECTV; WGAL Channel 8 and WHTM Channel 27; radio - WITF 89.5FM; WSBA 910AM; WARM 103FM; WHP 580AM; WKBO 1230AM; WRVV 97.3FM; WDAC 94.5FM.

Early dismissals due to weather conditions will be made by the VPA. In such event, voice mail and email will be used to contact offices and departments.

JJ. Exit Interviews

Upon an employee’s departure from the College, Human Resources will contact the employee to schedule an exit interview. At this interview a Human Resources Representative will discuss with the employee benefit options, outstanding College
charges, and other matters relevant to her/his departure. Employees will also have an opportunity to discuss any matters of concern while they were employed with the College. An exit form will be provided to each departing employee for additional comments.

KK. **Day Care Arrangements for Children**

Elizabethtown College has an arrangement with the Masonic Village and Elizabethtown Childcare Center (ECCC) should an employee’s child be in need of day care. Employees are given priority for enrollment after the daycare’s employees and siblings of currently enrolled children. Because some age slots are not available immediately, you may be put on a waiting list.

Employees may contact the centers to inquire about enrollment at the following numbers:

- Elizabethtown Childcare Center 361-9824
- Masonic Village Childcare Center 367-1121, extension 33375

LL. **Lactation Policy**

Elizabethtown College understands the importance of a mother’s desire to breast-feed her baby after returning to the work environment. Because not all mothers have a private office to use for lactation needs, the College will make arrangements to accommodate mothers at work with a private locked room for these purposes. Refrigeration accommodations will also be made. Mothers are reminded that the storage and safekeeping of their supplies and expressed milk are their responsibility. Please contact Human Resources for arrangements regarding this policy.

MM. **Official Communications Policy**

Students, faculty and staff should expect to receive official Elizabethtown College communications through:

1. College-issued campus mailbox numbers
2. College-issued telephone numbers (i.e., Jaynet extension)
3. College-issued email addresses

Members of the campus community should check these modes of communication frequently for important information from the institution. On some occasions, communications may also be sent via U.S. mail service to a permanent home address or a home telephone number via the information individuals provide annually to the College.

NN. **Emergency Action Plan**
All Elizabethtown employees are responsible for supporting the College’s Emergency Action Plan. Therefore, every employee should have an understanding of the contents of the plan and should be alert and responsive to campus emergency notifications. The plan can be found at on the College’s website at www.etown.edu/EmergencyActionPlan.aspx.

During an emergency, Elizabethtown College’s response is managed by the Emergency Management Group (EMG), which is under the direction of the President of the College or his/her designee. In the event of an emergency, the EMG will distribute notifications to the campus community, providing background about the emergency and/or instructions about actions that community members should take to protect themselves and others.

Typically security and safety notices will be distributed to the campus through a campus-wide e-mail notification, a voicemail message to on-campus telephone mailboxes, and/or a posting on the College’s website. Employees should heed advice provided through these alerts.

In the event of a life-threatening or potentially catastrophic situation, the College’s EMG will distribute time-sensitive emergency notices through EC Alert via:

- Calls to employees’ cellular and office phone numbers;
- Text messages to cell phones, PDAs and other text-based devices;
- E-mail messages to employees’ College e-mail account; and Messages to TTY/TDD receiving devices for the hearing impaired.
- The College’s EMG also will post a message on the College Emergency Hotline and on the College’s Emergency Action Plan website.

**OO. Verizon Discount**

Elizabethtown College employees receive an 18% employee discount on Verizon wireless services. To register your employee discount visit http://www.verizonwireless.com/get discount or stop by any Verizon store with a recent pay summary as proof of eligibility.
Chapter Four: Academic Policies, Procedures and Judicial System

I. Academic Policies and Procedures

A. Course Syllabi

The Office of the Dean of Faculty maintains a file of all course syllabi for the current academic year. The list of “essential information” for all course syllabi, as approved by the Academic Council, can be found below:

1. Essential Information
   a. Number and Name of Course
   b. Date (e.g., Fall 2007)
   c. Instructor Information
      (1) Name
      (2) E-mail address
      (3) Office location and phone number
      (4) Office hours
   d. Textbook and other required materials
   e. Reference books and collateral reading
   f. Statement on acceptable documentation standards
   g. Required participation outside hours the course is normally scheduled (e.g., for field trips, special sessions, etc.)
   h. Special projects and instructional techniques
   i. Any prerequisites

2. Course Coverage
   a. Course content in broad outline
   b. Readings to be covered
   c. Daily assignments, other activities, projects, etc. (Optional)

3. Student Learning Outcomes
   a. Statements of the knowledge, skills, and dispositions the student is expected to have obtained at the completion of the course.
   b. Student learning outcomes should be observable and measurable.
   c. Faculty members may craft Student Learning Outcome language to fit a particular course, providing there is clear alignment with the Student Learning Outcomes approved by Faculty Assembly for that Area of Understanding and/or applicable to Department Student Learning Outcomes.
4. Policy Statements

a. Grading policy and standards
   (1) Relative weight of each course assignments or components
   (2) Quantitative or qualitative standards expected for letter grades earned

b. Attendance policy

c. Examination policies
   (1) Dates of exams (tests)
      (a) For evaluation purposes, it will prove useful to have some assessment of student performance graded by the end of the fifth week of the semester.
   (2) Final exam
   (3) Make-up exams (tests)

d. Any other expectations of the student that could influence the grade

5. Statement on Plagiarism

a. Statement on academic dishonesty (See: Standards of Academic Integrity, Chapter Four)

b. Statement on Disability

   Course syllabus statement on Disability is required for all courses – see below:
   “If you have a documented disability and need reasonable accommodations to fully participate in course activities or meet course requirements, you must:

   (1) Contact the Director of Learning Services and Disability Services in the Center of Student Success, BSC 288, (717) 361-1227, AND
   (2) Meet with me, the Instructor, within two weeks of receiving a copy of the accommodation letter from Learning Services and Disability Services to discuss your accommodation needs and their implementation.”

An electronic copy of each syllabus is to be submitted to the Dean of Faculty. All syllabi should be reviewed by the Department Chair before submission. The Dean of Faculty will forward the files to the Library where an archive of course syllabi is maintained for internal campus use.

B. Procedures for Approval of New Courses and New Programs and for the Revision of Current Programs

A curricular proposal must be submitted to Academic Council for any and all curriculum alterations, including changing the number of credits in a major/minor, changing required or elective courses for a major/minor, changing credit values of courses in the program, or otherwise altering a program.
1. **Experimental Courses in the 170-370 Series**

   Experimental courses require the approval of both the chair of the department in which the course is offered and the Associate Academic Dean. 170- and 370-courses may be offered no more than three times under this category, after which they must be submitted to Academic Council for approval as permanent additions to the curriculum.

   Courses numbered 170-179 are experimental courses at the first or second year level. Courses numbered 370-379 should be designed as experimental and innovative courses for the junior or senior level. The 370 courses can be used as a substitute for a requirement of the major. If used as a substitute for a major requirement, that information must be included in the information provided to the Dean of Faculty and to the Director of Registration and Records.

2. **Steps for Presenting New Programs or Courses to Academic Council**

   Step 1: Prepare program or course proposals according to the Academic Council guidelines.
   Step 2: Secure departmental approval.
   Step 3: Department chair submits the proposal to Academic Council as noted below.
   Step 4: Academic Council considers the proposal and approves, denies, or requests additional information/resubmission.
   Step 5: If approved, Academic Council minutes reflecting the changes are presented to Faculty Assembly for affirmation. If this final step (approval by the Faculty Assembly) occurs prior to March 1st, then changes can be included in the on-line Catalog and implemented for the following academic year.

3. **Proposal Requirements**

   Academic Council requests the following items from those departments submitting proposals for curriculum changes:

   - An executive summary or cover letter of the proposal that includes a brief rationale for the changes and includes the following items.
     - A list of previously approved courses that will be deleted. Note if any courses deleted from the curriculum will be retained in the catalog; otherwise, the assumption is that they will be deleted.
     - A list of previously approved courses that will be maintained.
     - A list of previously approved courses that will be altered in content or credit value.
     - A list of courses that require approval as new courses.
     - Suggested order of review for all documents comprising the proposal.
   - A more detailed explanation of program changes, including detailed rationale that explains how these changes will improve the program. Please include a comparison with similar programs at peer institutions, if applicable.
   - Catalog copy of the revised program description.
A completed course proposal form and syllabus for each course requiring approval. Please refer to the guidelines and use the proposal form for new courses.

A complete staffing spreadsheet that addresses the proposed changes. Proposals for new majors (or minors) must also satisfy the Specific Guidelines for Majors or Minors (see below).

4. Submission of Documents
All curricular proposals must be submitted electronically by the department Chair to the Chair of Academic Council. Submission from the department Chair’s Elizabethtown College e-mail address will signify departmental approval.

For your convenience, the following materials are posted in the Academic Council folder on the t: drive:
- Form for Submission of a New or Revised Course Proposal
- Essential Information for All Course Syllabi
- Essential Guidelines for Curriculum Modification Proposals
- Specific Guidelines for Majors
- Specific Guidelines for Minors
- Staffing Spreadsheet
- Sample Four-Year (semester-by-semester) Projected Course Schedule (Engineering)
- Sample Advising Check Sheet (Engineering)

5. Specific Guidelines for Majors and Minors

**Definition of Major**: A major identifies a college student's principal field of academic specialization. The major requirements consist of a specifically designed collection of prescribed course requirements having a coherent focus in a single discipline or in related disciplines. Generally, a major encompasses one-third of students’ total credit requirements for graduation. Exceptions to this will be made when departments can justify the additional credit needs (such as might be needed to meet external accrediting agencies). Students must complete at least one major in order to graduate from the college. All completed majors will be recorded on the student’s official transcript. Coursework completed for a second major must include at least 16 credits of coursework different from those credits required for the first major.

**Majors may include tracks and/or concentrations.**

A track is a curriculum component that defines an emphasis leading to an area of specialization within the academic discipline of a major. Generally, the track requirements consist of a prescribed and coherent collection of coursework, encompassing one-half or more of the total credits required to complete the major. Due to credit requirements associated with tracks, students generally complete only one track within a single major. Completed tracks are recorded on the student’s official transcript.

A concentration is a curriculum component that focuses on a sub-discipline within an academic major. A concentration is often the result of attention to a single subject area within a multi-dimensional major. The concentration requirements consist of a prescribed
and coherent collection of 12 or more credits of coursework in addition to the basic or common requirements for the major. Only one concentration will be officially recorded for each completed major. Multiple concentrations may be included on a student's résumé.

**Academic Council considers the following factors in evaluating proposed majors:**
1. Does the major reflect a definable and distinct body of knowledge?
2. Are the objectives appropriate to the mission of the college?
3. Are the breadth and depth of the major appropriate to a baccalaureate curriculum?
4. Does the program fit the qualifications of the faculty?
5. Does the program have adequate resources on campus (determined in consultation with the director of the library and other appropriate persons)?
6. Does the program satisfy cost effective expectations of the college, including consideration of enrollments, staffing, course proliferation, duplication of course content and exceptional costs?

**Proposals for Majors should include:**
1. A rationale for the institution of the major
2. A rationale for the structure of the major requirements
3. A listing of courses required in the major in the form of an advising check sheet
4. A projected four-year course schedule (semester-by-semester) for beginning students in the program; note the latest point when a student could begin the program and still graduate after eight semesters
5. Analysis of available resources

**Definition of Minor:** A minor represents a secondary area of academic specialization outside the student's major. A minor is not as comprehensive or intensive as a major, but nonetheless, it is a coherent course of study that results in a depth of knowledge and level of competency worthy of recognition. Typically, minors require 18 to 24 credits of coursework. Students may complete one or more minors. All completed minors will be recorded on the student's official transcript. Minors must be selected in disciplines outside the discipline of the student’s major. Coursework completed for the minor must include at least eight credits of coursework different from those credits required for the student’s major and/or another minor. Like majors, minors can also have tracks that define an emphasis leading to an area of specialization within the academic discipline of a minor. A track represents a prescribed and coherent collection of coursework encompassing half or more of the total credits required to complete the minor.

**Academic Council considers the following factors in evaluating proposed minors:**
1. Does the program reflect a definable and distinct body of knowledge and present a coherent course of study that leads to a level of competency worthy of recognition?
2. Does the completion of the minor result in acquisition of the depth of knowledge in the area represented by the minor?
3. Is the number of credits and the specific requirements for the proposed minor appropriate?
4. Does the proposed curriculum require specific courses in the methodology of the discipline represented by the minor?
5. Does the proposed curriculum require upper division courses in the minor (i.e., 300 and/or 400 level courses)?

**Proposals for Minors should include:**
1. A rationale for the institution of the minor
2. A rationale for the structure of the minor requirements
3. A listing of courses required in the minor in the form of an advising check sheet
4. A projected four-year course schedule (semester-by-semester) for beginning students in the program; note the latest point when a student could begin the program and still graduate after eight semesters
5. Analysis of available resources

**C. Student Course Loads**

Since the completion of at least 125 credits of course work is required for a degree, the normal/average course load for a full-time student is approximately 16 credits for each of the eight semesters. A student enrolled in 12 or more credits per semester is considered a full-time student. A student enrolled in fewer than 12 credits per semester is considered a part-time student.

Students may carry up to 18 credits of work in a semester or eight credits in a five/six-week summer session. Students desiring to take credits in excess of these limits must have achieved a cumulative grade point average of 3.2 or above, or have the approval of the Associate Academic Dean. The maximum load is 20 credits in a semester or 12 credits total for all summer sessions. An additional fee is charged for credits above 18 for which a student is enrolled in a given semester.

**D. Evaluation of Student Performance**

Evaluation of each student's performance is a vital part of the process of learning. It is the responsibility of each instructor to evaluate her/his students' performance in each course and to submit final course grades to the Registration and Records Office by the announced deadline for each course.

Instructors are expected to provide regular appropriate means of assessment of student progress. Papers and tests are to be read and returned promptly with constructive written comments. Instructors are to be available at scheduled hours throughout the week to talk with students individually about their work.

**E. Requiring Written Work**

The faculty has noted the need to improve the written expression of students at the College. Therefore, the faculty is committed to requiring written work in all courses where such work is at all feasible. Written work could take the form of any or all of the following:

- essay questions on exams
- formal papers
- a senior thesis for majors in the department
F. Class Attendance and Withdrawal Policy

1. Class Attendance

Class attendance is handled individually by faculty members. Faculty will establish their attendance/class absence policy for each class; this policy is to be announced at the beginning of each semester and included in the course syllabus.

It is the position of the College that the above-average student should be given some freedom of judgment as to her/his attendance needs, while the average student must be encouraged or required to maintain regular attendance.

The student is responsible for consulting the professor in the case of absences due to illness or other personal problems. When students will miss several days of class due to an illness or a family emergency that takes them away from campus, the Center for Student Success will, at the request of the student, notify the student's professors that the student will be away from campus. Upon return to campus, it is the student's responsibility to check with each professor regarding work missed.

A professor or the College may dismiss a student from a course for excessive absences. The student may appeal for reinstatement to the Academic Standing Committee.

2. Long Term Absences

Long-term absences from all courses/campus may result in mandatory withdrawal from the College. After 15 consecutive class days of absence from all classes, a student is considered to have withdrawn from the College. (Students absent for verified medical reasons will be granted a Medical Withdrawal.)

3. Withdrawal Policy

a. Withdrawal from Classes. Students withdraw from classes through the Registration and Records Office. The course will not appear on the permanent record if the student withdraws on or before the end of the fourth week of the semester. From this time to the end of the eleventh week, a withdrawal will result in a grade of W. All withdrawals after the end of the eleventh week of the semester receive grades of W/F unless the withdrawal is from College and is for medical reasons, in which case a W is recorded for each course. A student may not withdraw from individual courses for medical reasons. A grade of W/F is calculated into the student average as though it were an F.

b. Withdrawal from College. Students who withdraw from the College during a semester also withdraw from all of their classes for that semester. Full-time students withdraw from the College through the Center for Student Success; part-time students withdraw through the Registration and Records Office. Students who withdraw
during the semester are expected to leave the campus as of the effective date of their withdrawal.

For purposes of billing, room reservation, academic responsibility, etc., the effective date of withdrawal is the date on which the completed official notice is returned to the Center for Student Success or the Registration and Records Office. A student who withdraws without notification receives no refunds and may incur the full room penalty. Failure to comply with withdrawal procedures may result in loss of the privilege of readmission to the College and the right to the release of a transcript of credits earned.

c. Medical Withdrawal. A student may withdraw from the College for reason of a serious illness or similar, medically-related circumstances. Medical Withdrawal assumes an incapacity that prohibits acceptable academic performance, not simply a hardship or inconvenience. Such withdrawal requires written verification from a physician. Upon receipt of verification, a proportionate refund is granted.

Medical Withdrawal is withdrawal from the College and, therefore, from all courses. A student does not selectively withdraw from individual courses under the rubric of "medical withdrawal."

G. Grading System

Faculty members have the responsibility to determine grades. Faculty establish their grading policy at the beginning of each course and shares this policy with students in their classes. Grades are determined by the composite result of classroom work, reading and written assignments, tests, etc. At the end of each semester each faculty member submits, for each of her/his students that grade which best represent the quality and quantity of work done.

1. Grades are reported as A, B, C, D, F. Plus and minus distinctions are made. In addition, designations of I, II, W, WF, P, NP and AUD are used in appropriate situations.

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Quality Points per Credit</th>
<th>Grade Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
<td>Distinguished</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
<td>Above Average</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>C+</td>
<td>2.3</td>
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<tr>
<td>C</td>
<td>2.0</td>
<td>Average</td>
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<tr>
<td>C-</td>
<td>1.7</td>
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<tr>
<td>D+</td>
<td>1.3</td>
<td></td>
</tr>
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<td>D</td>
<td>1.0</td>
<td>Poor</td>
</tr>
<tr>
<td>D-</td>
<td>0.7</td>
<td></td>
</tr>
</tbody>
</table>
### Incomplete Grades

Incomplete Grades may be assigned in response to a student's formal request; they are not volunteered by the faculty. The student and the professor sign a written agreement which specifies the nature and quantity of work to be completed and the projected date of completion. **Grades of "I" are given for extenuating circumstances only.** They are not assigned simply to allow additional time to complete required course work or to improve course grade.

All grades of “I” received in the fall semester must be removed by April 1. Those received in the spring semester or summer session must be removed by October 1. Failure to do so results in a grade of F.

### Integrity Issue

If an integrity issue arises and a professor suspects the student of academic dishonesty, a grade of “II” can be entered. The grade will appear, nevertheless, as an “I” on the official record while the situation is resolved.

### Pass/No Pass Grading

The Pass/No Pass Grading option is intended to encourage students to explore areas of study beyond those of their major or minor. Courses registered on the Pass/No Pass basis earn credits (for grades of P) but are not included in the calculation of the grade point average. Students may select one other course per semester to be graded in this manner under these conditions:

- A student must currently have junior or senior standing (60 or more credits).
- The student must have a cumulative average of 2.75 or higher.
- The selected course may carry no more than four credits and must be a free elective. It may not satisfy a Core Program requirement (no core courses can be taken Pass/No Pass) and may not be a course that could fulfill a requirement for the student’s major or minor. However, if major/minor requirements are already met (i.e., completed, not in progress), then an additional course in the major/minor Department can be taken Pass/No Pass.
- No more than four courses in total (excluding Physical Education Activity courses) may be taken under this grading option.
- All students may elect to take Physical Education courses Pass/No Pass. Pass/No Pass registration must be completed during the first four weeks of the semester. Forms are available in the Office of Registration and Records. Once a course is registered under the
Pass/No Pass option, it may not be changed. Grades of D- or higher are recorded Pass; grades of F are recorded No Pass. Students should be aware that courses taken Pass/No Pass may not be transferrable to other institutions.

H. Final Examination Policy

All academic courses are expected to conclude with a final examination administered during the assigned time of the Examination Period. Within the last three meeting days for classes (not for any individual course) prior to final exams, no unit tests or quizzes of any type may be administered. Due to the unique structure of courses involving laboratory examinations/practicals, a laboratory exam/practical can be given during these final three days prior to final exams. In addition, major papers and projects can be assigned due dates that fall within the last three meeting days for classes, providing the due dates are specified on the syllabus.

Laboratory sections, advanced seminars where an assigned paper or project is the major activity, performance classes where a recital or similar artistic performance is required, internships, and practicums may or may not have final examinations depending upon the judgment of the instructors. Any faculty member seeking an exception to the final examination rule for academic courses shall first secure the approval of the department chairperson and then that of the Associate Academic Dean.

Students as well as faculty are expected to abide by the published examination schedule. However, students with 3 exams in one day may directly request of a professor that one exam be rescheduled during exam week. There is no obligation on the part of the faculty member to reschedule the exam. All requests for rescheduling an exam must be made at least 5 class days before the start of the final exam week. Students with 4 exams in one day may request that 1 or 2 of the exams be rescheduled following the same procedure. When a scheduling conflict cannot be resolved between professor(s) and student, the student may take her/his case to the Associate Academic Dean.

I. Reporting and Recording of Grades

1. Due Dates for Grades

Grades are due at the times announced by the Registration and Records Office. These due dates are the times when grades should be entered electronically via EC.Web. Questions concerning or any difficulty in entering grades, should be directed to the Office of Registration and Records.

2. Informing Students of Grades

Students access their grades, electronically, at the end of the semester. Since the grade which a student receives should not be a matter of public knowledge, the practice of posting grades for the whole class is discouraged. If an instructor feels she/he must post
grades, a random number system must be used; under no circumstances should student ID or social security number be used as the identifier.

3. Grade Changes

Grades are considered to be official at the time entered. Official grades can be changed only by successful appeal under the College’s Grade Appeal Policy or an instructor’s petition to the Dean of Faculty to correct a documented grading error. Grade appeals and evidence of grading errors must be submitted within 30 days of the date on which the grade was formally issued from the Registration and Records Office. Exception to the 30-day time limit requires formal petition to and approval of the Academic Standing Committee.

Requests for change of grade due to grading error must be documented including a full explanation of the grade miscalculation and the basis for the new grade. Miscalculation of grade is the only acceptable basis for granting a change of grade. Receiving extra work after the course has formally ended as a means of effecting a grade change is patently unfair to other students and is not allowed. Grade changes intended to improve a student’s semester, major, minor and/or cumulative GPA are also inappropriate and will not be accepted.

Request for Change of Grade forms are available from the Registration and Records Office. The Dean of Faculty will forward approved grade changes to the Registration and Records Office for processing.

J. Early Warning System

Mid-term grade reports are not issued. Instead, an early warning system is used. All students having earned a D or F in 100 or 200 level courses at the end of the fifth week of the semester will be notified so that they may counsel with the instructor, their advisor and/or the Center for Student Success for aid in improving the grade. These reports are not part of the student's permanent record. Giving a student an early warning has no negative consequences. Copies of the notices are sent to the student and the advisor. Official grades are submitted only at the end of the semester.

K. FERPA

All employees may have access to student records which contain individually identifiable information, the disclosure of which is prohibited by FERPA. The willful or intentional disclosure of this information to any unauthorized person could subject employees to criminal and civil penalties imposed by the law; it also violates the College’s policy and will result in disciplinary action, up to and including termination. A copy of the guidelines for compliance with FERPA is available in the Registration and Records office.
L. **College Calendar**

The Elizabethtown College calendar is constructed to include a fall semester that ends before Christmas and a spring semester that begins in mid-January. The fall and spring semesters include a minimum of 14 class meetings on each day Monday-Friday for 14 weeks and 6 days for final exams. Appropriate amounts of time are provided in each semester for vacation, rest and reading.

The following holidays are observed: Labor Day, Thanksgiving (Thursday and Friday), Christmas Eve and Christmas Day (the College normally closes between Christmas Eve and New Year’s Day), New Year’s Eve and New Year’s Day, Good Friday, Easter Monday, Memorial Day, and Independence Day. Graduation is celebrated on a Saturday in May. Martin Luther King Day is observed on campus with special programs.

The Summer Session classes meet Monday-Friday. Class time is adjusted to correspond to the time provided in the fall and spring semesters.

M. **Daily Class Schedule**

Classes are scheduled from 8 a.m. to 5 p.m., Monday through Friday; in addition, there are evening classes scheduled Monday through Friday. Wednesday from 11:00 am to 12:00 noon is reserved for the College Assembly Period; no classes or regular committee meetings are to be scheduled during that time period. Tuesday and Thursday from 3:30 to 5:00 p.m. is designated for meetings.

Monday Wednesday Friday 80 minute classes meet at 8 a.m., 9:30 a.m., 11:00 a.m., 12:30 p.m., 2:00 p.m., 3:30 p.m. and Tuesday Thursday 80 minute classes meet at 8 a.m., 9:30 a.m., 11:00 a.m., 12:30 p.m. 2:00 p.m. All class meeting times are coordinated into the master schedule of classes and assigned by the Associate Dean of Academic Affairs in consultation with the Department Chairperson.

N. **Cancellation of Classes**

Faculty members are expected to meet their classes at the time at which they are scheduled. Classes canceled due to illness of a faculty member should be held at a later date. Long-term illnesses must be reported to the Department Chairperson and the Dean of Faculty so that arrangements can be made for a substitute. (Refer to Chapter Three, II, G– Sick Leave.)

Classes canceled due to off-campus activities, weather, or other emergencies should be treated in the same manner as absences due to short-term illness.

II. **Academic Judicial System**

Responsibility for judicial matters of an academic nature are assumed by the Academic Standing Committee and the Academic Review Committee.
A. **The Academic Review Committee** is composed of three elected faculty members, two students, and one administrator appointed by the President. The Provost and Senior Vice President or designee serves as convener of the Committee but is not a member and does not vote in decisions made by the Committee. The Academic Review Committee handles matters related to academic dishonesty and student appeals of course grades. The specific procedures to be followed in these matters are detailed below.

B. **The Academic Standing Committee** is composed of four faculty members, the Provost and Senior Vice President or designee, and two professional members of the Center for Student Success, who serve in an advisory capacity but without vote in committee decisions. This committee handles matters related to academic probation, academic dismissal, readmission, and divergence from the standard academic curriculum of the College.

C. **Academic Due Process.** At Elizabethtown College, academic due process is understood to include the following student rights:

   With regard to grading:
   
   - To receive specific explanation of the manner in which a course grade was determined.
   
   - To appeal a course grade if the student believes that grade was influenced by matters other than academic performance, class attendance, and punctuality in submitting assignments.

   With regard to academic dishonesty:
   
   - To receive a written notification specifying the nature of the infraction and the recommended penalty.
   
   - To request a hearing before the Academic Review Committee when found by a faculty member to be in violation of the standards of academic integrity and to receive a written statement from that Committee summarizing the findings of the Committee and its disposition of the matter.
   
   - To request a hearing before the Academic Standing Committee when recommended for academic dismissal due to cheating, plagiarism, or other violations of the standards of academic integrity.
   
   - To inspect any information on file dealing with incidents of academic dishonesty attributed to that student.

D. **Standards of Academic Integrity**

   Elizabethtown College assumes that its students will act honorably and will conduct themselves accordingly.
Students are expected to adhere to the Pledge of Integrity adopted by both the Student Senate and the Faculty Assembly. Academic Dishonesty—including cheating and plagiarism—constitutes a serious breach of academic integrity. It is expected unequivocally that all academic work be the honest product of the student's own endeavor. Only in this way can students reveal authentic achievement and potential to an instructor.

1. **Cheating** is defined as the giving or receiving of unauthorized information as part of an examination or other academic exercise. What constitutes "unauthorized information" may vary depending upon the type of examination or exercise involved, and the student must be careful to understand in advance, what a particular instructor considers to be "unauthorized information." Faculty members are encouraged to make this definition clear to their students.

2. **Plagiarism** is defined as taking and using the writings or ideas of another without acknowledging the source. Plagiarism occurs most frequently in the preparation of a paper, but is found in other types of course assignments as well.

3. **Other Forms of academic dishonesty** include (but are not limited to) fabrication, falsification, or invention of information when such is not appropriate. Knowingly helping or attempting to help another student to commit an act of academic dishonesty is considered to be an equivalent breach of academic integrity and is treated as such.

Cases of academic dishonesty are handled individually and according to the circumstances of the violation; however, students who violate the standards of academic integrity can expect a grade of "F" in the course and/or possible dismissal from the College.

E. **Procedures for Dealing with Cases of Academic Dishonesty**

1. **Schedule an Initial Conference.**

When you discover evidence of academic dishonesty, schedule an informal conference as promptly as possible with the student or students involved. If a face-to-face meeting is not possible, this “conference” can take place via email. If you are unable to schedule a conference before grades are due, a grade of “II” (Integrity Issue) may be assigned in the interim. The “II” grade will be converted behind the scenes to an “I” grade so that when a student views his/her grades or requests a transcript, the course will appear as incomplete until the Integrity Issue is resolved and replaced with the new grade. If the student confirms his or her academic dishonesty in the initial conference, then the procedure continues with step 3—written notification—unless you believe that it would be beneficial to still include step 2—the second conference. Sometimes, faculty and students do not believe that a second conference is warranted if they are in agreement with one another following the first conference; the second conference may seem redundant in these situations.
2. Second Conference

If, in the informal conference, the student denies academic dishonesty but you are satisfied that there is evidence of academic dishonesty, then schedule a second conference with the student. In cases involving more than one student either individual or group conferences may be appropriate depending on the particular circumstances of the case. This conference should include another faculty member selected by the instructor. The student also has the right to have a faculty member, another student, or a member of the Center for Student Success present as an observer. Due to the nature of this second conference, it should be scheduled as a face-to-face meeting.

3. Written Notification

Written notification to student, department chair, and Associate Academic Dean. If, following either the first or second conference, you are satisfied that there is proof of academic dishonesty, you must follow-up by giving the accused student(s) written notification specifying the infraction and the recommended penalty. Copies of this notification are sent to your department chair (or equivalent) and the Associate Academic Dean (Betty Rider). Prior to writing this letter, you can check with the AAD to determine whether the student has any prior academic integrity violations and/or to discuss possible sanctions. If the department chair does not agree with your conclusion of academic dishonesty or with your recommended penalty, then the department chair must also provide written notification, with rationale, to the AAD. The AAD will then review the matter and recommend action(s), and will inform the student, in writing, of the AAD’s recommended action.

4. Student Response to Written Notification.

The accused student(s) will have the alternative of accepting the recommended penalty in the written notification or requesting a hearing before the Academic Review Committee. The request for a hearing must be presented in writing to the AAD within five business days of receipt of the notice of information.

5. Dismissal

The AAD will review cases of academic dishonesty and exercise judgment as to the AAD will notify, in writing, both the student and the Academic Standing Committee of his or her decision and the factors that influenced that decision.

6. Student Response to Recommendation for Dismissal for Academic Integrity Violation.

The student will have the option of accepting the AAD’s decision for dismissal or requesting a hearing before the Academic Standing Committee. The request for a hearing must be presented in writing to the chair of the Academic Standing Committee within five business days of receipt of the AAD’s decision.
Other Instances

All forms of dishonesty in academic matters are violations of the Standards of Academic Integrity and are the concern of the Academic Review Committee. Inappropriate actions, for example, lying to college officials or forgery of advisors' signatures, are violations equivalent to cheating and plagiarism in course work. Such dishonesty will be dealt with following the general procedures set forth above. Cases are reviewed individually and according to the circumstances of the violation; however, possible penalties include suspension or dismissal from the College.

F. Procedures for Grade Appeals

If a student believes that a final grade has been influenced by matters other than academic performance, class attendance and punctuality in submitting assignments, the student may request an informal conference with the instructor to discuss the matter.

If the outcome of the informal conference is not satisfactory, the student may submit a request in writing for a meeting on the matter to the Department Chairperson (or another faculty member in the department in instances involving the chairperson). For the meeting, the student shall prepare a written statement outlining the basis for the appeal. A request for the meeting must be submitted within 30 days of the date on which the grades are formally issued from the Office of the Registration and Records.

The decision regarding the course grade in question will be made by the faculty member in consultation with the chairperson (or the other faculty member in the department in instances involving the chairperson). The student will receive immediately, written notification of that decision. Should the faculty member and the department chair not be in agreement, and the matter not be resolved at the department level, both the faculty member and the department chair will give written statement to the Associate Academic Dean explaining the reasons for upholding or altering the grade. The Associate Academic Dean will then review the matter and recommend action, and will inform the student, in writing, of the recommended action.

The student has the alternative, within 10 days of the notice of accepting the grade or submitting a further appeal, in writing, to the Dean of Faculty.

The Dean of Faculty will review the details of the appeal. The Academic Review Committee will hear warranted appeal as determined by the Dean of Faculty.

G. Advising System

Every student who is enrolled in a degree program is assigned an advisor. Effective advising of students is considered one of the most important responsibilities of every faculty member. Each faculty member, whether assigned student advisees or not, should become knowledgeable of Core Program requirements, academic counseling and career services
available to students, and should develop a familiarity with the total curriculum. Each faculty member should maintain regular, scheduled office hours dispersed throughout the week when she/he is available to students.

1. **First-Year Advising Program.** The First-Year Advising Program is designed to touch on all aspects of the First Year Student experience. The goal is to assist first year students in realizing the maximum educational benefits available to them by helping them to better understand themselves and to learn to use the resources of the College to meet their special educational needs and aspirations.

2. **Major Advising.** Students who have declared a major are assigned an academic advisor from their major department. Students who have not yet declared a major are assigned an advisor from the Center for Student Success.

All advisors work closely with students during the preregistration period for course selection for the coming semester. Consultation with the advisor also occurs during the drop-add period at the beginning of each semester. Departmental advisors also provide assistance in regard to graduate or professional school and/or career planning.

H. **Classroom Codes**

In most cases, the first position of each room number designates the building in which the room is located. The second position indicates the floor. For example N203 is located on the second floor of Nicarry Hall; W370C is located on the third floor of Wenger Center. In addition, there are several special purpose facilities with more specific coding.

<table>
<thead>
<tr>
<th>Building or Facility</th>
<th>Code</th>
<th>Building or Facility</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brossman Commons</td>
<td>BC</td>
<td>Musser</td>
<td>M</td>
</tr>
<tr>
<td>Dance Studio</td>
<td>BSC</td>
<td>Nicarry</td>
<td>N</td>
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<tr>
<td>Esbenshade</td>
<td>E</td>
<td>Steinman</td>
<td>S</td>
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<tr>
<td>Gibble Lecture Hall</td>
<td>GAUD</td>
<td>Thompson</td>
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<td>James B. Hoover Center</td>
<td>For Business</td>
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<td>Zug Memorial</td>
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For **Registration Procedures**, **Prerequisites for Courses**, **Course Changes**, **Transfer of Credits**, **Graduation Requirements**, **Honors in the Discipline**, **Special Study Options**, **Auditors**, **Challenge Testing**, and **Placement Testing**, see 2012-13 on-line College Catalog.
APPENDIX 1

AAUP’s 1999 Statement on Copyright

The statement that follows was approved in March 1999 by the Association’s Special Committee on Distance Education and Intellectual Property Issues. It was adopted by the Association’s Council and endorsed by the Eighty-fifth Annual Meeting in June 1999.

The objective of copyright is, in the words of the U.S. Constitution, to “promote the progress of science and useful arts.” To achieve that objective, authors are given exclusive rights under the Copyright Act to reproduce their works, to use them as the basis for derivative works, to disseminate them to the public, and to perform and display them publicly. Institutions of higher learning in particular should interpret and apply the law of copyright so as to encourage the discovery of new knowledge and its dissemination to students, to the profession, and to the public. This mission is reflected in the 1940 Statement of Principles on Academic Freedom and Tenure: “Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.”

Academic Practice
Within that tradition, it has been the prevailing academic practice to treat the faculty member as the copyright owner of works that are created independently and at the faculty member’s own initiative for traditional academic purposes. Examples include class notes and syllabi; books and articles; works of fiction and nonfiction; poems and dramatic works; musical and choreographic works; pictorial, graphic, and sculptural works; and educational software, commonly known as “courseware.” This practice has been followed for the most part, regardless of the physical medium in which these “traditional academic works” appear; that is, whether on paper or in audiovisual or electronic form. As will be developed below, this practice should therefore ordinarily apply to the development of courseware for use in programs of distance education.

Unilateral Institutional Policies
Some colleges and universities have promulgated policies, typically unenforced, that proclaim traditional academic works to be the property of the institution. Faculty handbooks, for example, sometimes declare that faculty members shall be regarded as having assigned their copyrights to the institution. The Copyright Act, however, explicitly requires that a transfer of copyright, or of any exclusive right (such as the exclusive right to publish), must be evidenced in writing and signed by the author-transferor. If the faculty member is indeed the initial owner of copyright, then a unilateral institutional declaration cannot effect a transfer, nor is it likely that a valid transfer can be effected by the issuance of appointment letters to new faculty members requiring, as a condition of employment, that they abide by a faculty handbook that purports to vest in the institution the ownership of all works created by the faculty member for an indefinite future.

Other colleges and universities instead proclaim that traditional academic works are “works made for hire,” with the consequence that the institution is regarded as the initial owner of copyright. This institutional claim is often stated to rest upon the use by the faculty member, in creating such works, of college or university resources, such as office space, supplies, library facilities, ordinary access to computers and networks, and money.

The pertinent definition of “work made for hire” is a work prepared by an “employee within the scope of his or her employment.” In the typical work-for-hire situation, the content and
purpose of the employee-prepared works are under the control and direction of the employer; the employee is accountable to the employer for the content and design of the work. In the case of traditional academic works, however, the faculty member rather than the institution determines the subject matter, the intellectual approach and direction, and the conclusions. This is the very essence of academic freedom. Were the institution to own the copyright in such works, under a work-made-for-hire theory, it would have the power, for example, to decide where the work is to be published, to edit and otherwise revise it, to prepare derivative works based on it (such as translations, abridgments, and literary, musical, or artistic variations), and indeed to censor and forbid dissemination of the work altogether. Such powers, so deeply inconsistent with fundamental principles of academic freedom, cannot rest with the institution.

**College or University Copyright Ownership**

Situations do arise, however, in which the college or university may fairly claim ownership of, or an interest in, copyright in works created by faculty (or staff) members. Three general kinds of projects fall into this category: special works created in circumstances that may properly be regarded as “made for hire,” negotiated contractual transfers, and “joint works” as described in the Copyright Act.

1. **Works Made for Hire.** Although traditional academic work that is copyrightable—such as lecture notes, courseware, books, and articles—cannot normally be treated as works made for hire, some works created by college or university faculty and staff members do properly fall within that category, allowing the institution to claim copyright ownership. Works created as a specific requirement of employment or as an assigned institutional duty that may, for example, be included in a written job description or an employment agreement, may be fairly deemed works made for hire. Even absent such prior written specification, ownership will vest with the college or university in those cases in which it provides the specific authorization or supervision for the preparation of the work. Examples are reports developed by a dean or by the chair or members of a faculty committee, or college promotional brochures prepared by a director of admissions. Some institutions appear to treat course examinations as falling within this category, but the stronger case can be made for treating examinations as part of the faculty member’s customary instructional materials, with copyright thus owned by the individual.

   The Copyright Act also defines as a “work made for hire” certain works that are commissioned from an individual who is not an employee but an “independent contractor.” The institution will own the copyright in such a commissioned work when the author is not a college or university employee, or when the author is such an employee but the work to be created falls outside the normal scope of that person’s employment duties (such as a professor of art history commissioned by the institution under special contract to write a catalog for a campus art gallery). In such situations, for the work-made-for-hire doctrine to apply there must be a written agreement so stating and signed by both parties; the work must also fall within a limited number of statutory categories, which include instructional texts, examinations, and contributions to a collective work.

2. **Contractual Transfers.** In situations in which the copyright ownership is held by the faculty (or staff) member, it is possible for the individual to transfer the entire copyright, or a more limited license, to the institution or to a third party. As already noted, under the Copyright Act, a transfer of all of the copyright or of an exclusive right must be reflected in a signed document in order to be valid. When, for example, a work is prepared pursuant to a program of “sponsored research” accompanied by a grant from a third
party, a contract signed by the faculty member providing that copyright will be owned by the institution will be enforceable. Similarly, the college or university may reasonably request that the faculty member—when entering into an agreement granting the copyright or publishing rights to a third party—make efforts to reserve to the institution the right to use the work in its internally administered programs of teaching, research, and public service on a perpetual, royalty-free, nonexclusive basis.

3. **Joint Works.** Under certain circumstances, two or more persons may share copyright ownership of a work, notably when it is a “joint work.” The most familiar example of a joint work is a book or article written, fully collaboratively, by two academic colleagues. Each is said to be a “co-owner” of the copyright, with each having all the usual rights of the copyright owner (i.e., to license others to publish, to distribute to the public, to translate, and the like), provided that any income from such uses is shared with the other. In rare situations, an example of which is discussed immediately below, it may be proper to treat a work as a product of the joint authorship of the faculty member and his or her institution, so that both have a shared interest in the copyright.

**New Instructional Technologies**
The development of new instructional technologies has led to some uncertainties with regard to the respective rights of the institution and its faculty members. For example, courseware prepared for programs of distance education will typically incorporate instructional content authored and presented by faculty members, but the college or university may contribute specialized services and facilities to the production of the courseware that go beyond what is traditionally provided to faculty members generally in the preparation of their course materials. On the one hand, the institution may simply supply “delivery mechanisms,” such as videotaping, editing, and marketing services; in such a situation, it is very unlikely that the institution will be regarded as having contributed the kind of “authorship” that is necessary for a “joint work” that automatically entitles it to a share in the copyright ownership. On the other hand, the institution may, through its administrators and staff, effectively determine or contribute to such detailed matters as substantive coverage, creative graphic elements, and the like; in such a situation, the institution has a stronger claim to co-ownership rights.

**Ownership, Control, Use, and Compensation: Informed Allocation of Rights**
Given the varying roles possibly played by the institution and the faculty member, and the nascent state of distance-education programs and technologies, it is not likely that a single principle of law can clearly allocate copyright-ownership interests in all cases. In some instances, the legal rules may warrant the conclusion that the college or university is a “joint author”; in other instances, that the institution should be compensated with royalties commensurate with its investment; and in yet others, that it has some sort of implied royalty-free “license to use” the copyrighted work. It is therefore useful for the respective rights of individual faculty members and the institution—concerning ownership, control, use, and compensation—to be negotiated in advance and reduced to a written agreement. Although the need for contractual arrangements has become more pressing with the advent of new instructional technologies, such arrangements should be considered even with respect to more traditional forms of authorship when the institution seeks to depart from the norm of faculty copyright ownership. An alternative format—perhaps somewhat less desirable, because less likely to be fully known to and appreciated by individual faculty members—would be detailed and explicit institutional regulations dealing with a variety of pertinent issues, subject to the strictures noted above concerning copyright transfers. Such regulations should, of course, give great weight to the views of the faculty, and may be
reflected either in widely available institutional policy documents or in collective-bargaining agreements.

Whoever owns the copyright, the institution may reasonably require reimbursement for any unusual financial or technical support. That reimbursement might take the form of future royalties or a nonexclusive, royalty-free license to use the work for internal educational and administrative purposes. Conversely, when the institution holds all or part of the copyright, the faculty member should, at a minimum, retain the right to take credit for creative contributions, to reproduce the work for his or her instructional purposes, and to incorporate the work in future scholarly works authored by that faculty member. In the context of distance-education courseware, the faculty member should also be given rights in connection with its future uses, not only through compensation but also through the right of “first refusal” in making new versions, or at least the right to be consulted in good faith on reuse and revisions.
Purpose
The purpose of the EC Hotline is to provide a confidential way, outside of normal reporting procedures, for students and employees to report suspected violations of college policy and illegal activities.

The following is a list of examples of actions and violations that may be reported through the EC Hotline.

- Fraud;
- Theft of cash or college property;
- Willful damage, abuse, or destruction of College property or systems;
- Verbal or physical harassment or intimidation of a co-worker, student, supervisor, or other member of the College community, including violation of the College's Discrimination, Sexual Harassment, or Bullying Policy;
- Bias-related incidents;
- Violation of the College’s Code of Conduct and other college policies;
- Various college policies and procedures such as Standards of Conduct, Whistleblower Policy, Drug-free Workplace, etc.
- Violation of local, state, or federal laws and regulations;
- Any act which may endanger the safety of others;
- Any act that may cause harm or danger to a minor on campus;
- Inappropriate authorization, allocation, or spending of college funds;
- Falsification of payroll, accounting, or financial records, including accounting omissions;
- Falsification of college documents or files;
- Improper misrepresentation of one’s self;
- Misappropriation of grant or gift funds;
- Violation of NCAA guidelines;
- Computer security violations or unauthorized access;

Supervision of Hotline
To insure anonymity, the College has contracted with The Network, an outside service provider, to manage its compliance hotline. Upon receipt of a call, The Network forwards the information to the respective college staff members who will determine an appropriate response.

Confidentiality
Students and employees who contact the EC Hotline may remain anonymous. College staff members have a responsibility to ensure the security and confidentiality of the supporting documentation received from the hotline. If a student or employee requests anonymity, no attempt will be made to identify the individual reporting the concern. Information provided by the student or employee will be treated as confidential and privileged to the extent permitted by applicable law. Please note: In some cases, depending on the allegation, maintaining strict anonymity may make an arrest, charging, and/or prosecution of the individual(s) of concern not possible.
Non-retaliation
Students and employees who submit information to the hotline will not be retaliated against.

General Complaints
The ECHotline is not a general complaint hotline. Only matters involving suspected illegal activities or violation of college policies or procedures, or federal, state, local law or regulation, will be investigated.

How the ECHotline Works
Reporting:
The ECHotline is a safe and secure process for students and employees to report suspected instances of illegal, noncompliant, or improper conduct. Information regarding a suspected concern of illegal, noncompliant, or improper conduct may be submitted either by calling the ECHotline Number (855) 696-1899, via website www.reportlineweb.com/etown, or by sending a letter specifically addressed to The Network, Inc., c/o Elizabethtown College, 333 Research Court, Norcross, Georgia USA 30092. All calls, website submittals, and letters may be submitted anonymously. At no time will the College or The Network agency try to determine who submitted information through the hotline.

When a caller calls into the hotline number or via the website, the receiver of the call (a Network Representative) or the website program will walk the submitter through a step-by-step process to retrieve the necessary information from the submitter. The submitter will receive a code number that can be used when calling back or accessing the website to inquire as to the status of the information reported or resolution to the matter of concern.

Students and employees are warned of making knowingly false or misleading reports through the ECHotline. Should it become known or reported to the College that a student or employee has been found to make knowingly false or misleading reports, he/she will be subject to disciplinary action including possible termination of employment for employees.

Students and employees may also go through the regular reporting channels using the policies and procedures outlined in the Student Handbook, Faculty Handbook, and Employee Handbook to report a concern.

Information received through the hotline will be channeled by The Network to the appropriate college staff members, outlined below. Once a concern has been reviewed and found to merit investigation, the procedures in the Student Handbook, Faculty Handbook, or the Employee Handbook will be followed as with any other investigation arising from information submitted in a manner other than through the ECHotline.

The College will typically notify an employee regarding a complaint and investigation; however, there may be incidents when the College will delay notification in order to protect data, electronic files, or college property or when the investigation could be jeopardized in other ways.

Dissemination of Information Received through the ECHotline
1. Information received through the ECHotline will be reviewed by no less than three college staff members. (Anonymous letters and any other information received outside the normal reporting procedures will be managed in the same way as information received through the hotline.)

2. Under normal circumstances, the Provost/ Senior Vice President and the Director for Human Resources will review the information from the ECHotline. The Vice President for
Administration will assist with personnel and facilities issues, the Vice President for Finance will assist with matters involving financial matters, and the Dean of Students will assist with matters involving students. (The President would determine alternates as necessary.)

3. If the information received deals directly with Human Resources, the Provost andSr. Vice President, the Vice President for Administration, and the Vice President for Finance will receive the information.

4. If the information received deals directly with any member of Senior Staff, the President will receive the information and will review it with the Director for Human Resources and one other member of Senior Staff, to be determined by the President.

5. If the President is the subject of information submitted to the hotline, the Chair of the Board of Trustees will receive the information as well as the Provost and Director for Human Resources, and the appropriate Vice President, depending on the issue.

6. The Director for Human Resources and Vice Presidents/Dean of Students will be informed as to whether the information submitted to the hotline was submitted anonymously, with the name of the submitter, or with the name withheld at the submitter’s request.

7. The Vice Presidents/Dean of Students and Director for Human Resources will determine the appropriate process by which to address the concern.

8. If it is determined that an investigation is appropriate, the Director for Human Resources (or staff under the AVP direction) will conduct a thorough and impartial investigation and report the results to the appropriate Vice Presidents/Dean of Students addressing the matter. The investigation results will be shared with the appropriate Senior Staff member for action provided the concern does not involve the Sr. Staff member. If the concern involves another Senior Staff member, the matter will be referred to the President for action.

9. The Human Resources staff member investigating a concern will make every attempt to protect the source of the information as coming from the hotline.

10. If the concern submitted to the hotline involves Human Resources, the President will determine the appropriate Senior Staff member to investigate.

11. In the case of sensitive issues, questions about the process of the investigation may be referred to the President and/or the Chair of the Board as necessary.

Resolution
All hotline concerns submitted will be resolved as quickly as possible. Employees who contact the ECHotline may use the code given to them through the process to follow up after two weeks regarding any actions taken on the submittal of the information. The Human Resources staff member investigating the concern may also utilize the hotline as a mechanism to communicate additional questions through the system to the anonymous individual who reported the concern. In all cases, every effort will be made to ensure resolution to each concern submitted through the ECHotline.